

The Impact of the Covid-19 Pandemic on the Private Resorts in Marikina City: Basis for Proposed Survivability and Sustainability Innovations

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Twenty-one private resorts in Marikina City participated in this research study to determine the impact of the Covid-19 pandemic in terms of four measures (people, profits, processes, and partnerships) and their respective sub-impacts. Revealed from the profile of the respondents were three types of ownership groups. These included female sole proprietors, male sole proprietors, and partnerships, and most operate as microbusinesses. The assessment suggested that the Covid-19 pandemic had a very negative impact on these private resorts across all the four measures and sub-impacts, except for two sub-impacts which were seen negative impact only. The two sub-impacts were maintenance and repair of key equipment and collaboration with competitors. Significant differences were observed in overall sales and revenue, and cancellations. The majority of the significant relationships were seen when the impact on people was correlated to other measures and sub-impacts. Despite the very negative impact of the Covid-19, these private resorts remained optimistic about their businesses' future. Based on the findings, the researcher proposed survivability and sustainability innovations.

Keywords: Covid-19, Private Resorts, Survivability and Sustainability Innovations

1. Introduction

No one was ready for the Covid-19 virus. Liu et al. (2020) stated that within four months of its initial appearance in China, Covid-19 had developed into a global threat, rapidly spreading to other countries. WHO (World Health Organization) declared it a pandemic on March 11, 2020, joining the ranks of other pandemics.

The tourism industry in the Philippines had a banner year in 2018, contributing approximately 12.7 percent to the overall economy (Mapa, 2019). Then came a bright start to 2019, with the country receiving more than six million foreign visitors in the first three quarters alone. When the Covid-19 pandemic reached Philippine borders, an enormous quandary began to unfold. The first Philippine case of the novel coronavirus infection was confirmed on January 22, 2020 (Edrada et al., 2020). In the second week of March 2020, Metro Manila was placed under a Community Quarantine (CQ). Marikina City was one of the cities that succumbed to the rise of the mysterious deadly virus; the CQ was later upgraded to an Extended Community Quarantine (ECQ). This circumstance caused the hospitality and leisure industry to grind to an almost complete halt and resulted in the dismissal of employees and in the transitioning to a remote working setting of many businesses or even their total shutdown due to bankruptcy. Even with an imminent approach to sustain the hospitality and leisure industry, there was a difficult scenario where hotels and resort owners were pushing hard to rebuild and revive their sources of income. Campbell (2020) echoed this, stating that there has been an impact on every sector of the global economy, but the hotel and leisure industries and retail and travel have been particularly hard hit.

A niche sector of the Hospitality and Leisure industries is the private resorts, which have also suffered significantly.

Llemit (2021) reported that Mayor Al David Uy of Samal Island temporarily suspended all resorts, beaches, or inland activities, due to the increasing Covid-19 cases in the city and neighboring local government units (LGUs). Mayor Uy also issued Executive Order (EO) 291, suspending private gatherings and parties in private resorts and events venues. As the number of Covid-19 cases rose, Ilocos Sur province decided to close its borders to leisure travelers once again starting September 2021, further delaying the recovery of the province's tourism sector, which was already badly affected by the pandemic (Mugas, 2021). The Ilocos Sur tourism office stated in an advisory that tourists would be denied entry into the province for two weeks due to a spike in Covid-19 cases.

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According to Deña (2021), the owners, operators, caretakers, and tour agents of hot spring resorts in Barangay Pansol, Laguna, endured most of the pandemic's economic impacts into the next year. For the second consecutive year, they were not permitted to operate during the dry months, considered their peak season, due to community quarantine protocols. According to Calamba Public Order and Safety Director Jeffrey Rodriguez, the city has approximately 1,400 resorts, 90 percent of which are private. Despite the economic loss to the city, the LGUs' hands were tied.

A controversial resort in Caloocan, in the National Capital Region, was accordingly shuttered for violating pandemic protocols. Apart from revoking the resort's business permit, Austria (2021) reported that Caloocan Mayor Malapitan planned to sue the Gubat sa Ciudad resort owner after photos of a group of not less than a hundred people enjoying the resort's amenities surfaced online. Not one person in the photograph was wearing a mask or was actively engaging in social distancing. The Caloocan mayor stated that it was a clear violation of the Inter-Agency Task Force's (IATF) rules for NCR+, which stipulated that no large gatherings were permitted and that leisure businesses were prohibited from operating in the NCR+ Bubble's current Modified Enhanced Community Quarantine (MECQ) status. Patrons were permitted to enter only resorts located within the GCQ and MGCQ areas.

Arnaldo (2020) confirmed that, in the Philippines, nearly all tourism and tourism-related businesses are micro, small, and medium-sized enterprises (MSMEs). As part of this MSME sector, private resort establishments continue to be impacted by the pandemic, especially by imposed granular lockdowns currently at Alert Level 4 and the emerging new coronavirus variants.

Indoor visitor or tourist attractions, indoor meetings, incentives, conferences, event venues, outdoor and indoor amusement parks or theme parks, indoor recreational venues, and staycations are still prohibited from operation at Alert Level 4 (Nepomuceno, 2021). In a report, Bordey (2021) stated that Tourism Secretary Bernadette Romulo-Puyat said that it is extremely complicated to predict when the tourism industry will reopen. No one could provide an exact date due to the instability of the situation, particularly with the new Covid-19 variants.

Hecker (2020) found that, in the Philippines, both the first half of 2020 and the entire year of 2020 had a 50 percent loss in revenues. This research was conducted among 49 hotels and 23 resorts in the Philippines. He mentioned that the domestic market for the tourism and hospitality industry could bounce back, but the foreign market for the country can never fully recover anytime soon. In his study, Hecker stated that the government sought subsidies for the affected tourism and hospitality businesses with 37 percent among his respondents and 18 percent was the advertising campaign of the Department of Tourism (DOT), and the remaining 28 percent was put to tax reduction for this variant of industry. This was in connection with the survey conducted by PWC Philippines (2020), where they discovered that 97 percent of their tourist business respondents saw great concern from the threat to their businesses brought by the pandemic. Private resort establishments are one of Marikina City's top industries (ILO, 2010). The industry sector to which the private resort belongs employs 9.4 percent of the city's total workforce. Indeed, these establishments make a sizable contribution to the city's economy.

These private resorts have been suffering due to the strict implementation of quarantine protocols. Now, the ever-evolving granular lockdowns are causing more dilemmas. And, because the pandemic is far from over and as new variants indeed emerge, it could yield an increase of closed businesses to as high as 16 percent (Piad, 2021). It is therefore critical to continue the ongoing discussions and research to gain additional insight and develop more effective innovations that these private resort establishments can leverage to weather the pandemic (Abbas et al., 2021).

