



What Have Been Said in Strategic Management Literature During Covid-19 Pandemic?

Covid-19 Pandemisi Sırasında Stratejik Yönetim Literatüründe Neler Söylendi?

Emre BİLGİÇ¹  Tahsin AYDOĞAN² 

Abstract

Organizations are struggling with severe circumstances brought by COVID-19. When overly increased uncertainty and complexity in a pandemic are considered, strategic management has gained importance. Thus, researchers have focused on strategic management from different perspectives and this situation has led to that strategic management literature considering COVID-19 incredibly enlarged. Here, this research aims to show the architecture of the current literature and examine it with a holistic and critical perspective provided by using bibliometric analysis and critical systematic review concurrently. 226 articles were determined to represent the literature in two steps: (i) WOS search based on keywords and (ii) eliminating irrelevant articles by reading. To realize research aims, a twofold research method was adopted. By leveraging bibliometric analysis, the map of the current literature was shown. Then, a critical systematic review based on content analysis of 226 articles was carried out. Herein, more/less studied fields and future research directions were shared, and methods & levels of analysis of research were shared.

Keywords: Strategic Management, COVID-19, Bibliometric Analysis, Critical Systematic Review, Content Analysis.

Öz

Örgütler COVID-19'un getirmiş olduğu zorlu şartlarla mücadele etmektedirler. Pandemide artan karmaşıklık ve belirsizlik dikkate alındığında stratejik yönetim önem kazanmıştır. Bu doğrultuda araştırmacılar stratejik yönetimi farklı açılardan ele almışlardır. Bu durum COVID-19 etrafında gelişen stratejik yönetim literatürünün farkedilir derecede genişlemesine neden olmuştur. Buradan hareketle bu çalışmada, oluşan mevcut literatürün yapısını göstermek ve literatürü eleştirel ve bütüncül olarak incelemek amaçlanmıştır. Literatürü temsilen 226 makale bibliyometrik analiz ve eleştirel sistematik literatür taraması teknikleriyle incelenmiştir. Makaleler iki adımda belirlenmiştir: (i) WOS taraması ve (ii) okunarak makalelerin elenmesi. Çalışmada iki aşamalı bir yöntem takip edilmiştir. Bibliyometrik analiz vasıtasıyla literatürün yapısı gösterilmiştir. Daha sonra ise 226 makale içerik analizine dayalı olarak eleştirel sistematik literatür taraması ile incelenmiştir. Bu kapsamda daha az/fazla çalışılan alanlar, gelecek araştırma önerileri, makalelerin analiz seviyeleri ve yöntemleri gösterilmiştir.

Anahtar Kelimeler: Stratejik Yönetim, COVID-19, Bibliyometrik Analiz, Eleştirel Literatür Taraması, İçerik Analizi

Atf (to cite): Bilgiç, E., Aydoğan, T. (2022). What Have Been Said in Strategic Management Literature During Covid-19 Pandemic? *Toros Üniversitesi İİSBF Sosyal Bilimler Dergisi*, 9(16), 16-56. doi: 10.54709/iisbf.1132991

Makale Geliş Tarihi (Received Date): 20.06.2021

Makale Kabul Tarihi (Accepted Date): 30.06.2021

¹ Arş. Gör., İzmir Bakırçay Üniversitesi, emre.bilgic@bakircay.edu.tr, ORCID: 0000-0003-1392-5320

² Arş. Gör., İzmir Bakırçay Üniversitesi, tahsinaydogan94@gmail.com, ORCID: 0000-0001-6556-9458

1. INTRODUCTION

Strategic management has become eye catching research field for firms since 1960s. Especially, strategic management plays critical roles in firms which compete in highly competitive environments and need to follow up the order of business and to make healthy decisions as much as possible. Herein, the external environment is a deterministic factor that shapes how firms form their strategies (Porter, 1980).

COVID-19, which has world-wide impacts on all fields, has generated and is expected to continue to generate tough circumstances for the strategic management process. The severe effects of COVID-19 on various areas such as psychology (Dhar, et al., 2020), economy (Caraka, et al. 2020), sport (Grix, et al., 2021) and environment (SanJuan-Reyes, et al. 2020) were dealt. Strategic management has become one of these areas as well. Thereby, topics like strategic practices toward and recovery strategies of impacts of COVID-19 (Dimitrios, 2020), technology-based strategies toward COVID-19 (Liu and Yang, 2021), strategic agility (Gerald, et al., 2020), business model shifts (Seetharaman, 2020) were studied. Although a relatively short period has passed since COVID-19's beginning, the literature has enlarged incredibly. So, this research has two objectives: (i) to map out the composed literature examining strategic management evolving around COVID-19 and (ii) to provide a detailed and critical examination of the literature.

During COVID-19, a few review studies were conducted in strategic management literature. These reviews have different aims and different methods. Some of these reviews intended to incorporate concepts from different fields and show their implications in the COVID-19 period (Ketchen and Craighead, 2020) or to examine specific concepts like resilience (Castro and Zermeño, 2020). Also, there are reviews that try to provide insights into specific issues from strategy-related concepts (Foss, 2020). Furthermore, a part of these reviews aimed to offer strategic management frameworks for specific industries concerning existing literature (Chofreh, et al., 2020). Moreover, another group of reviews dealt with analyzing different types of strategies implemented against COVID-19 at different levels (Vivas and Villar, 2020). Lastly, some reviews focused on specific functions of organizations like human resources, etc., and examined COVID-19's impacts on this function (Collings, et al., 2021; Stuart, et al. 2021). As seen, there is not inclusive review study about strategic management circled around COVID-19. Therefore, this research aims to provide an inclusive map and critical examination of the strategic management literature evolving with COVID-19 by answering the following questions:

R1: What is the view of the strategic management literature evolving around COVID-19?

R1a: Which journals have the highest number of publications?

R1b: What are the most-cited studies?

R1c: Which affiliations have published more articles?

R1d: Which countries have the highest number of publications?

R2: Which words-concepts and sub-topics are studied most in the literature?

R3: What has been done in the literature?

R3a: What are the more focused fields?

R3b: What are the less focused fields?

R3c: What might be studied in future research?

R4: What kind of methods were adopted by researchers during COVID-19?

R5: Which sectors or organization types were focused on during COVID-19?

Examining literature holistically and critically is important for the literature in four respects: (i) to clarify the future research directions, (ii) to prevent the agglomeration tendency in the progress of the literature, (iii) to provide significant foresight for future pandemics and crises by showing problematic areas, and (iv) to show new developments happened in strategic management during COVID-19.

As a reminder, this paper will be structured as follows: the research method will be shared in section two. Findings and discussions will be reported in section three. Concluding remarks will be presented in chapter four. Finally, research limitations will be provided in section five.

2. METHODOLOGY

This research adopts a twofold method: bibliometric analysis and critical systematic review. Firstly, the bibliometric analysis will be used to provide a map of the literature. Then, articles included in the bibliometric analysis will be critically reviewed. Herein, articles will be subjected to content analysis. To the best of the authors' knowledge, this research will be one of the first research melting bibliometric analyses and critical systematic reviews in the same pot methodologically. In this study, all ethical rules were complied with and each article in the analysis was cited in the appropriate place.

2.1. Bibliometric Analysis

To provide the map of COVID-19 related strategic management literature, bibliometric analysis was preferred. Bibliometric analysis can be defined as a kind of statistic-based literature review technique focusing on evaluating the structure of a certain field (Öztürk, 2020). By taking Öztürk's (2020) study as a reference point, this research consists of two-stage process: (1) identifying articles and (2) screening and selection of articles. The bibliometric analysis was conducted by using VOS viewer.

2.1.1. Identifying Articles

It is possible to obtain data required for bibliometric analysis from a variety of databases such as Scopus, WOS, Google Scholar, and PubMed (Cobo, et al. 2011). WOS database was preferred in this research due to its advantages which are: (i) numerous journals appear in the WOS database, (ii) accessibility of WOS database through university membership, and (iii) ability to download the appropriate file type (Öztürk, 2020). To find related articles in WOS, keywords representing all possible forms of "strategic management" and "COVID-19" were chosen. Hence, keywords in the title, abstract, or keywords, which are provided in Table 1 were used.

Table 1. Keywords

'Covid19" OR "Covid-19" OR "Coronavirus" OR "Corona Virus" OR "Sars- Cov2" OR "SARSCOV2" OR " Sars-Cov-2" OR "Corona" OR "Covid" OR "Pandemic" OR "Epidemic"

'Strategy" OR "Strategic Management" OR "Strategic" OR "Strate*"

2.1.2. Screening and Selection of Articles

To avoid the inclusion of irrelevant articles, a screening process was performed. Therefore, inclusion and exclusion criteria, which are presented in Table 2, were determined. Based on these

criteria, 289 articles were founded for bibliometric analysis at the beginning. These criteria were lastly applied to WOS database in 16.08.2021.

Table 2. Inclusion and Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
Articles in the Business and Management Field	
Research or Review Articles	Book, book chapter, book review, proceedings paper, and the editorial material
Articles Published/Will Be Published in 2019-2020-2021-2022	
Articles Written in English	
Articles Including Keywords in Table 1 in Their Abstracts, Titles, or Keywords	Article not covering the "strategic management" and "COVID-19" together
Articles Indexed in SSCI, SCI-Expanded or ESCI	

First, the articles, which are published in the scope of management and business field, were included since the focus of this research is strategic management. Then, due to language constraints, articles only published in English were considered. Furthermore, only articles or review articles are involved due to intention to include only scientific findings in refereed journals. Moreover, since COVID-19 began in 2019, articles published before 2019 were not regarded. Lastly, due to the thought that journals indexed in high-quality indices represent the field, this research analyzed articles published only in journals indexed in SSCI, SCI-Expanded, and ESCI.

After these systematic criteria were applied, abstracts/conclusions/discussions of 289 articles were read by researchers to eliminate irrelevant articles. It is important to emphasize that searches on WOS were realized at two different times which are 01.07.2021 and 16.08.2021. In the first search, approximately 200 articles were determined and began to be read. When the search was repeated on 16.08.2021, articles that appeared in the first search were included in the results of the second search. Therefore, the time spent to reading articles is almost four months. The elimination process has executed based on Coşkun's (2021) strategy definition which was done after an examination of various strategy definitions (Porter, 1996; Lynch, 2006; Hill, Jones, and Schilling, 2013; Rothaermel, 2017; Johnson, Whittington, Scholes, Angwin, and Regner, 2017; Barney, & Hesterly, 2019) in the literature. According to Coşkun (2021, p. 7), strategy is a set of activities that provide a long-term and sustainable competitive advantage for a firm and aim to fulfill the expectations of stakeholders and adapt to the environment. Therefore, results or discussions of articles were checked whether they provide information about providing a competitive advantage, stakeholder relationships, or adaptation. Also, since there are some articles using "COVID-19 or its derivatives" to only take attention and do not include any insights about COVID-19, articles were examined in terms of whether they provide insights into COVID-19. As the first step of the elimination process, abstracts of each article were read. However, in case of that abstracts do not provide sufficient information to determine whether the article possesses the criteria above, conclusions or discussions, or implications parts of articles were read. At the end of the elimination process, 63 articles were excluded. Researchers of this study agreed that these 63 articles should be eliminated

because of that they are out of the scope of this research. Analyzed articles are shared in appendix 1.