Concerning this, the researcher decided to assess the impact of the pandemic on the private resorts in Marikina City. This initiative is aligned to have a basis for proposed survivability and sustainability innovations that this industry in Marikina City can benefit from.

2. Literature Review

MSMEs are more vulnerable to financial shocks compared to larger enterprises due to fewer assets and more limited cash reserves (Price, 2020). When governments started imposing lockdowns due to the Covid-19 pandemic, certain MSMEs were forced to shut down and lay off employees, while others struggled to maintain a positive cash flow (Karr et al., 2020). These challenges and uncertainties paved the way for rapid impact assessments on MSMEs. Lim et al. (2020) conducted an online survey for the UNIDO Philippines field office. The online survey received 235 responses. In addition, they evaluated supply and value chains, human resource management, business continuity planning, MSME recovery, and industry innovation.

This was done to determine the impact of Covid-19 containment measures (e.g., quarantine, social distancing) and responses to Philippine enterprises' operational and financial problems and to identify gaps and areas for improvement. During the survey period, Covid-19 containment measures prevented around 60 percent of respondent firms from operating. Around 55 percent of non-operational firms reported job losses, with 30 percent reporting complete workforce losses. Despite being permitted to operate during the ECQ, around 50 percent of non-operational firms were unable to do so due to various challenges.

Supply chain coordination remained a challenge for Philippine businesses. Businesses raised concerns about workforce shortages and employee anxiety during the containment period. Lack of business continuity plans could have jeopardized raw material availability, efficient transportation of goods and human resources, and workplace safety measures during crises. The Philippines' businesses will need help to recover after being paralyzed by the Covid-19 containment measures. Firms expected both benefits and drawbacks from new investments to support the "new normal."

Hill et al. (2020) assessed the impact of the pandemic on the private sector in the Philippines. In this case, 600 employees and 16 employers responded. Work, households, health and well-being, and employer perspective were studied. The pandemic hit the Philippines' private sector employers and employees hard, according to the survey. Employees reported significant financial and personal strains. Almost half of employees in the hardest-hit industries have had their jobs suspended, terminated, or reduced. Covid-19 increased financial stress for three out of five employees. Two out of five employees said Covid-19 pressures harmed their health. The fiscal impact and disruption caused by Covid-19 were rated an eight or higher by 14 of the 16 businesses. Almost all businesses surveyed said the Covid-19 pandemic was costly and disrupted operations. Business partners were severely affected and unable to function. Insufficient cash flow impeded maintenance of staff and operations. The immediate financial costs of the Covid-19 health crisis are significant for both employees and employers.

This survey was followed by the World Bank's Covid-19 impact assessment survey of Philippine firms (Piza et al., 2021). The online survey drew 13,878 responses from all sizes and industries. Some areas examined were markets for demand and product markets; supply and input markets; access to finance and liquidity; digital solutions; uncertainty. The government-imposed regulations on some managers (9 percent), while others closed voluntarily (21 percent). Seven percent of businesses permanently closed. Firms lost sales. Businesses reported lower sales from July to November 2020 than from April to July 2020. Limited operation (58 percent) and inability to visit (38 percent) became issues. Job losses slowed in November 2020 (38 percent). Many companies cut hours (19 percent) and wages (11 percent) to save money (16 percent). Only 3 percent of companies hired new workers. It was a common problem. Sixty-six percent of businesses couldn't afford a month's payroll and supplier, tax, and loan payments. Despite cautious optimism about sales and job growth in the coming three months, many businesses expected financial difficulties. Then nothing happened. In November, more companies used personal loans than in July 2020 (44 vs. 36 percent). However, informal lenders (19 percent) and nonbank financial institutions (13 percent) remained the main sources of financing (11 percent). Micro and small businesses were most affected. Greater firms closed or underperformed than micro and small firms. Digital solutions generated 10 percent of sales and 2/3 of revenue. Firms desired government grants, new credit, or loans to increase liquidity. Existing government grant and loan programs could help (i.e., public awareness campaigns and transparent processing).

The International Labour Organization did their own survey to determine the impact of the Covid-19 pandemic on diverse types of businesses (ILO, 2020). Their respondents were 1,066 enterprises: 570 from Indonesia, 282 from Peru, 70 from Myanmar, 37 from Colombia, 31 from Ghana, 30 from Tunisia, 29 from Bolivia, and 17 from Pakistan. The hotel, tourism, and catering industries accounted for 7 percent of all respondents. The following were the primary findings of the impact assessment: (1) revenues, orders, and cash flows were all negatively impacted; (2) reduced workforce through a variety of measures; (3) enterprises required immediate assistance with cash and short-term loans, as well as relief from fixed costs; (4) clarification of official measures and post-lockdown regulations; and (5) advice on strategy, finance, and logistics was needed. More advice from experts were needed on infection prevention, business and contingency planning, supply chain management, product and sales diversification, virtual training, and labor laws, among others.

The Center for Global Development (CDG) in China conducted a similar Covid-19 impact assessment (Dai et al., 2020). Two-thousand six hundred sixty-eight random samples were taken from state-registered businesses. These samples are fairly typical of Chinese MSMEs. In addition to predicting short- and long-term effects, they looked at economic impacts on the industrial chain upstream and downstream. They discovered that a whopping 80 percent of businesses had not resumed operations. Assuming an extended epidemic, 20 percent of the surveyed businesses would be unable to operate for one month, and 64 percent would be unable to operate for three months. Resumption of work policies should be industry-specific rather than generic.

Based on the results of these impact assessments, the common themes or variables that arose from the impact of the Covid-19 pandemic can be grouped into the "4Ps": People, Profits, Processes, and Partnerships (Dai et al., 2020; Hill et al., 2020; ILO, 2020; Lim et al., 2020; Piza et al., 2021).

An assessment tool called The Six-Step Covid-19 Business Continuity Plan (2020), designed by the ILO's Bureau for Employers' Activities (ACT/EMP), provides a similar insight. This tool is intended to support and assist MSMEs during the pandemic. Its goal is to determine an enterprise's risk profile and vulnerability to Covid-19 in terms of its impact on People, Processes, Profits, and Partnerships, as well as to design a business's risk and contingency system.

3. Methodology

This research aims to assess the impact of the Covid-19 pandemic on the Private Resorts in Marikina City as a basis for proposed survivability and sustainability innovations. Specifically, this research study will answer the following questions:

1. What is the respondent's profile?
2. How do the respondents assess the impact of the Covid-19 pandemic in terms of:
 - 2.1. People
 - 2.2. Profits
 - 2.3. Processes
 - 2.4. Partnerships
3. What significant differences exist among the type of ownership groups in terms of the impact of the Covid-19 pandemic?
4. What significant relationships exist among the impact of the Covid-19 pandemic in terms of the four measures?
5. Based on the findings, what survivability and sustainability innovations can be proposed?