2.1.3. Bibliometric Analysis Results and Discussions

Bibliometric analysis is a useful tool to evaluate the progress of a specific scientific field systematically (van Raan, 2005). The bibliometric analysis includes various techniques based on mathematical and statistical methods to investigate and comprehend the structure, characteristics, and/or patterns of a particular field (Hou, et al., 2015). In the scope of this research, a descriptive view of the literature will be presented, and co-word and country-based analyses will be conducted.

2.1.3.1. Descriptive Information

Descriptive information is important in terms of providing a piece of general knowledge about a research field. These serve as a guide for understanding the current situation. Descriptive information about the documents is presented based on research questions (R1a, R1b and R1c) in Table 3, Table 4, and Table 5.

Table 3. Most Cited Articles, Their Method, and Research Field

Article	Cite	Method	Research Field and/or Focus
He, H., & Harris, L. (2020).	133	Descriptive	Marketing and CSR
Kraus, S., Clauss, T., Breier, M., Gast, J., Zardini, A., & Tiberius, V. (2020).	75	Qualitative	Crisis Management and Adaptation
Pantano, E., Pizzi, G., Scarpi, D., & Dennis, C. (2020).	73	Descriptive	Marketing
Kirk, C. P., & Rifkin, L. S. (2020).	70	Descriptive	Marketing
Sharma, P., Leung, T. Y., Kingshott, R. P., Davcik, N. S., & Cardinali, S. (2020).	51	Descriptive	Uncertainty Management
Paul, S. K., & Chowdhury, P. (2020).	51	Applied	Production
Eggers, F. (2020).	47	Descriptive	Finance and Expertise
Wang, Y., Hong, A., Li, X., & Gao, J. (2020).	40	Descriptive	Marketing and Innovation
Sharma, A., Adhikary, A., & Borah, S. B. (2020).	38	Qualitative	Supply Chain Management
Ansell, C., Sørensen, E., & Torfing, J. (2020).	36	Descriptive	Governance
Lai, I. K. W., & Wong, J. W. C. (2020).	34	Qualitative	Crisis Management
Jones, P., & Comfort, D. (2020).	34	Descriptive	Sustainability
Handfield, R. B., Graham, G., & Burns, L. (2020).	34	Qualitative	Supply Chain Management
Liu, Y., Lee, J. M., & Lee, C. (2020).	31	Descriptive	Supply Chain Management
Total Number of Citation of All Articles in Sample: 1694			
Total number of Citation of 14 Articles Having Number of Citation Above 30: 747 (%44,09)			

Table 3 includes articles with 30 or more citations. Nine of articles included in the table are descriptive articles. When considering the immediate need to portray a new phenomenon/crisis such as COVID-19 and descriptive studies take less time to conduct, this finding makes sense. Nevertheless, it should not be forgotten that describing the phenomenon is not a result but just a means leading to a result (Coşkun, Altunışık, and Yıldırım, 2017). Thereby, it can be said that there

is a need for more empirical research for explaining and solving the problem. However, this inference might only be made for the most cited articles, the general situation may differ.

When Table 3 examined, it appears marketing and supply chain management was concentrated during the pandemic more than in other fields. According to Osareh (1996, p. 151), in a specific field and period of time, the most cited papers are the most useful or important papers. However, when considering this claim, it should be kept in mind that the citation count of new and important papers might be low. From Osareh's (1996) perspective, it can be said that business functions playing a critical role in strategic management gained high importance at the beginnings of a pandemic.

Table 4. Most Prolific Research

Journal	Number of Articles	Number of Citations
Journal of Business Research	11	520
Journal of Nursing Management	11	44
R&D Management	10	19
International Journal of Contemporary Hospitality Management	9	117
Journal of Contingencies and Crisis Management	6	12
Operations Management Research	6	38
BRQ Business Research Quarterly	5	1
Journal of Management Studies	5	34
International Journal of Consumer Studies	5	41
Number of Articles in Sample: 226		
Number of Articles in Journals Having 5 or More Articles Related with This Research: 68 (%29,69)		

Table 4 shows journals that published five or more articles. Associatively, nine journals are listed. Journal of Business Research was found to be the most productive among them. At the same time, the top four journals on the table dissociate from others in terms of the number of articles and/or the number of citations.

Table 5. Affiliations Having Highest Number of Publications

Affiliations	Number of Articles
Copenhagen Business School (Denmark)	9
Indian Institute of Management IIM System (India)	5
Ministry of Education Science of Ukraine (Ukraine)	5
State University System of Florida (U.S.A)	5
The University of Greenwich (U.K.)	5
The University of Queensland (Australia)	5
Number of Articles in Sample: 226	
Number of Articles in Affiliations Having 5 or More Articles Related to This Research: 34 (%14.84)	

Affiliations, which published five or more articles, are shown in Table 5. Copenhagen Business School conducted more articles than other affiliations. Nevertheless, affiliations working in this

field vary as geographically. This geographical variety shows parallelism with the global impact of COVID-19.

2.1.3.2. Co-Word Analysis

Co-word analysis finds common words in the title, keywords, or abstracts of documents. Co-word analysis identifies the mostly/frequently used (key)words (or sub-topics), measures the power of the relationship between the (key)words, and reveals patterns and trends in a particular research field (Öztürk, 2020, p. 538).

To find more related papers, words which used at least twice in the title, keywords, and abstracts of articles, were analyzed. However, words, that are directly related to COVID-19 or strategic management (pandemic, coronavirus, strategy, etc.) and express the research methodology (qualitative research, etc.), were excluded from the analysis. After the elimination process, 71 words were analyzed.

In Figure 1, colors represent differences in frequencies of used words. Meanings of colors are as follows: red – the most frequent usage, yellow – moderate frequent usage, and green – the least frequent usage. At the same time, the font size of the words refers to the frequency of occurrence of the words. Within this framework, the most frequently used keyword is resilience (12 times). Resilience is followed by the crisis (10 times) and sustainability (7 times) respectively. From co-word analysis, it can be said that organizational functions such as supply chain and human resources management came to the fore along with organizational competencies such as sustainability, resilience, and knowledge management, and environmental factors such as the economy also attracted the attention.

The relationship networks and total link strength of the words are shown in Figure 2. The size of nodes in the figure represents the total connection strength of words. Lines between nodes show the link between the words. According to Figure 2, resilience and crisis are the strongest words in terms of total connection strengths with 26 connections for each. These are followed by consumer behavior (13 connections), crisis management (12 connections), dynamic capabilities (11 connections), and leadership (11 connections) respectively. From these results, it is possible to infer that resilience is a critical organizational competency to cope with the crisis.

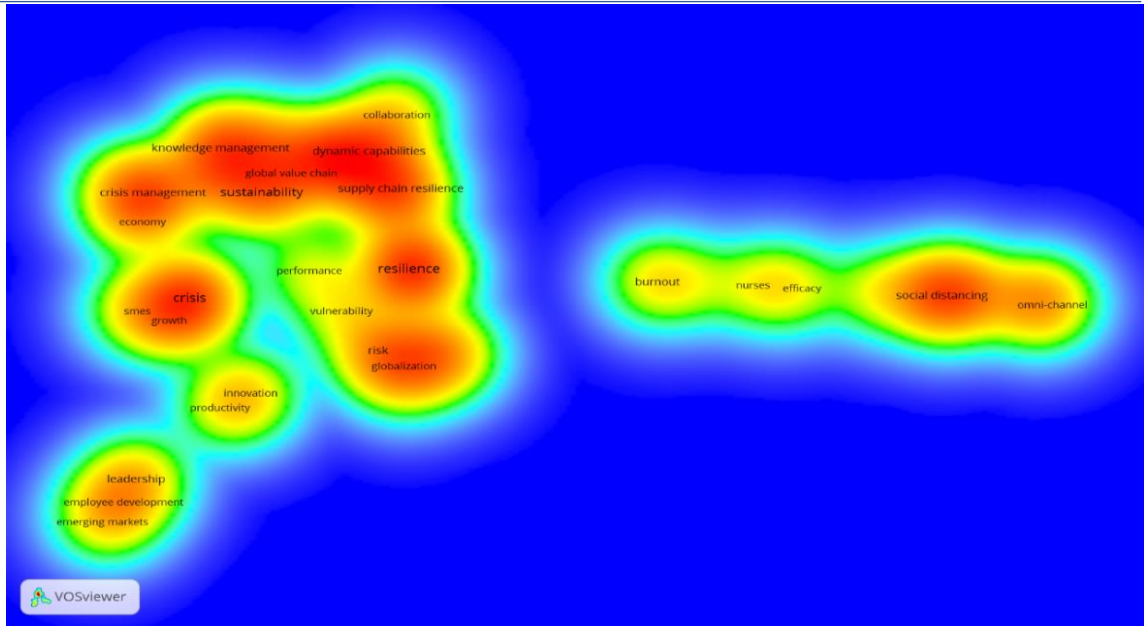


Figure 1. Heatmap of Most Frequently Used Keywords

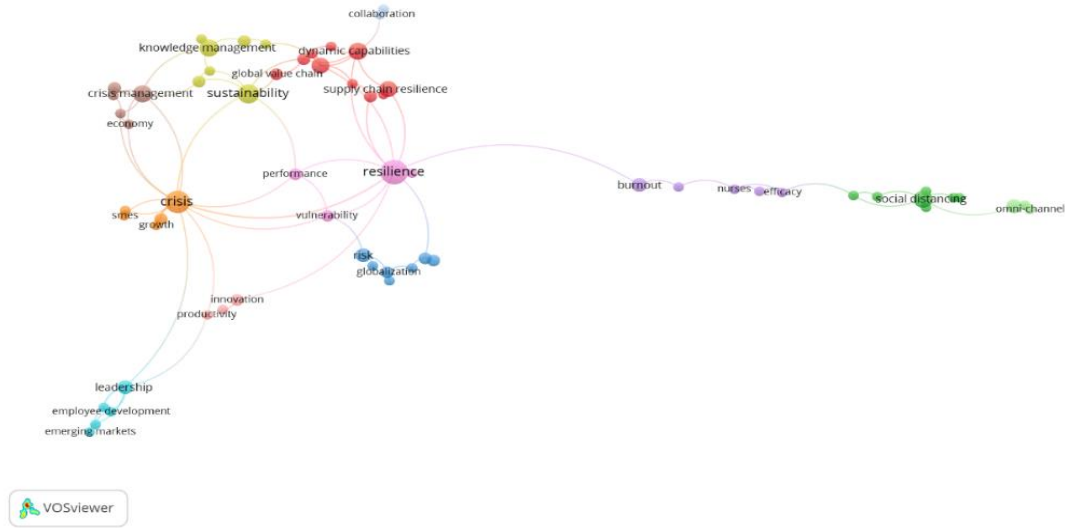


Figure 2. Relationship Between Most Frequently Used Keywords

2.1.3.3. Country Based Analysis

The country based analysis reflects the scientific contributions of countries on a particular research topic (Kolle and Shankarappa, 2017). In this research, countries that were indicated as an address in at least two articles and had at least five cites included in the analysis. These criteria were determined to show the productivity of countries. The findings of the analysis are shown in Figure 3.