The researcher will apply the mixed-method approach in this research study with a descriptive research design. Both quantitative and qualitative data will incorporate into the questionnaire for this study.

Twenty-one private resort establishments in Marikina City were chosen as respondents for this intended research study. Sampling technique was unnecessary in this study as the sample was already a complete enumeration.

After obtaining permission to adapt and modify two survey instruments from the ILO, namely the ILO SCORE Covid-19 Enterprise Survey and the Six-Step Covid-19 Business Continuity Plan for SMEs (S. Ulrich, personal communication, May 27, 2020), the researcher made modifications to fit this study's specific needs and the research setting and reflect the implications obtained from the reviewed literature and studies. The instrument from the ILO Score Global Enterprise survey had used to assess 1,066 enterprises in eight countries (ILO, 2020).

The researcher used an eight-page survey instrument to assess the impact of the pandemic on the private resorts on the four impact measures: People, Profits, Processes, and Partnerships, and its corresponding sub-impacts. The eight-page survey has three sections with 18 questions comprising multiple choices, a multiple-choice matrix, Likert scale ratings, and three open-ended questions. In evaluating the assessment and perspective on the impacts of the pandemic by the owners or managers in terms of people, profits, processes, and partnerships, cross-tabulations of frequency counts and percentages will be computed and summarized.

On top of these, the weighted means will also be computed for each measure in terms of the impacts of the Covid-19 pandemic. Apart from the raw assessment of the owners or managers, the weighted means will also be used for the correlation analysis.

In determining if there are significant relationships that exist among the measures in terms of the impacts of the Covid-19 pandemic, Pearson's R Correlation and Spearman's Rho Correlation Analysis will be used depending on the satisfaction of the assumptions for each statistical test. These statistical techniques are used to determine the strength of the relationship between two variables. These provide a measure of the strength of the linear relationship between two variables in at least an interval scale. These do not suggest a "cause and effect" or causal relationship between two variables. A correlation coefficient equal to zero indicates a lack of linear relationship while a value of one indicates a perfect linear relationship.

Table 1

Weighted Mean Matrix

Weight	Weighted Mean	Result	Verbal Interpretation
1	1.00 – 1.79	Highly Negative	Very Negative Impact
2	1.80 – 2.59	Negative	Negative Impact
3	2.60 – 3.39	No Impact	Neutral/No Impact
4	3.40 – 4.19	Positive	Positive Impact
5	4.20 – 5.00	Highly Positive	Very Positive Impact

Test for At Least Two Independent Populations. In evaluating if there are statistically significant differences among the ownership groups in terms of the impacts of the Covid-19 pandemic, the Mann Whitney U Test and Kruskal-Wallis Test will be used.

Mann Whitney U Test. If only two groups are identified among the type of ownership, the Mann Whitney U test will be used. It is a nonparametric test that is appropriate when comparing two independent groups when the data is not at least an interval in scale and/or not normally distributed.

Kruskal-Wallis H Test. When more than two groups are identified among the types of ownership, the Kruskal-Wallis H Test will be used. It is an extension of the Mann Whitney U Test and is used to compare more than two independent groups when the data is not at least an interval in scale, not normally distributed, and/or the variances are not equal.

4. Results

Respondent's Profile

Table 2

Responses from Section One of the Survey Instrument

Items	Options	f	%
<i>Ownership Type</i>	Partnership	4	19.05
	Sole Proprietorship. Female-Owned	9	42.86
	Sole Proprietorship. Male-Owned	8	38.10
<i>Number of Employees</i>	1-9	15	71.43
	10-99	6	28.57
<i>Status of Operations</i>	Yes, permanently stopped	1	4.76
	Yes, stopped operations previously but currently running again	16	76.19
	Yes, temporarily stopped because of Covid-19 cases in our business	1	4.76
	Yes, temporarily stopped because of instructions by authorities	3	14.29
<i>Financial Difficulties</i>	Employee Salaries and Benefits	21	100.00
	Utilities	19	90.50
	Loans/Amortization	18	85.70
	Payables to Suppliers/Service Providers	18	85.70
<i>Sustainability of Operations</i>	Rent/Lease	17	81.00
	5 – 8 Months	9	42.86
	More than 1 year	6	28.57
	9 Months to 1 Year	3	14.29
	1 – 4 Months	2	9.52
<i>Outlook for 2022</i>	Less than 1 Month	1	4.76
	Positive	13	61.90
	Highly Positive	5	23.80
	Negative	1	4.80
	Moderately Negative	1	4.80
	No Expectations	1	4.80
	Negotiating with workers	16	76.20

Three ownership groups were identified from the responses: Female-owned sole proprietorship, Male-owned sole proprietorship, and Partnerships.

Based on the major responses the following were revealed: most of the private resorts in Marikina City are owned by female sole proprietors (42.86 percent), and the majority (71.43 percent) can be classified as Micro and Small Enterprises (per National Statistics Office [NSO] classification); many (76.19 percent) had previously stopped operating but are now running again and only one had permanently stopped operating; and employee salaries and benefits are the most difficult or challenging for all the resorts in terms of finances. A significant percentage (42.86 percent) can only sustain their operations during a pandemic crisis in less than a year. However, despite the setbacks, a vast majority of the private resorts (61.9 percent) still have a positive outlook for 2022 and are currently negotiating with their workers (76.19 percent).

The Impact of the Covid-19 Pandemic

The table below are the results of the assessment of the impact of the pandemic in terms of the four measures and each sub-impact. The sub-impact and overall impact were measured using a weighted mean based on the Weight Mean Matrix previously presented (see Table 1). Each major impact has five sub-impacts and was measured individually and then provided with verbal interpretation.