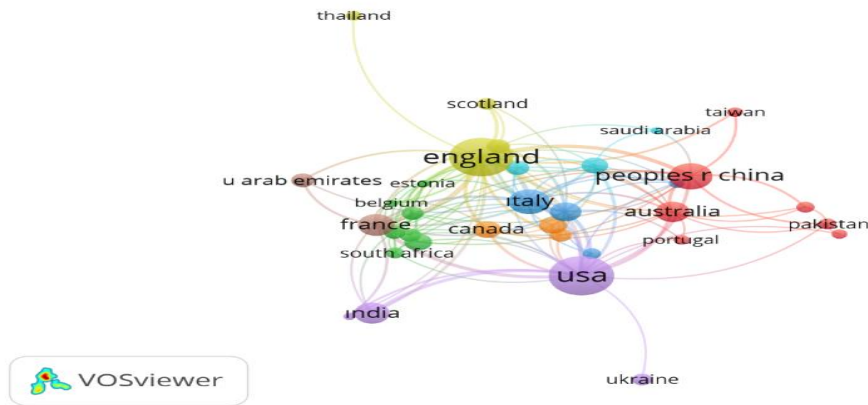


Figure 3. Most Productive Countries

In Figure 3, countries are divided into eight research clusters in compliance with the connection strength between each other, and each cluster was symbolized by a different color. Cluster-color matching in Figure 3 is USA cluster-purple, UK cluster-yellow, China cluster-red, Italy cluster-blue, France cluster-brown, Canada cluster-orange, Germany cluster-light blue, and Belgium cluster-green. Among these countries, the USA is the most productive country with 58 articles. It is followed by England with 56 articles and China with 26 articles. When these countries are evaluated according to the number of citations, England ranks first with 701 citations and followed by the USA with 557 citations, and China with 298 citations.

2.2. Results of Critical Systematic Review and Discussions

Although bibliometric analysis provides the map of the literature, it does not offer detailed information. Bibliometric analysis should be thought of as a substitute for traditional literature review techniques and is more toward to complete inadequacy of these techniques (Barca and Hızıroğlu, 2009; Zupic and Čater, 2015). Even though it is possible to include a great number of research into bibliometric analysis, traditional literature review techniques can provide deepness in the examination of the literature (Şimşir, 2021). Therefore, this research will benefit from a critical systematic review to answer the R3, R4, and R5.

The content analysis, which constitutes the basis of the critical systematic review, is shared in Appendix 2. The themes, sub-themes, and sub-sub-themes were constructed by following different logics. While main themes and sub-themes were constructed by considering results of bibliometric analysis and current literature, sub-sub-themes were formed by reading each article. It is important to underline that before research began, researchers thought that Porter's value chain might be a useful framework to analyze articles. However, after the bibliometric analysis and reading process of articles was completed, it was seen that Porter's value chain is not able to cover all themes. Therefore, themes of competencies and external environment, which were constructed during the reading process, were added to the content analysis. During the construction process of sub-sub-themes, the agreement of two researchers was looked for. Also, it is observed that some of the articles focus on two or more sub-sub-themes. Instead of compressing each article into one sub-sub-theme, it was preferred to count articles concentrating on more than one sub-sub-themes under related sub-sub-themes.

Critical systematic reviews purpose to discuss a problem by identifying, critically evaluating, and integrating individual studies aiming to address one or more research questions (Siddaway, 2014, p. 1). Some of the followings are required for a good systematic review: (i) determine the extent to

which current literature has progressed to shed light on a particular problem, (ii) describe relations, gaps, contradictions, and inconsistencies in the literature and explain reasons for these, (iii) formulate general statements or create conceptualization, (iv) comment on, evaluate, extend, or develop theory, (v) include implications for practice and policy, (vi) provide future research directions (Siddaway, 2014, p. 1). Therefore, to provide an inclusive perspective on the literature, 226 articles were examined by conducting a critical systematic review. During this examination, all parts of each article except their literature reviews were read three times at different times, and themes, sub-themes, and sub-sub-themes were determined (Appendix 2). Herein, four themes were specified: (1) primary activities, (2) support activities, (3) competencies, and (4) external environment.

2.2.1. *Primary and Support Activities*

In accordance with bibliometric analysis results which indicate supply chain, global value chain, HRM-related topics (such as burnout, employee development), and innovation as a highly focused concept, the first two themes were constructed as primary activities and support activities by inspiring from value chain proposed by Porter (1985). Since Porter (1985) claims that firms may create competitive advantage through value chain analysis, it is important to show which activities were focused on, or which activities were ignored during COVID-19.

According to Appendix 2, primary activities were studied more than support activities. When considering that primary activities are essential for physical production, it can be stated that the continuation of operations has taken more attention and has gained more importance during COVID-19. It might be construed that due to severe circumstances brought by COVID-19 such as lockdowns, economic troubles, distance workings, transportation barriers, etc., a continuation of operations has become more crucial rather than value-creating activities like innovation & technology and HRM. Appendix 2 indicates that marketing and supply chain activities were studied more compared to operations. Furthermore, innovation & technology is seen as a mostly studied support activity. In the following titles, sub-themes of primary and support activities will be examined within details and related future research directions will be provided.

2.2.1.1. *Marketing*

Marketing is the most appeared sub-theme under primary activities. Although the number of articles under each sub-sub-theme is not sufficient to make general inferences, they may provide some insights. When sub-sub-themes are checked, it is obvious that researchers concentrated on consumer behaviors more. Therefore, it seems that reflections of COVID-19 on how consumers behave have taken the attention of scholars. Herein, topics such as consumer behavior in retail sector (Pantano, et al., 2020), consumer well-being and consumption habits, (Nayal, et al., 2021), consumer life satisfaction and escape behavior (Ekici and Watson, 2021), attitudes toward single-use plastic food packaging (Kitz, et al., 2021), consumer ethical decision making (He and Harris, 2020), consumption practices (Gordon-Wilson, 2021), prosocial consumption (da Silva Terres, et al., 2020), impulse buying behavior (Ahmed, et al., 2020), reacting, coping and adapting behaviors (Kirk and Rifkin, 2020), panic buying (Chakraborti and Roberts, 2021), consumer mindset and their preferences (Septianto and Chiew, 2021), behavioral processes of purchase satisfaction and repurchase (Kursan Milaković, 2021), omni channel, retailing and purchase behavior (Verhoef, 2021), emotions and shopping behavior (Szymkowiak, et al., 2021), purchasing (Mehroliya, et al., 2021; Kursan Milaković, 2021) and compensatory consumption (Ulqinaku, et al., 2020) were studied. When considering that marketing strategies should be shaped according to consumers' behaviors and COVID-19 has dramatically changed the behaviors of people, the intense efforts to comprehend consumers' behaviors in the COVID-19 is understandable.

7P marketing mix, which can be defined as a set of fundamental variables that strategists should decide on, is seen as the second most appeared sub-sub-theme. Herein, topics like price regulations and gouging (Chakraborti and Roberts, 2021), product characteristics (Harjadi, et al., 2020), marketing implications of 7P (Das, Jain, et al., 2021), advertising strategy (Robinson and Veresiu, 2021) and omni channels (Min, 2021; Verhoef, 2021) were studied. Furthermore, it is seen that social media and communication were studied as much as the 7P marketing mix as well. Subjects such as frontline employees and the impacts of wearing a face mask on consumers (Hofmann, et al. 2021), role modeling through social media (Hayes, 2020), and social media usage in SMEs (Amoah, et al., 2021) were studied. When considering that the importance of communication, which is one of the essential parts of marketing strategies, has multiplied in a pandemic, it is meaningful to focus on these issues for academics.

Moreover, consumer intention (Castaldo, et al., 2021; Lebrun, et al., 2021; Kim and Im, 2021; Giroux, et al., 2021), consumer solution and service failures (Wang, Zhang, et al., 2021; Ozuem, et al., 2021; Bond, et al., 2020), digital marketing, payment, and e-commerce (Santosa, et al., 2021; Vollrath and Villegas, 2021; Camilleri, 2021), brand crisis (Whitler, et al., 2021), brand engagement (Hollebeek, et al., 2020), firm and consumer responses towards circumstances happened during COVID-19 (Ozuem, et al., 2021; Hofmann, et al., 2021; Ding and Li, 2021; Hoang, et al., 2021), marketing innovation (Ding and Li, 2021; Wang, et al., 2020), collaborative consumption (Baek and Oh, 2021), and consumer orientation (Mahmoud, et al., 2020) appeared as additional sub-sub-themes of marketing.

On condition that it is limited to the articles included in this study, consumer-related issues such as consumer behavior, consumer intention, consumer solution, etc., and 7P marketing mix were sufficiently studied. When conditions brought by COVID-19 are considered, it is interesting that marketing innovation did not appear among mostly studied themes. Since it is thought that innovation might be considered a way to tear away firms from the violent circumstances of COVID-19, it is meaningful to study more on marketing innovation during COVID-19 for future research. Furthermore, even though there are some obstacles brought by COVID-19 such as collecting data, inability to observe, etc., it would be meaningful to understand how sub-cultures were affected by COVID-19 and what do these impacts imply for strategists. In this sense, further research may focus on marketing strategies in sub-cultures by adopting ethnographic or netnographic methods. Lastly, it would be beneficial to make an analysis based on a particular sector/specific form of organization for COVID-19 in the next research since only ten of marketing-related studies in the sample deal with particular sector/organization types such as retailing (Pantano, et al., 2020; Verhoef, 2021), hotels and tourism (Hoang, et al., 2021; Lebrun, et al., 2021), cruising (Castaldo, et al., 2021), sport (Hayes, 2020), food (Mehroliya, et al., 2021; Wang, Zhang, et al., 2021), SMEs (Harjadi, et al., 2020; Amoah, et al., 2021), and fashion (Baek and Oh, 2021). These analyses may provide beneficial insights for the strategist in particular sectors/specific forms of organizations and may provide an opportunity to observe different impacts of COVID-19 on different fields.

2.2.1.2. *Supply Chain Management*

In Porter's (1985) value chain analysis, inbound and outbound logistics which are grouped under the sub-theme of the supply chain in this study were put forward as primary activities and they appeared as the second mostly focused sub-theme in this study.

When the beginnings of COVID-19 thought, problems that happened in the supply chain come to mind immediately. This might be the reason that supply chain management is the second most appeared sub-theme. Due to its importance at strategic, tactical, and operational levels and cases like heavy demand for toilet papers, face mask wars, lack of protective equipment, lack of breathing

apparatus, etc., supply chain management-related issues gained importance during pandemics. Having looked at sub-sub-themes appeared, disruption and resilience have taken the attention as parallel to the results of bibliometric analysis. It is possible to conclude that supply chain disruption is the one of crucial problems running over with COVID-19 and resilience is a very critical ability to combat this problem. Therefore, studies are taking both concepts into account at the same time which support this inference (Sundarakani, et al., 2020; Liu, et al., 2020; Sharma, Shishodia, et al., 2020; Das, Datta, et al., 2021; Sharma, Joshi, et al., 2021; Chopra, et al., 2021). However, there are studies that do not associate disruptions with resilience. Thereby, different concepts from the perspective of disruptions were studied such as response to global economic recession (Al-Mansour and Al-Ajmi, 2020), major issues and responses (Sharma, Adhikary, and Borah, 2020), validity of existing supply chain disruption philosophies in COVID-19 (Sinha, et al., 2020), failure probability (Starita and Paola Scaparra, 2021), sustainability during turbulent situation (Chatterjee and Chaudhuri, 2021), forward and backward disruption propagation (Li, Chen, et al., 2021), and optimizing pricing and sourcing decisions (Gupta, et al., 2021). Furthermore, concepts like ambidexterity (Wang, Yan, et al., 2021), artificial intelligence (Modgil, et al., 2021), regionalization (Pla-Barber, et al., 2021), and resiliency strategies (Chowdhury, et al., 2020) were researched from the perspective of resiliency.

In addition to resilience and disruption, redesign of the supply chain and responses to the supply chain-related challenges brought by COVID-19 have taken the attention of scholars. The problems that occurred with COVID-19 in supply chains led to rethinking redesigning supply chains. In this regard, diversity in supply chains (Barai and Dhar, 2021), building relationships with new distributors and building online sales infrastructure (Chowdhury, et al. 2020), reevaluating sources, integrating advanced technologies, assessing vulnerabilities, collaborating with stakeholders (Sharma, Adhikary, and Borah, 2020), relocation (Liu, et al., 2020), redirecting supply chains due to trade disruptions (Handfield, et al. 2020), and alignment to the post-pandemic world (Sharma, Lu,thra et al., 2021) were examined. In the scope of a redesign of supply chains, it is interesting to see, that opinions for reducing overdependence on China and decoupling from China's supply chains have appeared (Barai and Dhar, 2021; Liu, et al., 2020), and it would be meaningful to elaborate reasons, opportunities, and threats of these opinions more for the post-COVID-19 period.

Since COVID-19 generated many tough circumstances for supply chains, how organizations responded or should respond to COVID-19 become an important research field. In terms of responses to supply chain-related issues, topics such as regionally based strategies (Hitt, et al., 2021), developing dynamic responses, technology deployment, collaboration, diversification of supply chains, synchronizing strategic processes (Sharma, Adhikary, and Borah, 2020), creation of revenue streams, the functionality of operations and flexibility, digitalization and data management, optimization (Herold, et al., 2021), relaxation of tax compliance deadlines and rules, comprehensive financial package (Kanupriya, 2021), cooperation, technology usage, localization of supply chains (Belhadi, et al., 2021) was discussed. It is observed that technology usage, localization, and collaboration are the main responses to COVID-19-related issues. It would be meaningful to examine localization and regionalization trends brought by COVID-19 by relating with opinions to decouple from China. Furthermore, it would be worth to study localization tendency in terms of whether the reason for this tendency is nationalism (as expected to increase in the post-COVID-19 period) or the actual benefits of localization. Moreover, since it is thought that production facilities are concentrated in developing countries like China and India and developed countries are specialized in information, innovation, and/or service-based productions, it would be important to adopt a dual perspective to have a better and inclusive understanding of benefits and losses of expected localization after the pandemic.

Moreover, concepts like ambiguity (Gunessee and Subramanian, 2020), coordination (Yadav, et al., 2020), green supply chain (Fasan, et al., 2021), distribution channels (Min, 2021), and logistics performance (Qin, et al., 2021) was focused on. In further studies, since the increase in emphasis on the redesign of supply chains is considered, it would be meaningful to study omni-channels more by considering specific sectors/organizations. Furthermore, when taking notice of raise concerns about the environment after COVID-19, it would be beneficial to study the green supply chain inclusively as much as possible.

2.2.1.3. Operations

Although operations are less studied compared to others, since the inability of firms to meet unexpected increases in demands for certain products such as toilet papers, variety of foods, etc. at the beginnings of COVID-19, it is one of the core research areas in the scope of the pandemic. As different from Porter's (1985) definition of operations, this research extends the scope of operations by including topics that are highly related to operations like workplace design, performance, and growth.

The requirement for remote working and social distancing during COVID-19 has changed workplace design which is influential in how to carry out operations. It is possible to say that this requirement is reflected in academic publications. From the perspective of workplace design, topics like administrative control and personal protection (Hou, et al., 2021), a new workplace contract between employer and employee (O'Rourke, 2021), outcomes of Covid-working (remote working) (Tagliaro and Migliore, 2021), and teleworking in SMEs (Vrchota, et al., 2020) was studied. Although comments in this research are limited to these four studies, it can be thought that it would be meaningful to study on the sustainability of new workplace designs and their potential impacts on employees, employers, and organizations. Since economics of office work like rental revenues, transportation expenditures to reach the office, etc., and social and psychological effects of remote working are considered, it is important to study whether new workplace designs are sustainable. Furthermore, analyzing remote working and office working comparatively and longitudinally in terms of efficiency and effectiveness would improve current understanding and would be beneficial in the post-pandemic period.

Manufacturing and production are two main ingredients of the operations. However, providing that it is limited to the sample of this study, it might be said that it has attracted less attention from the researchers. In this regard, healthcare service delivery systems (Marin-Garcia, et al., 2021), production plan under COVID-19 related disruptions (Paul and Chowdhury, 2020), and reshoring manufacturing and flexible capacity plan (Zhao and Kim, 2021) were studied. It is possible to examine manufacturing and production activities by combining workplace design. It would be important to understand what will stay and change in manufacturing and production processes with new workplace designs after COVID-19. Moreover, the flexibility of manufacturing and production processes can be studied together with localization and regionalization tendencies which is expected to increase during and after the pandemic.

In addition to workplace designs, manufacturing, and production, concepts of performance, growth, and technical issues appeared as other sub-sub-themes under operations. Herein, measuring performance (Aguinis and Burgi-Tian, 2021a), growth as the expansion of the resource system (Lim, et al., 2020), and error and reliability (Schulman, 2021) were studied. It would be interesting to study what kind of changes are required in performance measuring and performance indicators as a response to turbulent circumstances like COVID-19. Furthermore, which parts of the manufacturing and production processes are vulnerable/durable in struggling with a crisis like COVID-19 might be studied in future research.

2.2.1.4. Innovation & Technology

Appendix 2 indicates that technology & innovation is the most studied support activity during COVID-19. Although Porter (1985) uses “technology development”, this research prefers to use “innovation and technology” due to the thought that its connotation is broader than technology development.

Under the innovation & technology sub-theme, collaborative efforts for innovation were studied most during the pandemic. This research uses collaboration-based innovation to denominate generating ideas, creating solutions, and sustaining innovation processes by including participation of a variety of stakeholders. Herein, concepts of crowdsourcing (Vermicelli, et al., 2021), collective innovation (Wang, et al., 2020; Antonelli, et al., 2021), and especially open innovation (Markovic, et al., 2021; Patrucco, et al., 2021; Boeing and Wang, 2021; Gonyora, et al. 2021; Bertello, et al., 2021) was studied more. Since the situation of, that COVID-19 has generated worldwide impacts influencing all walks of life without any exception, is considered, it is logical to focus on collaborative efforts to reach solutions.

The result indicating that the second most appeared sub-sub-theme is innovation management can be considered as a clue that the question of how to do is important as much as what to do during COVID-19. In the scope of this sub-sub-theme, concepts like innovation strategies (Ding and Li, 2021; Ferrigno and Cucino, 2021; Gonyora, et al., 2021), patent analytics (Guderian, et al., 2021), innovation process (Ceci, et al., 2021), and innovation program (Brockova, et al, 2021) was researched. When considering that resources become more constrained during a crisis like COVID-19 and innovation requires a certain amount of resource usage, innovation management takes a critical role to sustain innovation activities under resource constraints by optimizing and integrating innovation activities with other activities.

Furthermore, researchers concentrated on high technologies and their benefits during pandemics. High technologies like artificial intelligence (Modgil, et al., 2021), blockchain (Rangone and Busolli, 2021; Sharma, Joshi, et al., 2021), IoT (Yadav, et al., 2020), and information systems (Trung, et al., 2021) have taken attention of scholars. These high technologies were studied from various perspectives like the development of global philanthropy (Rangone and Busolli, 2021), managing risks (Sharma, Joshi, et al., 2021; Trung, et al., 2021), and coordinating systems (Yadav, et al., 2020). It is for sure that high technologies have the potential to provide innovative perspectives and creative solutions to COVID-19-related issues. Therefore, future research may focus on high technologies and their benefits from different perspectives like sectoral perspective, macro perspective, firm perspective, government perspective, etc. Although there are only 33 articles related to innovation & technology in the sample of this research and there is a high probability to exist lots of research studying high technologies from different perspectives, elaboration of this field has a high potential for providing solutions to COVID-19 related problems.