Table 3

Overall Weighted Mean

Major Impact	Sub-Impact	WM	Verbal Interpretation
<i>People</i>	Your overall health and safety	1.14	Very Negative Impact
	Your staff overall health and safety	1.14	Very Negative Impact
	Customer engagement/Contact	1.19	Very Negative Impact
	Staff retention	1.19	Very Negative Impact
	Hygiene and Sanitation	1.62	Very Negative Impact
	<i>Overall Impact on People</i>	1.26	Very Negative Impact
<i>Profits</i>	Overall Sales and Revenue	1.10	Very Negative Impact
	Overall Expenses	1.14	Very Negative Impact
	Price of Supplies and Commodities	1.29	Very Negative Impact
	Customer Demand/ Patronage	1.38	Very Negative Impact
	Cancellations	1.38	Very Negative Impact
<i>Overall Impact on Profits</i>	1.26	Very Negative Impact	
<i>Processes</i>	Evolving Government Protocols	1.24	Very Negative Impact
	Social and Physical Distancing	1.38	Very Negative Impact
	Health and Safety Compliance	1.71	Very Negative Impact
	Vital Commodities and Supplies	1.71	Very Negative Impact
	Maintenance and Repairs of Key Equipment	1.86	Negative Impact
	<i>Overall Impact on Processes</i>	1.58	Very Negative Impact
<i>Partnerships</i>	Contingency/Recovery Plans	1.19	Very Negative Impact
	Access to cash/financial Assistance/short-term loans	1.33	Very Negative Impact
	Supply Chain Relationship	1.48	Very Negative Impact
	Government assistance/subsidies	1.48	Very Negative Impact
	Collaboration with competitors	2.14	Negative Impact
<i>Overall Impact on Partnerships</i>	1.52	Very Negative Impact	

N = 21

Based on the Overall Weighted Mean presented and using the weights matrix, it is clear that the Covid-19 pandemic has had very negatively impacted the private resorts in terms of the four measures: People (1.26), Profits (1.26), Processes (1.58), and Partnerships (1.52). However, upon closer scrutiny of the assessment when the basis is the weighted mean per category and sub-impacts, it can be noted that the respondents find they were only

negatively impacted in two of the sub-impacts, namely: Maintenance and Repairs of Key Equipment (1.86) from Processes, and Collaboration with Competitors (2.14) from Partnerships.

Other Impacts

From the optional open-ended question, "Please comment on what other impact the Covid-19 pandemic had on your business that may not have been listed," Table 4 consolidates the responses:

Table 4

Optional Comments/Unlisted Impact

Items	<i>f</i>	%
No Response	8	38.1
Currently doing Repairs and Renovations	5	23.81
Negative effect on Daily Operations	5	23.81
Negative effect on Personal Finance	3	14.29

N = 21

The majority of the respondents opted not to answer the open-ended question (38.10 percent). The private resorts are also doing repairs and renovations (23.81 percent) despite experiencing the adverse effects of the Covid-19 pandemic on their daily operations (23.81 percent). Another portion of the respondents (14.29 percent) said that the pandemic has negatively affected their finances.

Support Needs of the Private Resorts

The following tables assessed the current support needs of the private resorts in Marikina City concerning the Covid-19 pandemic.

Table 5

Government Support Needs

Items	<i>f</i>	%
Assistance on testing and vaccination	10	47.62
Deferment of payment on taxes, utilities, loans, benefits contributions	20	95.24
More information on the government's plan of action to contain the Covid-19	20	95.24
Price control of critical commodities and goods	20	95.24
Supplies of PPE such as masks, face shields, sanitizers	12	57.14

N = 21

Deferment of payment on taxes, utilities, loans, and benefits contributions (95.24 percent), more information on the government's plan of action to contain the coronavirus (95.24 percent), and price control of critical commodities and goods (95.24 percent) are among the major government needs of the private resorts. Assistance with testing and vaccination (47.2 percent) is the least of their concern.

Table 6

Non-Government/ Other Support Needs

Items	<i>f</i>	%
Advice on Business Continuity Planning	20	95.24
Advice on health and safety while maintaining business operations	20	95.24
Professional advice on diversification of products/service and sales channels	18	85.71
Advice on procurement and logistics	17	80.95
Online trainings for management and staff	17	80.95

N = 21

Advice on Business Continuity Planning (95.24 percent) and advice on health and safety while maintaining business operations (95.24 percent) were among the major nongovernment or other support needs noted by the respondents.

Other needs indicated were professional advice on diversification of products/services and sales channels (85.71 percent), advice on procurement and logistics (80.95 percent), and online training for management and staff (80.95 percent).

None of the respondents answered the optional open-ended question on support needs.

Significant Differences among the Ownership Groups

Results of the Kruskal-Wallis H Tests. The following tables present the results of the Kruskal Wallis H Tests broken down into the Covid-19 pandemic impact on People, Profits, Processes, and Partnerships.

Table 7

Kruskal-Wallis Test on People

Statement	Kruskal-Wallis Chi-Square Test Statistic	DF	p-value	Significance at 5%
Your overall Health and Safety	0.45	2	0.45	NS
Your Staff overall Health and Safety	0.45	2	0.45	NS
Hygiene and Sanitation	1.07	2	1.07	NS
Customer Engagement/Contact	4.56	2	4.56	NS
Staff Retention	0.61	2	0.61	NS

N = 21

Among the ownership group, all sub-impacts of the impact on People show no significant difference at the 5 percent level.

Table 8

Kruskal-Wallis Test on Profits

Statement	Kruskal-Wallis Chi-Square Test Statistic	DF	p-value	Significance at 5%
Overall Sales and Revenue	8.95	2	0.01	SIG
Customer Demand/Patronage	2.48	2	0.29	NS
Price of Supplies and Commodities	5.85	2	0.05	NS
Overall Expenses	5.42	2	0.07	NS
Cancellations	8.49	2	0.01	SIG

N = 21

Significant differences were observed at a 5 percent level among the ownership group involving the impact on Profits in Overall Sales and Revenue $\chi^2(2, N = 21) = 8.95, p = 0.01$, and Cancellations $\chi^2(2, N = 21) = 8.49, p = 0.01$.

Table 9

Kruskal-Wallis Test on Processes

Statement	Kruskal-Wallis Chi-Square Test Statistic	DF	p-value	Significance at 5%
Maintenance and Repairs of Key Equipment	2.65	2	0.27	NS
Vital Commodities and Supplies	1.47	2	0.48	NS
Evolving Government Protocols	2.21	2	0.33	NS
Social and Physical Distancing	2.84	2	0.24	NS
Health and Safety Compliance	5.42	2	0.07	NS

N = 21

Kruskal-Wallis's test on Processes, including its sub-impacts, show no significant differences at the 5 percent level among the ownership group.

Table 10

Kruskal-Wallis Test on Partnerships

Statement	Kruskal-Wallis Chi-Square Test Statistic	DF	p-value	Significance at 5%
Collaboration with Competitors	0.62	2	0.75	NS
Access to Cash/Financial Assistance/Shortterm Loans	0.9	2	0.64	NS
Government Assistance/Subsidies	1.86	2	0.39	NS
Supply Chain Relationships	0.24	2	0.24	NS
Contingency/Recovery Plan	4.56	2	0.07	NS

N = 21

Results show no significant difference at 5 percent in the test results on Partnerships.

Among the three ownership groups, the Kruskal-Wallis's test found on statistically significant differences in the impact of Covid-19 on Profits, specifically in Overall Sales and Revenue, and Cancellations at a 5 percent level of significance.