In addition, sustainable innovation was studied as much as high technologies. In respect of sustainable innovation, concepts like responsible innovation (Arslan and Tarakci, 2020), frugal innovation (Vesci, et al. 2021; Corsini, et al., 2021), and convergence innovation (Lee and Trimi, 2021) have taken the attention. These concepts were studied by relating to partnership (Arslan and Tarakci, 2020), the role of digital makers in the R&D process (Vesci, et al., 2021), digital fabrication (Corsini, et al., 2021) concept of convergence in innovation (Lee and Trimi, 2021), and innovation repurposing (Hanisch and Rake, 2021) topics. Regardless of the subject of this research, conceptual studies to clarify and show similarities and differences between these concepts are

required because it is seen that there is a contradiction in terms. As a remarkable concept, frugal innovation can be studied in future studies by relating to solutions for problems brought by COVID-19 or by integrating core concepts of strategic management. In this sense, its possible usage to create substitute products, which are highly demanded during COVID-19, can be studied in future research. Furthermore, frugal innovation can be examined in terms of what kinds of competitive advantages can be provided for SMEs which have limited resources for innovation. Moreover, it would be valuable to examine how potential users perceive the results of frugal innovation.

Besides these concepts, data-related issues (Velasco, et al., 2021; Ribeiro-Navarrete, et al., 2021), service innovation & technology (Heinone and Strandvik, 2020; Liu and Yang, 2021), technology acceptance (Chayomchai, 2020; Trang, et al., 2020), intellectual property right (Antonelli, et al., 2021), innovation motivation (Wang, et al. 2020), product innovation (Zhao and Kim, 2021) and user innovation (Oliveira and Cunha, 2021) was studied. In respect of COVID-19, data science offers too much in terms of the detection of problems and their solutions. Hence, it would be meaningful to study data science from different perspectives as much as possible. Furthermore, when it is considered that the service industry was affected too much by lockdown decisions and social distancing, service-based innovation has a critical role to overcome severe circumstances brought by COVID-19. Therefore, it would be important to focus on service-based innovation and technologies.

2.2.1.5. Human Resources Management (HRM)

When impacts of COVID-19 on the way of working and on humans' psychologies are considered, the role of HRM is very critical to solving problems resulting from these impacts. Since HRM affects competitive advantage in any firm through its role in determining the skills and motivation of employees and the cost of hiring and training (Porter, 1985, p. 43), HRM during pandemics gains too much important for strategic management as well.

When HRM-related articles are examined, psychological issues are seen as a heavily studied topic. In consideration of the severe impacts of COVID-19 on employees' psychologies, it is logical to reach this conclusion. In terms of psychological factors, the impacts of burnout, anxiety, depression, fears of the threats of COVID-19, intention for COVID-19 patient care, anger, questioning, mental workload, acute stress disorder, psychological well-being, social distancing, cognitive dissonance, and loneliness were studied (Mo and Shi, 2020; Chakraborty, et al., 2020; Shahrour and Dardas, 2020; He, et al., 2020; Baskin and Bartlett, 2021; Wang, Fank, et al., 2021; Heo, et al., 2021; Yıldırım, et al., 2021; Pourteimour, et al. 2021; Li, Zhou, and Xu, 2021; Kakemam, et al., 2021; Aldossari and Chaudhry, 2021). It is important to understand the psychological impacts of COVID-19 on employees from the perspective of HRM and strategic management because employees having psychological troubles may not help the organization to achieve organizational goals. In addition to psychological factors, what COVID-19 and industry 4.0 will bring to HRM in terms of the psychological contract was discussed by Perkins, et al., (2021). Psychological contract might be a catchy research field for future research and the article of Perkins, et al., (2021) provides beneficial future research directions for scholars interested in the psychological contract.

Even not too much studied as much as psychological factors, topics like commitment (Mihalache and Mihalache, 2021; Duran et al., 2021), vulnerable employees (Kooij, 2020; Warmate, et al. 2021), employee responses to changes (Tort-Nasarre, et al. 2021), employment relationship (Lopez-Cabrales and DeNisi, 2021), job retention (Stuart, et al., 2021), knowledge workers (Waizenegger, et al., 2020), learning (Yawson, 2020), the meaning of work (Yawson, 2020), payment continuation (Al-Mansour and Al-Ajmi, 2020), performance (Pourteimour, et al. 2021), the role of HRM in COVID-19 (Collings, et al., 2021), talent management (Aguinis and Burgi-

Tian, 2021b), and team collaboration (Waizenegger, et al., 2021) was studied. Although all these concepts include some implications for strategic management, three of them become more of an issue for strategic management: learning, talent management, and collaboration. Therefore, in the following research, scholars may focus on questions such as what is required to be learned to overcome tough circumstances brought by COVID-19 in post-pandemic, what skills and abilities should be taught to employees to gain competitive advantage in post-COVID-19, what kinds of talents are needed and what should be done to keep them or to hire them, how collaboration can be improved in new work designs, how it would be possible to provide team-spirit without social interaction, etc. Furthermore, when considering that the negative impacts of COVID-19 are multiplied for vulnerable employees, it is important to elaborate problems that occurred after COVID-19 for vulnerable employees and solutions to these problems.

2.2.1.6. *Accounting, Finance, and Audit*

In Porter's value chain (1985, p. 43), accounting, finance, and audit take place under the title of firm structure. Finance has a critical role in the implementation of the strategies requiring capital. When considering that the cash flows of some organizations were affected by COVID-19 negatively, the importance of finance for strategic management multiplied during the pandemic. Also, as happened in many examples like the Enron scandal, accounting and audit are very significant in firms' life.

In the scope of this sub-theme, financial sources were studied more than other sub-sub-themes although it is hard to generalize because of there is a limited number of research in the sample. However, when the financial troubles brought by COVID-19 are considered, it is logical to make research alternative financial sources. Herein, equity contribution and government support (Golubeva, 2021), equity investments (Brown, et al., 2020), and venture capital institutions (Brockova, et al., 2021) were concentrated. In upcoming research, it would be examined whether government-based financial support was used efficiently, what kinds of risks does obtainment of financing through these channels include in the medium and long-term, and what types of alternative financial sources exist for non-profit organizations and social enterprises, etc.

In addition to financial sources, scholars focused on financial management and financial performance during COVID-19. Since two concepts are related to each other and are highly critical for the survival of firms under pandemic conditions, it is reasonable to attempt to understand these concepts. Topics like the fragility of financial structures (Hammerschmidt, et al., 2021), finance capacity (Bieliaieva, et al., 2020), challenges, and opportunities for financial performance (Weaver, 2020), and risk-return performance (Camlibel, et al., 2021) were discussed. Moreover, concepts like accounting data (Tingey-Holyoak and Pisaniello, 2020), entrepreneurial finance (Brown, et al., 2020), financial disparity (Wilson, et al., 2020), fraud (Valesco, et al., 2021), SMEs financing (Eggers, 2020), and sustainable finance (Zhan and Santos-Paulino, 2021) was talked over. In future research, when the tendency of firms to make financial manipulations during and after the crisis period (Dereköy, 2020) and the crisis context brought by COVID-19 are thought together, it would be meaningful to examine the fraud possibilities of firms during and after COVID-19. In this sense, studies comparing financial ratios of firms before, during, and after the COVID-19 period to detect fraud would contribute to the literature. Furthermore, elaboration of sustainable finance-related issues will be beneficial for the literature.

2.2.1.7. *Procurement*

Procurement represented by only one article is the least studied sub-theme. The strategic importance of procurement is explained by the impact of procurement on costs and differentiation

(Porter, 1985, p. 41). Porter (1985, p. 41) argues that improved procurement can strongly influence the cost and overall quality of purchased inputs which have the potential to generate a competitive advantage. Hence, procurement is one of the important functions of strategic management.

The one article in the sample belongs to Valesco, et al., (2020). They have taken the attention to corruption and money laundering in public procurement and the usage of a decision support system as a solution (Valesco, et al. 2020). When procurement problems brought by COVID-19 like increase in costs of procurement processes and inputs, and obstacles to reaching high-quality inputs are considered, upcoming research should concentrate more on procurement. Procurement and COVID-19-related topics are seen as a blue ocean to discover.

2.2.2. Competencies

Competencies are considered important ingredient of the strategic management process. According to the resource-based view, the success of businesses depends on internal factors such as resources, knowledge, implicit capabilities, and competencies instead of external factors that will provide a strategic advantage for businesses (Coşkun, 2021, p. 35). It is important to differentiate competencies from capabilities and resources to prevent confusion. While resources are defined as all inputs required by organizations to carry out their activities, capabilities are the ability of organizations to use resources better than their competitors (Coşkun, 2021, p. 10). Competencies are defined as the ability to transform resources and capabilities into a competitive advantage (Coşkun, 2021, p. 10). Compared to resources and capabilities, competencies are distinctive features of organizations that bring success through providing sustainable competitive advantage. Furthermore, it may be propounded that the importance of competencies is multiplied during a crisis period due to its gains for organizations. In this manner, it is logical to observe competencies as the most appeared theme in the sample.

By relating to the “organized” part of VRIO analysis developed by Barney (1995), it can be said that managerial competencies are critical for success, especially in crises that are highly volatile in their nature. In this sense, topics like stakeholder management including philanthropy, CSR, external communication, variety of stakeholders like migrants governments, civil society organizations (Al-Mansour and Al-Ajmi, 2020; He and Harris, 2020; Arslan, et al., 2021; Boeing and Wang, 2021; Bogomoletc and Lee, 2021; Chen, Liu, et al., 2021; Hammerschmidt, et al., 2021; He, et al., 2021; Kwok, et al., 2021; Lee and Li, 2021; Nayal, et al., 2021; Yen, et al., 2021) knowledge management (Iacuzzi, et al., 2020; Edghiem, et al., 2020; Ammirato, et al., 2020; Yigitcanlar, et al., 2021; Bratianu and Bejinaru, 2021; Saide and Sheng, 2021; Mariano, 2021; Klein and Todesco, 2021; Chen, Tansley and Chou, 2021; Azyabi, 2021), crisis management (Arslan, et al., 2020; Hughes, et al., 2020; Kraus, et al., 2020; Moorkamp, et al., 2020; Lai and Wong, 2020; Alves, et al., 2020; Liu, et al., 2021; Fasth, et al., 2021; Cullen and Murphy, 2021), governance (Kim, 2020; Ansell, et al., 2020; Sharma, Borah, and Moses, 2021; Abbas et al., 2021; Verbeke and Yuan, 2021), digitalization management (Anderson, 2020; Pūraitė, et al., 2020; Li, et al., 2020; Guo, et al., 2020; Klein and Todesco, 2021), change management (Morgan, et al., 2020; Tort-Nasarre, et al., 2021; Pumaleque, et al., 2021), adaptation management (Kraus, et al., 2020; Svensson and Radmann, 2021), and risk management (Ludvigsen and Parnell, 2021; Trung et al., 2021) was studied. When the increased need for stakeholders’ support, rapid changes in information flows, and crisis circumstances are considered together, it is logical to observe stakeholder management, knowledge management, and crisis management as mostly studied managerial competencies. Furthermore, it is also important for literature to not blow governance, change management, digitalization management, and adaptation management off since these concepts include strategic implications especially towards volatile environment occurred because of

COVID-19. In terms of managerial competencies, it is possible to claim that they are inclusively dealt with. However, it would be a great attempt to discuss managerial competencies in the scope of the post-pandemic period. Thereby, the questions of what managerial competencies will be needed more to obtain a competitive advantage, what are required to take advantage of these managerial competencies in the post-pandemic period, what should be done ahead of time, etc. can be discussed in upcoming studies. Moreover, it was interesting that risk management did not appear as an intensely studied managerial competency. Therefore, the following research may concentrate on risk management by dealing with an analysis of potential risks that organizations may encounter in the post-pandemic period or during the pandemic, or how to mitigate COVID-19 related risks.

In addition to managerial competencies, organizational competencies /incompetencies are critical to providing sustainable competitive advantage. Appendix 2 indicates that three organizational competencies, which are leadership & decision making, resilience, and sustainability, and one organizational incompetency, which is vulnerability, take the attention. Due to the reason that crises require rapid and optimal decisions and strong leadership, it is logical for scholars to focus on leadership, decision making, and factors influential on decisions during COVID-19 (Gouglas, et al., 2019; Hughes, et al., 2020; Ocampo and Yamagishi, 2020; Zhang, et al., 2020; Sarkar and Clegg, 2021; Santos, et al, 2021; Yigitcanlar, et al., 2021; Farhan, 2021; Oruh, et al., 2021; Stoker, et al., 2021; Oliveira and Cunha, 2021; Petridou and Zahariadis, 2021; Hartwell and Devinney, 2021). Also, as discussed in the part related to supply chain management, resilience can be considered a critical organizational competency as well. When resilience is thought of as the capacity of an organization to recover fast from hardness, toughness, and difficulties, it is not only significant for the supply chain but is significant for the whole organization. Especially if the impacts of COVID-19 on all ingredients of organizations are regarded, the capacity to recover the negative impacts of COVID-19 through resilience gains strategic importance. Hence, it is logical to observe resilience as a second-most appeared organizational competency. In this sense, activation of resilience in small businesses (Sarkar and Clegg, 2021), resilience-building (Lawton, et al., 2020; Huang and Farboudi Jahromi, 2021), worker resilience (Baskin and Bartlett, 2021; Catania, et al., 2021), resilience in social enterprises (Weaver, 2020), SMEs responses (Klein and Todesco, 2021), policy making (Rašković, 2021), and measuring resilience (Melián-Alzola, et al., 2020) was studied. Moreover, sustainability has also been researched frequently in strategic management literature during the pandemic. In this sense, sustainability of certain industries like the hospitality industry, clothing and textile (Jones and Comfort, 2020; Zhao and Kim, 2021), sustainable development goals (van Zanten and van Tulder, 2020), employment (Lopez-Cabrales and DeNisi, 2021), sustainability in SMEs (Amoah, et al. 2021; González-Díaz, et al., 2021), and determinants of sustainability (Chatterjee and Chaudhuri, 2021) was examined. In addition to organizational competencies, organizational incompetencies was examined during-COVID-19 as well. The vulnerability has appeared as organizational incompetency studied in this research. In relation to vulnerability, constructing a vulnerability index (Duro, et al., 2021; Yigitcanlar, et al., 2021), vulnerability assessment (Knight, et al., 2020), and policy coherent (Moldes-Anaya, et al. 2021) were discussed. Although there is a limited number of studies, entrepreneurial behavior during a pandemic (Hammerschmidt, et al., 2021), strategic flexibility (Crick, et al., 2021), and resource re-deployment (Elsahn and Siedlok, 2021) were also discussed. When considered all rolled into one, it is possible to say that leadership & decision making, resilience, and sustainability are sufficiently studied. However, there are some fields that are valuable to examine. Herein, it would be beneficial to concentrate on alternatives for resource re-deployment in the scope of COVID-19 and sustainability. Furthermore, the question of what kind of entrepreneurial behaviors are required

for organizations to transform the negative circumstances of COVID-19 into positive results will be an interesting research topic.

2.2.3. *External Environment*

In the strategic management process, it is known that the external environment is important as much as the internal environment. Especially, understanding the environment and getting in touch with the environment in periods, when high uncertainty exists like COVID-19, have survival importance for organizations. Therefore, there are some researchers focusing on the external environment during the pandemic.

According to Appendix 2, the macroeconomic situation was studied most during the pandemic. When severe decreases in growth rates of countries, scarcity in resources, increasing inflation, and unemployment in many countries are considered, it is logical to see attempts to understand the impacts of macroeconomics on organizations. In this sense, trade flows (Megits, et al., 2020), trade policy responses (Curran, et al., 2021), trading behavior (Khanthayit, 2020), fiscal policy (Guliyeva, et al., 2021), overcoming economic downturns (Eggers, 2020), export and economic diversification (Yasmin, et al., 2020), Indian economy (Barbate, et al., 2021) and state support for key sectors of the economy (Radchenko, et al., 2020) was examined. Limited to the articles in the sample, it can be recommended to concentrate on foreign direct investment opportunities for a post-pandemic period for future research. Also, tendencies toward protectionism in the post-pandemic period may be thought of as a valuable research topic.

The question of how to create relationships with the external environment is an important question as much as the question of what happens in the external environment. Therefore, concepts like networks (Belso-Martinez, et al., 2020), collaboration (Liu, et al., 2020), public-private partnership (Abbas, et al., 2021), cross-sector collaboration (Arslan, et al., 2020), and product development partnership (Pereira, et al., 2020) was examined. If tendencies towards nationalism, regionalism, and localization are considered, it would be valuable to examine the structure of new relationships in the post-pandemic period. In this regard, it may be also studied whether private-public partnerships like those happen in the Chinese examples will increase or not, and if so, what are possible opportunities and threats for both these partnerships and global competition.

Although it can be inferentially obtained that COVID-19 increased uncertainty, complexity, and interdependency, it is important to comprehend to what extent COVID-19 has affected such dimensions of environment for literature. Therefore, researchers have examined the complexity of COVID-19 (Bratianu, 2020), types of uncertainty and coping strategies (Sharma, Leung, et al. 2020), and political uncertainty (Hartwell and Devinney, 2021), and interdependency (Lorenzen, et al., 2020) during the pandemic. Limited to the articles herein, it would be beneficial to elaborate on how dimensions of the environment have changed or to what extent they have changed, and what are their current and future impacts on organizations.

In addition to these sub-themes, nationalism (Contractor, 2021, Delios, et al., 2021), enabling effects of COVID-19 (Davidsson, et al., 2021), opportunities (Verbeke and Yuan, 2021), competition (Delios, et al., 2021) and culture (Dheer et al., 2021) are other sub-themes studied. By moving forward from these concepts, it might be recommended for future research to elaborate on the questions of what kind of opportunities COVID-19 will bring to organizations, how can nationalistic tendencies be transformed into an advantage, and what will be the characteristics of a new competitive environment of new normal after COVID-19.

2.2.4. *Methods Adopted in Articles*

Thus far, the question of what has been done in the literature was discussed. It is obvious that the question of how is done is important as much as what has been done for literature. Hence, the methods of articles will be critically viewed in this part.

When articles are examined, it is possible to classify the methods of these studies under five names (Table 6). In opposition to the dominance of quantitative studies in the literature, it is observed that descriptive and qualitative study was conducted approximately two times higher than quantitative studies during pandemic. Although it can be argued that hardness in collecting data has led to a tendency toward descriptive or qualitative studies in academia, there might be other reasons lying behind this situation. In this sense, if an urgent need to find solutions to problems brought by the COVID-19 or need to understand unique cases, that humans have never encountered before is considered, it is easy to say that there are many motivations to conduct descriptive or qualitative research during the pandemic. Therefore, it would be interesting to examine what has motivated researchers to carry out qualitative and descriptive studies during the pandemic in future research.

Additionally, when the reality that all research includes data analyses, the hardness to carry out research during the pandemic, and the urgent need for solutions are considered together, the question of have these conditions led researchers to tradeoff between methodological quality and meeting expectations from academia as soon as possible comes to mind immediately. Therefore, it would be meaningful to analyze studies produced during the pandemic in terms of certain methodological criteria. Herein, it will be beneficial to determine certain quality criteria for evaluating studies like sampling, data, a match between method and topic, analysis technique, the meaningfulness of discussion, validity, reliability, trustworthiness, replicability (Bryman, et al., 2008; Rocco, 2010; Coşkun, 2014; Coşkun, 2019).

Lastly, since problems brought by COVID-19 require practical solutions, it can be stated that the number of applied research integrating theory with practical solutions should be increased. In this sense, applied research may be conducted in fields that have the potential to provide a competitive advantage in the following research.

Table 6. *Methods of Research in the Sample*

Methods	Number of Articles	Percentage
Descriptive	79	34,95%
Quantitative	73	32,30 %
Qualitative	53	23,45%
Applied	16	7.07%
Mixed	5	2,21%
Total:	226	100%

2.2.5. *Focused Sector or Organization Types in Articles*

Although some have affected little, some a lot, to some extent, each element of the society and each economy was affected by COVID-19. Depending on the varying effects of COVID-19, it can be argued that the concentration point of researchers has intensified in certain sectors or organization types. In line with this argument, this research asked the question of what sector or organization types were focused on during COVID-19.

In Table 7, sector or organization types focused on are provided with their frequencies and percentage. Table 7 indicates that almost half of the articles do not concentrate on a certain sector or organization type. This result might be explained by intense efforts of academicians to find solutions to problems that are similar for each sector or organization type like supply chain disruptions, changing consumer behaviors, scarcity in financial resources, etc. By considering the evidence indicating that approximately 36% of articles are descriptive studies, it is possible to construe that scholar have attempted to describe solutions for general problems brought by COVID-19.