Mann Whitney U Tests. The Mann-Whitney U tests compared and evaluated the significant differences between the ownership groups. Significant differences at the 5 percent level are in the measure Profits, specifically in the overall sales and revenue and cancellations sub-impacts.

Table 11

Mann Whitney Test Comparison Between Female and Male Proprietors

Impact of the Covid-19 Pandemic	Sub-Impact	Mann Whitney U Statistics	Z	p-value	Significance at 5% level
Profits	Overall Sales and Revenue	72.00	0.00	0.50	NS
Profits	Cancellations	72.50	0.72	0.23	NS

N = 21

No statistically significant differences were observed between Female-Owned and Male-Owned Sole proprietorships in terms of Overall Sales and Revenue, and Cancellations.

Table 12

Mann Whitney Test Comparison Between Male Proprietors and Partnerships

Impact of the Covid-19 Pandemic	Sub-Impact	Mann Whitney U Statistics	Z	p-value	Significance at 5% level
Profits	Overall Sales and Revenue	34.00	1.97	0.02	SIG
Profits	Cancellations	36.00	1.80	0.04	SIG

N = 21

Significant differences at a 5 percent level between the Male-Owned Sole Proprietor and Partnerships were noted on the impact on Profits, specifically on its sub-impact Overall Sales and Revenue (34.00) and Cancellations (36.00).

Table 13

Mann Whitney Test Comparison Between Female Proprietors and Partnerships

Impact of the Covid-19 Pandemic	Sub-Impact	Mann Whitney U Statistics	Z	p-value	Significance at 5% level
Profits	Overall Sales and Revenue	37.00	2.09	0.02	SIG
Profits	Cancellations	44.00	2.83	0.00	SIG

N = 21

Between the impact on profits of Female-Owned Sole Proprietors and Partnerships, significant differences at a 5 percent level were observed in Overall Sales and Revenue (37.00) and Cancellations (44.00).

At a 5 percent level of significance, based on the Mann Whitney U Test, there were significant differences in the distribution of the responses in terms of the impact of the Covid-19 pandemic on Profits, specifically on Overall Sales and Revenue among the ownership group of male proprietors versus partnerships, and female proprietors versus partnerships. When male and female proprietors were compared using the same test, no statistically significant differences were found.

Significant Relationships among the Impacts of the Covid-19 Pandemic

This section presents the tables of statistically correlated four measures' sub-impacts using the Spearman Rho correlational p-values. The results of the analysis to determine correlations used a 5percent level of significance.

Table 14

Significantly Correlated Sub-Impacts - People

Major	Sub-Impacts	Your overall Health and Safety	Your staff overall Health and Safety	PEOPLE		
				Hygiene and Sanitation	Customer Engagement/Contact	Staff retention
<i>Profits</i>	Customer Demand/ Patronage	Significant	Significant	Not Significant	Not Significant	Significant
	Price of Supplies and Commodities	Significant	Significant	Not Significant	Not Significant	Significant
	Overall Expenses	Significant	Significant	Not Significant	Significant	Significant
<i>Processes</i>	Cancellations	Significant	Significant	Not Significant	Not Significant	Not Significant
	Maintenance and Repairs of Key Vital Commodities and Supplies	Significant	Significant	Not Significant	Not Significant	Significant
	Social and Physical Distancing	Not Significant	Not Significant	Significant	Not Significant	Not Significant
	Collaboration with Competitors	Not Significant	Not Significant	Not Significant	Not Significant	Significant
<i>Partnerships</i>	Access to Cash/Financial Assistance/Short-term Supply Chain Relationship	Not Significant	Not Significant	Not Significant	Not Significant	Significant
		Significant	Significant	Significant	Not Significant	Not Significant

Using Spearman correlation p-values, the table provides the correlation significance at a 5 percent level of the impact on People on each of its sub-impacts and other sub-impacts of each measure (i.e., Profits, Processes, and Partnerships). Setting aside the significance of correlation on its own, many significant relationships existed between People and Profits. In one of the People (Customer Engagement/Contact) sub-impacts, only one significant relationship was noted with Profits (Overall Expenses).

Table 15

Significantly Correlated Sub-Impacts - Profits

Major	Sub-Impacts	Overall Sales and Revenue	Customer Demand/ Patronage	PROFITS		
				Price of Supplies and Commodities	Overall Expenses	Cancellations
<i>People</i>	Your overall Health and Safety	Not Significant	Significant	Significant	Significant	Significant
	Your staff overall Health and Safety	Not Significant	Significant	Significant	Significant	Significant
<i>Processes</i>	Staff Retention	Not Significant	Not Significant	Not Significant	Significant	Not Significant
	Maintenance and Repairs of Key Equipment	Not Significant	Not Significant	Not Significant	Not Significant	Significant
	Vital Commodities and Supplies	Not Significant	Not Significant	Not Significant	Not Significant	Significant
	Collaboration with Competitors	Not Significant	Significant	Significant	Not Significant	Significant
<i>Partnerships</i>	Access to Cash/ Financial Assistance /Short-term Government	Not Significant	Significant	Not Significant	Not Significant	Significant
	Assistance/Subsidies	Not Significant	Not Significant	Not Significant	Not Significant	Significant
	Supply Chain Relationship	Not Significant	Significant	Not Significant	Not Significant	Significant
	Contingency/Recovery Plans	Significant	Not Significant	Not Significant	Significant	Significant

Referring to the p-values, the analysis in Table 15 provided the significant relationships at the 5 percent level of the impact on Profits on each of its sub-impacts and other sub-impacts of People, Processes, and Partnerships. Focusing on different measures and their corresponding sub-impact, the most significant relationships were between Profits and People. It is also worth noting that Cancellations have significant relationships with all sub-impacts of Partnerships. Partnerships which include Collaboration; however, it is also seen that many of the sub-impacts of Profits have no significant relationships with these sub-impacts: Hygiene and Sanitation, Evolving Government Protocols, Social and Physical Distancing, and Health and Safety Compliance.

Table 16

Significantly Correlated Sub-Impacts - Processes

Major	Sub-Impacts	Maintenance and Repairs of Key Equipment	Vital Commodities and Supplies	PROCESSES		
				Evolving Government Protocols	Social and Physical Distancing	Health and Safety Compliance
<i>People</i>	Your overall Health and Safety	Significant	Significant	Not Significant	Not Significant	Not Significant
	Your staff overall					
	Health and Safety	Significant	Significant	Not Significant	Not Significant	Not Significant
<i>Profits</i>	Hygiene and Sanitation	Not Significant	Not Significant	Not Significant	Significant	Not Significant
	Staff Retention	Significant	Significant	Not Significant	Not Significant	Not Significant
	Price of Supplies and Commodities	Significant	Significant	Not Significant	Not Significant	Not Significant
	Cancellations	Significant	Significant	Not Significant	Not Significant	Not Significant
	Collaboration with Competitors	Significant	Significant	Not Significant	Not Significant	Not Significant
<i>Partnerships</i>	Access to Cash /Financial Assistance					
	/Short-term Loans	Significant	Significant	Not Significant	Not Significant	Not Significant
	Government Assistance /Subsidies	Significant	Significant	Not Significant	Not Significant	Not Significant
	Supply Chain Relationship	Not Significant	Not Significant	Not Significant	Significant	Not Significant

Based on the Spearman Correlation, Table 16 shows the significance at the 5 percent level of the impact on Processes on each of its sub-impacts and other sub-impacts of each measure (i.e., People, Profits, and Partnerships). Minimal correlations were observed. The sub-impact of Process (i.e., Maintenance and Repair of Key Equipment and Vital Commodities and Supplies) were the only ones that show the most significantly related to Price of Commodities and Supplies, Cancellations, Collaboration with Competitors, Access to Cash / Financial Assistance / Short-term loans, and Government Assistance / Subsidies. Among the other measures and or sub-impacts, mostly were not significant.

Table 17

Significantly Correlated Sub-Impacts - Partnerships

Major	Sub-Impacts	PARTNERSHIPS				
		Collaboration with Competitors	Access to Cash /Financial Assistance /Short-term Loans	Government Assistance/ Subsidies	Supply Chain Relationship	Contingency/ Recovery Plans
People	Your overall Health and Safety	Not Significant	Not Significant	Not Significant	Significant	Not Significant
	Your staff overall Health and Safety	Not Significant	Not Significant	Not Significant	Significant	Not Significant
	Hygiene and Sanitation	Not Significant	Not Significant	Not Significant	Significant	Not Significant
	Staff Retention	Significant	Significant	Significant	Not Significant	Not Significant
Profits	Overall Sales and Revenue	Not Significant	Not Significant	Not Significant	Not Significant	Significant
	Customer Demand/ Patronage	Significant	Significant	Not Significant	Significant	Not Significant
	Price of Supplies and Commodities	Not Significant	Significant	Not Significant	Not Significant	Not Significant
	Overall Expenses Cancellations	Not Significant	Not Significant	Not Significant	Not Significant	Significant
Processes	Maintenance and Repairs of Key Equipment	Significant	Significant	Significant	Not Significant	Not Significant
	Vital Commodities and Supplies	Significant	Significant	Significant	Not Significant	Not Significant
	Social and Physical Distancing	Not Significant	Not Significant	Not Significant	Significant	Not Significant

Regarding the Spearman correlation analysis on the level of significance from Partnerships and its corresponding sub-impact, Table 18 presents the relationships to the other sub-impacts of each measure (i.e., People, Profits, and Processes) are significant at 5 percent. Most significant relationships are seen in Profits, especially on Cancellations. No significant relationships were detected in Customer Engagement / Contact, Evolving Government Protocols, and Health and Safety Compliance.

5. Discussions

In terms of the impact of the Covid-19 pandemic, the literature was robust. Studies and surveys offered various insights on the negative effects of the Covid-19 pandemic on businesses (Baum et al., 2020; Hill et al., 2020; Karsavuran, 2020; Lim et al., 2020; Piza et al., 2021; Vikrant and Srivastava, 2021). This was the primary premise of this research study. However, previous research focused primarily on MSMEs, as well as the tourism and hospitality industry in general. They have placed little emphasis on the impact of the pandemic on private resorts and the mitigation strategies that can be implemented to ensure the survival and sustainability of these businesses. This is the knowledge gap this research endeavor seeks to fill.

According to the findings of this study, the overall impact of the pandemic on private resorts in Marikina City, specifically on People, Profits, Processes, and Partnerships, has been very negative. As the Covid-19 pandemic spread, the management, staff, and guests of the private resorts grew increasingly concerned about their health, safety, and sanitation, which impacted their physical contacts and interactions.

Previous studies and surveys have confirmed the negative impact of the pandemic on the profits of MSMEs in general, as well as of the tourism and hospitality industry (Dai et al., 2020; Hill et al., 2020; ILO, 2020; Lim et al., 2020; Piza et al., 2021). This phenomenon was also observed at the private resorts in Marikina City. The overall sales and revenue of the private resorts were affected by increased commodity or supply costs, a decline in demand, and an increase in cancellations. Profits have been severely impacted as a result. While the earlier studies indicate a pessimistic outlook following the pandemic (Karr et al., 2020, Lim et al., 2020, Hill et al., Piza et al., 2021), the majority of private resorts in Marikina City is optimistic about the future of their businesses. Despite the significant setbacks and disruptions, numerous resorts are renovating and repairing their facilities in anticipation of the sector's total reopening.

In retrospect, this resiliency is possibly the mindset that Kristiana et al. (2021) recommended building upon, which will lead these private resorts to adopt more effective survival and sustainability strategies.

6. Conclusions

The findings of this research paper offer empirical information regarding the private resorts in Marikina City during the height of the pandemic. In December, these private resorts were surveyed to determine the impact of the pandemic on People, Profits, Processes, and Partnerships.

The researcher found that there were three types of ownerships that existed in the respondent pool: female sole proprietors, male sole proprietors, and partnerships. However, women operating as sole proprietors make up the majority of the private resort owners. Furthermore, the researcher was also able to establish that the Covid-19 pandemic has very negatively impacted the private resorts across all four measures: People, Profits, Processes, and Partnerships. On the contrary, when sub-impacts were examined, two showed a negative impact only: Maintenance and Repairs of Key Equipment and Collaboration with Competitors. The researcher supposes that most private resorts have very little key equipment to maintain or repair, and collaboration among private resorts in Marikina City was overlooked because of limited competition, hence these sub-impacts were underemphasized. The widespread Covid-19 pandemic as well as the lockdowns and restrictions imposed by the government have had a significant negative impact on private resorts. In addition, private resorts that are part of microbusinesses and have extremely limited cash reserves are at risk and may not be able to endure the ongoing Covid-19 outbreak for more than eight months. As a result, it is of the utmost importance to not only alleviate the current crisis, but also the impacts that Covid-19 or lockdowns will have eventually.

Based on the findings of the research, a recommendation was made for an integrated strategic approach to reduce the burden placed on private resorts. This included digitalization, an adaptive strategy, external and internal support, and a new normal strategy. The research findings and recommendations apply to stakeholders who wish to assist the private resorts, as well as to the owners and managers of these private resorts who seek direction in the management of their businesses during challenging times (see Appendix A).