Table 7. Focused Sector or Organization Type

Sector or Firm Type	Number of Articles	Percentage
No Certain Sector or Organization Type	117	50,21%
Government and Public Administration	19	8,15%
Healthcare	18	7,72%
SMEs	18	7,72%
Hospitality, Tourism and Hotels	12	5,15%
Food and Beverage & Restaurants	7	3%
Large Companies and MNEs	6	2,57%
Sport Industry	5	2,14%
Education	4	1,71%
Agriculture	3	1,28%
Banking and Finance	3	1,28%
Fashion & Textile & Clothing	3	1,28%
Non-Profit Organizations	3	1,28%
Retail Industry	3	1,28%
Service Industry	3	1,28%
Automobile Industry	2	0,85%
Manufacturing	2	0,85%
Airline Industry	1	0,42%
Cruising Industry	1	0,42%
Family Firms	1	0,42%
Logistic Firms	1	0,42%
Real Estate	1	0,42%
Total:	233	100%

Since there are studies taking more than two-sector or organization types into account, the total number is not equal to the sample size.

Table 7 shows that the most focused sectors are government and public administration, healthcare and hospitality, tourism, and hotels, and the most focused organization type is SMEs. It can be said that government and public administration have played and continue to play critical and strategic roles in taking compelling decisions, coordinating, and regulating COVID-19 related cases, and activities of government have impacts on both countrywide level and international level. Also,

governmental services might be thought of as fundamental services that provide order in public. When the level and comprehensiveness of the effects of government actions are considered, it might be concluded that government and public administration were studied most compared to other sectors. Moreover, the healthcare sector has undertaken and continues to undertake the role of the front line in the fight against COVID-19. The rapid increase in demand for health services and psychological challenges, that doctors, nurses, and other healthcare personnel live, have generated severe circumstances in the healthcare systems of many countries. Herein, concepts like capacity, efficiency, procurement, resilience, etc. have gained crucial importance in healthcare systems. This being the case, academics have tended to examine and try to find solutions to problems brought about by COVID-19. Furthermore, the third most studied sector during COVID-19 is hospitality, tourism, and hotels. Especially, impacts of COVID-19 on this sector are significant for countries having higher tourism direct gross domestic product as a percentage of total GDP such as Vietnam (%9,2), Cote d'Ivoire (%7,3), Morocco (%7,1), Uruguay (%7), Netherlands (%4,4) (UNWTO, 2021). Since the contribution of tourism to the economy and the impacts of lockdowns, travel restrictions, and social distancing are considered, it is logical to focus on this sector more. In addition to sector-focused articles, scholars have taken the attention to certain forms of organizations. Herein, SMEs are the most studied organization type. It is logical because when severe circumstances are brought by COVID-19, the vulnerability of SMEs, and their significant share in economies are considered together, problems are multiplied for SMEs and this situation makes their problems more important. Although these sectors and organization forms are studied more, other sectors and organization types are important as these. Therefore, it would be beneficial to study other sectors and organization types and provide appropriate strategic implications in the scope of pandemics.

3. CONCLUSION

This research aimed to examine strategic management literature evolving around COVID-19 holistically and deeply. Herein, 226 articles were investigated around five main research questions and by benefiting from a twofold research method. It is possible to mention about three main contributions of this research to the literature. First, this research has provided clearly defined future research questions which might be expected to shape the future progress of the related literature. Herein, subculture studies, dependency on China in supply chains, tendencies towards localization nationalism, new work designs and their sustainability, performance measurement during crisis, the concept of frugal innovation, vulnerable employees, organizational fraud, public-private partnership and its reflections on competition might be valuable to examine in following research. Related to these titles and findings above, research questions, which are hoped to help future studies, are shared in appendix 3. Furthermore, when the sheer number of articles published during COVID-19 is considered, this research is expected to prevent the risk of the progress of related literature as an agglomeration. It is a meaningful effort to exhibit the scientific accumulation and tendencies in related literature for a scientific field. Also, this study demonstrated that the need to respond crises rapidly leads researchers to change their methodological preferences. In this sense, during the COVID-19, an increase in descriptive and qualitative studies was seen. Lastly, this research takes the attention to the problematic areas in a possible future pandemic/crisis and possible responses. In this sense, this research is expected to act as a guide for one dealing with strategic management in both the current COVID-19 pandemic and possible future pandemics/crisis. At this point, it was shown that the sectors which are mostly focused are health, government and tourism, and the heavily concentrated type of organizations is SMEs. Therefore, it might be recommended to policymakers and managers dealing with these sectors to take precaution for possible future pandemic from today. In this sense, as resilience appeared as one of the most

important competences, policymakers and managers in these sectors should take decisions which lead to resilience.

This research is different from the literature review conducted in strategic management field in terms of two aspects. First, although there are literature review studies conducted in pandemic, these studies considered particular concepts like resilience, or particular fields like human resources, or existing literature to provide beneficial tools such as frameworks to analyze the environment. However, this study considered strategic management literature holistically by including different fields of business administration such as human resources, supply chain, R&D, production, etc. This makes the research unique. Second, when literature reviews are examined, it is seen that they leveraged only one literature review technique like systematic literature review, meta-analysis, bibliometric analysis etc. However, to the best of author's knowledge, this research will be among the one of the first studies using two literature review techniques, which are systematic literature review and bibliometric analysis, in the same paper. This also makes the research unique.

When the results of other literature review studies are compared with the results of this study, it is seen that the results of this study are more holistic and help to prevent the agglomeration tendency in the literature. For example; by moving forward from the current literature, Ketchen and Craighead (2020) have concluded that intersections of three fields (entrepreneurship, supply chain management and strategic management) have significant value to the literature and these intersections are important especially in where companies encounter with threats like COVID-19. Castro and Zermeño (2020) have identified resilience factors for entrepreneurs and underlined the importance of resilience in crisis periods like COVID-19. By benefiting from the literature, Foss (2020) has shown the importance of behavioral strategy for decision making in extreme conditions like COVID-19 and the role of disruptions in behavioral strategy thinking. Based on the literature, Chofreh et. al. (2021) have defined a strategic management framework providing methodology to analyze, plan, implement, and evaluate the energy strategy for policymakers. Vivas and Villar (2020) have reviewed the strategies implemented by Pacific Alliance countries against COVID-19 and found out that these countries have implemented similar strategies in macroprudential and labor market measures but have applied different strategies in testing and diagnostic and social assistance. By moving forward from current literature, Stuart et. al. (2021) have produced arguments related to the HRM in COVID-19 period. When all these literature reviews are examined together, it is seen that they are not reviewing literature holistically and deeply as much as this research, are not having potential to prevent the agglomeration tendency in the literature and are not providing clear research directions as much as this research did. This situation makes the study important for the literature.

4. RESEARCH LIMITATIONS

It is possible to evaluate the limitations of the research in a wide range. However, in this section, the limitations that determine the scope of the research and are under the control of the researchers, such as the database from which the articles subjected to bibliometric and systematic analysis are obtained, and the criteria for performing the relevant search will not be mentioned. Because explanations regarding these limitations fall within the relevant headings.

However, it is recommended that readers consider the time constraint on the publication period of the articles included in the research, which may significantly affect the results of the research. Because the COVID-19 pandemic is a new phenomenon and a relatively short time has passed since its beginnings. For this reason, the themes and sub-themes studied in the context of COVID-

19 and strategic management may vary noteworthyly in the foreseeable future as the pandemic continue.

REFERENCES

- Barca, M., & Hizirođlu, M. (2009). 2000’li yıllarda Türkiye’de stratejik yönetim alanının entellektüel yapısı. *Eskişehir Osmangazi Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 4(1), 113-148.
- Barney, J. B. (1995). Looking inside for competitive advantage. *The Academy of Management Executive*, 9 (4), 49-61.
- Barney, J. B. & Hesterly, W. S. (2019). *Strategic management and competitive advantage: Concepts and cases* (6. Edition). Pearson.
- Bryman, A., Becker, S., & Sempik, J. (2008). Quality criteria for quantitative, qualitative and mixed methods research: A view from social policy. *International journal of social research methodology*, 11(4), 261-276.
- Castro, M. P., & Zermeño, M. G. G. (2020). Being an entrepreneur post-COVID-19–resilience in times of crisis: a systematic literature review. *Journal of Entrepreneurship in Emerging Economies*, 13(4), 721-746.
- Chofreh, A. G., Goni, F. A., Klemeš, J. J., Moosavi, S. M. S., Davoudi, M., & Zeinalnezhad, M. (2020). Covid-19 shock: Development of strategic management framework for global energy. *Renewable and Sustainable Energy Reviews*. DOI: <https://doi.org/10.1016/j.rser.2020.110643>
- Cobo, M. J., López-Herrera, A. G., Herrera-Viedma, E., & Herrera, F. (2011). Science mapping software tools: Review, analysis, and cooperative study among tools. *Journal of the American Society for information Science and Technology*, 62(7), 1382-1402.
- Coşkun, R. (2014). Sosyal bilimlerde yöntem sorunları: Bildiri öz(et)leri üzerinde bir tartışma. 12. Uluslararası Türk Dünyası Sosyal Bilimler Kongresi, Kazan, Tataristan.
- Coşkun, R. (2019). Türkçe nitel araştırmalarda nitelik sorunu: Nitel araştırmalar ne kadar bilimsel?. 6. Uluslararası Multidisipliner Çalışmaları Kongresi: Multicongress, Gaziantep, Türkiye.
- Coşkun, R. (2021). Örnek olaylarla stratejik yönetim kuram ve uygulama. Sakarya Yayınevi: Sakarya.
- Coşkun, R., Altunışık, R. ve Yıldırım, E. (2017). Sosyal bilimlerde araştırma yöntemleri. Sakarya Yayıncılık, Sakarya.
- Dereköy, F. (2020). Muhasebe manipülasyonları: Toshiya vakası. *Muhasebe ve Finansman Dergisi*, (85), 91-110.
- Foss, N. J. (2020). Behavioral strategy and the COVID-19 disruption. *Journal of Management*, 46(8), 1322-1329.
- Grix, J., Brannagan, P. M., Grimes, H., & Neville, R. (2021). The impact of Covid-19 on sport. *International journal of sport policy and politics*, 13(1), 1-12.
- Hill, C. W., Jones, G. R. & Schilling, M. A. (2013). *Strategic management: An integrated approach* (11. Edition). Cengage Learning.
- Hou, Q., Mao, G., Zhao, L., Du, H., & Zuo, J. (2015). Mapping the scientific research on life cycle assessment: a bibliometric analysis. *The International Journal of Life Cycle Assessment*, 20(4), 541-555.
- Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regner, P. (2017). *Exploring strategy: Texts and cases* (11. Edition). Pearson Education.
- Ketchen Jr, D. J., & Craighead, C. W. (2020). Research at the intersection of entrepreneurship, supply chain management, and strategic management: opportunities highlighted by COVID-19. *Journal of Management*, 46(8), 1330-1341.
- Kolle, S.R. and Shankarappa, T.H. (2017), “Publication trends in food-borne disease research (1991-2015): a web of science core collection-based analysis”, *Journal of Agricultural & Food Information*, 18(1), 53-63.
- Lynch, R. (2006). *Corporate strategy* (4. Edition). Pearson.