Even though this research study provides insightful implications regarding the impact of the Covid-19 pandemic on private resorts, there are a few limitations that necessitate further investigation. The sample size of this research may not adequately represent the entire industry. For instance, only three types of ownership were seen in the respondent pool. Other ownership types, such as cooperatives, government-owned, or corporations, were absent. As a result, future research may want to expand the sample size and industry representation. In addition to having social and economic consequences, the pandemic has created new challenges in terms of protecting the health and safety of both employees and guests of the private resorts, all while imposing a new normal on the culture of the business operations. Thus, future implementation of the recommended strategy is paramount in gaining a deeper understanding of its operational value.

On the brighter side, even though the pandemic has had a significant negative impact on the private resorts, the vast majority have a positive or highly positive outlook for their businesses. Despite the challenges, many resorts are undergoing renovations in preparation for the full reopening of their industry. This optimism demonstrates the overall resiliency of the private resorts in Marikina City.

7. Recommendations for Future Research

This paper highlighted calls from previous research on the need for further studies on the Covid-19 impact on businesses, particularly those belonging to the MSMEs. For example, Abbas et al. (2021) reiterated the need to continue exploring the impact of the pandemic on the tourism and hospitality industry. The researcher shares the same point of view. As the coronavirus continues to evolve (i.e., Delta and Omicron), fear, uncertainties, and doubts are far from over. Post-pandemic, or in an appropriate circumstance, using the same respondents, future research papers may embark on the actual implementation of the survivability and sustainability innovations (i.e., the VAXIN Strategy) proposed in this study and correlate the results with the impact of the pandemic using a pre-test and post-test research design. Significant differences were only observed between the Female and Male Owned Sole Proprietors versus Partnerships, specifically in the impact on Profits (Overall Sales and Revenue, and Cancellations). In addition, despite the significant relationships presented in this study, the majority of measures and their sub-impacts lack significant relationships.

Potential research studies may include additional types of ownership in the group, such as cooperatives, government-owned, and corporations in the respondent pool to determine whether the same significant differences and relationships will occur. Moreover, other studies could investigate whether comparable observations or conclusions can be made regarding the impact of the pandemic on People, Profits, Processes, and Partnerships, using a broader locale and/or a larger sample size. Lastly, future researchers can examine whether the same positive outlook and resiliency exist in the enterprise sector.

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APPENDIX A

The VAXIN Strategy

In a nutshell, the findings quantified that the private resorts in Marikina City belonged to the Micro and Small-Scale Enterprises sector, that majority will only sustain operation for less than a year, that their significant financial difficulties or challenges were employee salaries and benefits, and that they have suffered from the very negative impact of the Covid-19 pandemic on People, Profits, Processes, and Partnerships, that private resorts need additional support from the government as well as advice from non-government or other entities, that there were significant differences on Profits, specifically on Overall Sales and Revenue and Cancellations, that significant relationships branches out from the impact on People to the other impact and sub-impacts.

Based on the findings, the researcher proposes the VAXIN strategy. VAXIN is an acronym that stands for Value of Digitalization, Adaptive Strategy, External-Support, Internal-Support, and New Normal Strategy.

Several studies on the Covid-19 pandemic have offered numerous innovation strategies. Some already exist, and some are emerging in response to Covid-19. For example, the World Health Organization (WHO) stated that social and physical distancing measures help stop Covid-19 transmission chains and prevent new ones from forming. Although inexplicitly, the WHO does urge people to use as many digital payment options as possible (Brown, 2020). While coughing and sneezing are the main ways to spread coronavirus, viruses can survive on hard surfaces like coins for days. Both APEC and ADB (Karr et al., 2020; Sonobe et al., 2021) explored a variety of mobile money and digital payment systems available in Asian countries to assist MSMEs in securing transactions and delivering goods and services to customers, even when many businesses are closed. Promoting contactless transactions can reduce transaction friction, cut costs, and help manage the risk of Covid-19 transmission. This move has been observed in the Russian market as well. Niang and Ryan (2020) stated that many African countries use mobile money to combat Covid-19. In response to calls to increase mobile money usage to reduce the risk of the coronavirus spread through cash handling. In the Philippines, GCash president Anthony Thomas stressed that everyone should take precautions to avoid contracting the virus from any surface, including paper money (Globe Newsroom, 2020). He believed that frictionless payments reduce virus spread.

Kristiana et al. (2021) talked about the adaptation strategy of the tourism industry. The study found that the Covid-19 pandemic caused the tourism industry to hibernate, forcing workers to switch jobs and seek alternative occupations. While tourism activities have yet to normalize, the tourism industry's adaptability to changes and the pandemic must be preserved. Also, tourism industry players must be innovative and creative. Szromek (2021) described how Polish spas became part of the health system, allowing them to participate in pandemic responses. Although they are not, generally speaking, hospitals, their infrastructure could support an overburdened healthcare system in certain situations.

In their September 2020 report, the World Travel and Tourism Council (WTTC) highlighted the future of travel and tourism in the aftermath of the Covid-19 pandemic. The report made several policy recommendations to governments to aid in the restart and recovery of travel and tourism. Governments should adopt a consistent, coordinated, collaborative, and transparent approach. As travel and tourism businesses establish new standards going forward, they will continue to form strategic partnerships that will strengthen their standards and their brands' perception as clean, safe, and compliant with internationally recognized protocols.

Soria (2020) wrote about hotel strategies required to adapt to the new standard created in the Covid-19 pandemic. He classified the actions into three groups: (1) security, (2) flexibility, and (3) hospitality. Hotels have to be transparent about their strategy for combating Covid-19. They seek to eliminate doubt by promoting the implementation of the strictest hygiene measures possible.

The literature was abundant with different recommendations or solutions. However, strategies that were put out were for either MSMEs or the tourism and hospitality industry in general (Karr et al., 2020; Sonobe et al., 2021; Kristiana et al., 2021; Szromek, 2021; Soria, 2020) and none were explicitly for private resorts. With these findings in hand, the researcher developed an integrated strategic approach tailored specifically for Marikina City's private resorts. As a result, the VAXIN Strategy emerged, which includes survivability and sustainability innovations for mitigating the devastating effects of the pandemic, which private resorts can adopt in the future. And, given that the private resorts in Marikina City belong to the Micro and Small business group and there is a cash flow bottleneck, these survivability and sustainability innovations are all the more conscious of costs with consideration that the pandemic is still ongoing.

Value of Digitalization. Since most significant relationships occur when people are being correlated to the other measures, which entails that health and safety are of primary importance during a pandemic, digitalization offers a contactless solution to the private resorts. Digital solutions provide social and physical distance measures that help stop Covid-19 reinfection and new transmissions. Digitalization can be categorized into (1) Online Sales and Marketing Channels, (2) Digital Payment Channels, and (3) Contactless Transactions.

Online Sales and Marketing can be achieved by developing a virtual or online presence using social media like Facebook or Instagram, and communication through Messenger or WhatsApp. They can also engage in an online marketplace (e.g., Carousell, Airbnb, and other travel websites) to market their private resorts. By using these online platforms and applications, the private resorts will innovatively market, sell, and communicate/engage with customers from a distance.

Digital Payments refer to payment systems such as GCash, Paymaya, Paypal, etc.; online banking applications of major banking institutions such as BDO, BPI, Union Bank, ING, etc.; and using Pesonet or Instapay. These digital payment systems diminish the need to transact physically.

Digital commerce and payments are a few solutions to lessen the need for physical contact. Digitalization can mitigate the very negative impact on people and processes. As variants of the Covid-19 loom, this is an opportune time for private resorts to tap into these costless innovations.

Adaptive Strategy. Since private resorts cannot diversify their products because of the nature of their business, repurposing their facilities is a better alternative. While the Covid-19 pandemic is ongoing or through similar pandemics in the future, the private resorts in Marikina City can repurpose their facilities as vaccination or quarantine sites by coordinating and discussing it with the city government and referring to the WHO guidelines on “Repurposing facilities for quarantine or isolation and management of mild Covid-19 cases” (<https://www.who.int/publications/i/item/WPR-DSE-2020-006>). This way, they can sustain their operation and survive the pandemic, but they will also provide a valuable service to the government and the community.

However, some resort businesses may find this unprofitable as the resort itself may be remembered by future guests as a place tied to something negative (being attached to the Covid-19). It is a valid concern. Other adaptive strategies can also be explored. For example, transforming their resort facilities into a café, art gallery, or venues for short meetings. These adaptive strategies could stretch their sustainability of operations and, as such, can mitigate the very negative impact of the Covid-19 pandemic on profits, particularly on overall sales and revenue.

External Support. Forming alliances is becoming increasingly important in gaining a competitive advantage for the hospitality and leisure industry. An alliance is vital for private resorts in Marikina City as they require additional government support and advice from nongovernmental or other organizations. This strategy can mitigate the very negative impacts of the Covid-19 pandemic on partnerships.

Perhaps, the private resorts in Marikina City can form a formal or an informal assembly or group. A costless approach to creating an informal private resort assembly is to create a Facebook Page. The FB Page can become a repository of information to communicate or share latest updates or developments in government protocols and relevant advisories from the government bodies, especially from the IATF.

The benefit of having an assembly is that private resorts can have representation and coordination with government entities, such as the Marikina LGUs and other government entities for programs and projects that may assist in their recovery.

Furthermore, the private resorts assembly may also contact non-government or other organizations such as the International Labour Organization (ILO), University of the Philippines Institute of Small-Scale Industries (UPISSI), United Nations Industrial Development Organization (UNIDO), etc., for free training relevant to their industry or to help them with developing better business continuity and contingency planning.

Internal Support. One of the significant factors of business success is the employees. As most of the private resorts in Marikina City are concerned with employee salaries and benefits and are negotiating with their workers, we can see the negative impact of the Covid-19 pandemic on people. This strategy can mitigate the very negative impact on people, particularly staff retention.

In dealing with employees in a pandemic, transparency is the key. By laying out all cards on the table *per se*, employees can bear the weight of the impact in a better light. They may become more amenable to the management's negotiation, changes, and decisions.

Another aspect of internal support is internal business innovations. Internal business innovations that are simple to execute can help an organization's creativity and enthusiasm. These few examples of internal innovations may be beneficial to the private resorts during a pandemic:

1. *Weekly staff meetings.* A reasonable time to pick each other's brains to develop new methods, processes, or techniques for doing things more efficiently during a pandemic. Inputs from staff meetings can also help the management reinvigorate its marketing and social strategies.

2. *Utilizing the strength of existing staff.* As businesses adapt due to the pandemic, private resorts can and have to survive. By knowing each of your staff's strengths and weaknesses, private resorts can have a clear inventory of skills that can influence how the business can innovate. For example, if one of your staff knows how to cook, you can repackage your product like a bed and breakfast resort (including lunch and dinner). And, if a staff experienced coffee barista, you can offer a café resort experience. Many possibilities can open during a pandemic (or post-pandemic) when you have in-depth knowledge of your staff's skills.

3. *Using forced interruption for vacation time.* Aside from the numerous health benefits of vacationing, time away from work can help productivity.

4. *Using forced interruption for additional staff training.* The interruptions can be used to train staff for innovative programs, including Covid-19 awareness training and environmental management certificate training.

New Normal Strategy. The new normal strategy will be primarily anchored on health, safety, and well-being. The private resorts may have already implemented similar protocols but still need to level up because of the Covid-19 pandemic. This New Normal Strategy can mitigate the very negative impact of the Covid-19 on people, profits, processes, and even partnerships. The private resorts can refer to the following and look into adopting these as their new normal:

1. *Updating the waiver.* Highlighting the resort's responsibilities as a service provider and the consumers' responsibilities as guests on the Covid-19 guidelines and protocols.

2. *Revisiting cleanliness.* If before the pandemic, the resort used household cleaning supplies, it is time to change into industrial-grade cleaning supplies or disinfectant solutions. For example, constant monitoring and ensuring that the pool is safe are paramount. Giving ample time to clean the guest house thoroughly and changing bed linens and facilities after every check-out should be a necessity. These heightened cleanliness parameters may improve the fight against Covid-19 transmission for both the employees and the guests.

3. *Rebranding.* For example, if the resort is formerly known as a friends-go-to place for hangout, rebrand it as a family retreat during the pandemic. Restricting the guests' profiles this way may limit the spread of Covid-19. Other rebranding strategies can also be adopted, and for example, some remarketed their resorts as venues for wedding photoshoots and honeymooners. Some resorted to renting out their resort weekly, monthly, and other longer durations.

4. *Implementing internal safety precautions.* Aside from the usual temperature check and wearing PPEs, restricting the movement of guests (e.g., going in and out of the resort) when checked in may prevent the spread of the virus.

5. *Encouraging rebooking.* Since cancellation is one of the primary downsides to the private resorts' operation during the pandemic, encouraging guests to rebook at no cost is better than canceling their booking altogether.

The inherent value of the VAXIN strategy is that it offers to mitigate the very negative impact of the Covid-19 pandemic on people, profits, processes, and partnerships exclusively for the private resorts in Marikina City.

These innovations in survivability and sustainability offer a cohesive strategic approach for private resorts. They align and reinforce their resiliency that will help them transition to the full reopening of their sector.