- Osareh, F. (1996). Bibliometrics, citation analysis and co-citation analysis: A review of literature I. *Libri*, 46(3), 149-158.
- Öztürk, O. (2020). Bibliometric review of resource dependence theory literature: an overview. *Management Review Quarterly*. DOI: <https://doi.org/10.1007/s11301-020-00192-8>
- Porter, M. E. (1980). *Competitive strategy*. New York: Free Press.
- Porter, M. E. (1985). *Competitive advantage: Creating and sustaining superior performance*. New York: Free Press.
- Porter, M. E. (1996). "What is strategy". *Harvard Business Review*.
- Rocco, T. S. (2010). Criteria for evaluating qualitative studies. *Human Resource Development International*. DOI: <https://doi.org/10.1080/13678868.2010.501959>
- Rothaermel, F. (2017). *Strategic management (3. Edition)*. McGraw Hill.
- SanJuan-Reyes, S., Gómez-Oliván, L. M., & Islas-Flores, H. (2020). COVID-19 in the environment. *Chemosphere*. DOI: <https://doi.org/10.1016/j.chemosphere.2020.127973>
- Siddaway, A. (2014). What is a systematic literature review and how do I do one? *University of Stirling*, 1(1), 1-13.
- Şimşir, İ. (2021). Bibliyometri ve bibliyometrik analize ilişkin kavramsal çerçeve. In Öztürk, O., & Gurler, G. (Eds), *Bir literatür incelemesi aracı olarak bibliyometrik analiz* (pp. 7-31) Nobel: Ankara.
- United Nations World Tourism Organization (UNWTO). (2021). *Economic contribution of tourism and beyond*. Available at: <https://www.unwto.org/statistic-data-economic-contribution-of-tourism-and-beyond>
- van Raan, A. F. (2005). For your citations only? Hot topics in bibliometric analysis. *Measurement: interdisciplinary research and perspectives*, 3(1), 50-62.
- Vivas, V., & Villar, M. (2020). Strategic responses to the COVID-19 pandemic in Pacific Alliance countries. *Management Research: Journal of the Iberoamerican Academy of Management*. DOI: 10.1108/MRJIAM-07-2020-1067
- Zupic, I., & Čater, T. (2015). Bibliometric methods in management and organization. *Organizational research methods*, 18(3), 429-472.

APPENDICES

Appendix 1: List of Analyzed Articles

- Abbas, H. S. M., Xu, X., Sun, C., Gillani, S., & Raza, M. A. A. (2021). Role of Chinese government and Public-Private Partnership in combating COVID-19 in China. *Journal of Management and Governance*. DOI: <https://doi.org/10.1007/s10997-021-09593-7>
- Aguinis, H., & Burgi-Tian, J. (2021a). Measuring performance during crises and beyond: The Performance Promoter Score. *Business Horizons*, 64(1), 149-160.
- Aguinis, H., & Burgi-Tian, J. (2021b). Talent management challenges during COVID-19 and beyond: Performance management to the rescue. *BRQ Business Research Quarterly*, 24(3), 233-240.
- Ahmed, R. R., Streimikiene, D., Rolle, J. A., & Pham, A. D. (2020). The COVID-19 pandemic and the antecedents for the impulse buying behavior of US citizens. *Journal of Competitiveness*, 12(3), 5.
- Aldossari, M., & Chaudhry, S. (2021). Women and burnout in the context of a pandemic. *Gender, Work & Organization*, 28(2), 826-834.
- Al-Mansour, J. F., & Al-Ajmi, S. A. (2020). Coronavirus' COVID-19'-Supply Chain Disruption and Implications for Strategy, Economy, and Management. *The Journal of Asian Finance, Economics, and Business*, 7(9), 659-672.
- Alves, J. C., Lok, T. C., Luo, Y., & Hao, W. (2020). Crisis challenges of small firms in Macao during the COVID-19 pandemic. *Frontiers of Business Research in China*, 14(1), 1-23.
- Ammirato, S., Linzalone, R., & Felicetti, A. M. (2020). Knowledge management in pandemics. A critical literature review. *Knowledge Management Research & Practice*. DOI: <https://doi.org/10.1080/14778238.2020.1801364>
- Amoah, J., Belás, J., Khan, K. A., & Metzker, Z. (2021). Antecedents of sustainable SMEs in the social media space: A Partial Least Square-Structural Equation Modeling (PLS-SEM) approach. *Management & Marketing-Challenges for the Knowledge Society*, 16(1), 26-46.
- Anderson, V. (2020). A digital pedagogy pivot: re-thinking higher education practice from an HRD perspective. *Human Resource Development International*, 23(4), 452-467.
- Ansell, C., Sørensen, E., & Torfing, J. (2020). The COVID-19 pandemic as a game changer for public administration and leadership? The need for robust governance responses to turbulent problems. *Public Management Review*, 23(7), 949-960.
- Antonelli, G.A., Leone, M.I. & Ricci, R. (2021), Exploring the Open COVID Pledge in the fight against COVID-19: a semantic analysis of the Manifesto, the pledgors and the featured patents. *R&D Management*. DOI: <https://doi.org/10.1111/radm.12493>
- Arslan, A., Golgeci, I., Khan, Z., Al-Tabbaa, O., & Hurmelinna-Laukkanen, P. (2020). Adaptive learning in cross-sector collaboration during global emergency: conceptual insights in the context of COVID-19 pandemic. *Multinational Business Review*, 29(1), 21-42.
- Arslan, A., Kamara, S., Golgeci, I., & Tarba, S. Y. (2021). Civil society organisations' management dynamics and social value creation in the post-conflict volatile contexts pre and during COVID-19. *International Journal of Organizational Analysis*. DOI: <https://doi.org/10.1108/IJOA-01-2021-2573>
- Arslan, B., & Tarakci, M. (2020). Negative spillovers across partnerships for responsible innovation: Evidence from the 2014 Ebola outbreak. *Journal of Management Studies*. doi:10.1111/joms.12607
- Azyabi, N. G. (2021). How Do Information Technology and Knowledge Management Affect SMEs' Responsiveness to the Coronavirus Crisis?. *Бизнес-информатика*, 15(2), 75-90.
- Baek, E., & Oh, G. E. G. (2021). Diverse values of fashion rental service and contamination concern of consumers. *Journal of business research*, 123, 165-175.
- Barai, M. K., & Dhar, S. (2021). COVID-19 Pandemic: Inflicted Costs and Some Emerging Global Issues. *Global Business Review*. doi: 10.1177/0972150921991499
- Barbate, V., Gade, R. N., & Raibagkar, S. S. (2021). COVID-19 and its impact on the Indian economy. *Vision*, 25(1), 23-35.
- Baskin, R. G., & Bartlett, R. (2021). Healthcare worker resilience during the COVID-19 pandemic: An integrative review. *Journal of Nursing Management*. DOI: 10.1111/jonm.13395

- Belhadi, A., Kamble, S., Jabbour, C. J. C., Gunasekaran, A., Ndubisi, N. O., & Venkatesh, M. (2021). Manufacturing and service supply chain resilience to the COVID-19 outbreak: Lessons learned from the automobile and airline industries. *Technological Forecasting and Social Change*, 163, 1-19.
- Belso-Martínez, J. A., Mas-Tur, A., Sánchez, M., & López-Sánchez, M. J. (2020). The COVID-19 response system and collective social service provision. *Strategic network dimensions and proximity considerations. Service Business*, 14(3), 387-411.
- Bertello, A., Bogers, M. L., & De Bernardi, P. (2021). Open innovation in the face of the COVID-19 grand challenge: insights from the Pan-European hackathon 'EUvsVirus'. *R&D Management*. DOI: <https://doi.org/10.1111/radm.12456>
- Bieliaieva, N., Krushelnytskyi, M., Voliak, L., Usata, N., & Sova, O. (2020). From survival to business prosperity: The financial aspect of managing an organization in a crisis. *Independent Journal of Management & Production*, 11(9), 2275-2290.
- Boeing, P., & Wang, Y. (2021). Decoding China's COVID-19 'virus exceptionalism': Community-based digital contact tracing in Wuhan. *R&D Management*. DOI: <https://doi.org/10.1111/radm.12464>
- Bogomoletc, E., & Lee, N. M. (2021). Frozen Meat Against COVID-19 Misinformation: An Analysis of Steak-Umm and Positive Expectancy Violations. *Journal of Business and Technical Communication*, 35(1), 118-125.
- Bond III, E. U., de Jong, A., Eggert, A., Houston, M. B., Kleinaltenkamp, M., Kohli, A. K., ... & Ulaga, W. (2020). The future of B2B customer solutions in a post-COVID-19 economy: managerial issues and an agenda for academic inquiry. *Journal of Service Research*, 23(4),401-408.
- Bratianu, C. (2020). Toward understanding the complexity of the COVID-19 crisis: a grounded theory approach. *Management & Marketing*, 15(1), 410-423.
- Bratianu, C., & Bejinaru, R. (2021). COVID-19 induced emergent knowledge strategies. *Knowledge and Process Management*, 28(1), 11-17.
- Brockova, K., Rossokha, V., Chaban, V., Zos-Kior, M., Hnatenko, I., & Rubezhanska, V. (2021). Economic Mechanism of Optimizing the Innovation Investment Program of the Development of Agro-Industrial Production. *Management Theory and Studies for Rural Business and Infrastructure Development*, 43(1), 129-135.
- Brown, R., Rocha, A., & Cowling, M. (2020). Financing entrepreneurship in times of crisis: Exploring the impact of COVID-19 on the market for entrepreneurial finance in the United Kingdom. *International Small Business Journal*, 38(5), 380-390.
- Camilleri, M. A. (2021). E-commerce websites, consumer order fulfillment and after-sales service satisfaction: the customer is always right, even after the shopping cart check-out. *Journal of Strategy and Management*. DOI: 10.1108/JSMA-02-2021-0045
- Çamlıbel, M. E., Sümer, L., & Hepşen, A. (2021). Risk-return performances of real estate investment funds in Turkey including the Covid-19 period. *International Journal of Strategic Property Management*, 25(4), 267-277.
- Caraka, R. E., Lee, Y., Kurniawan, R., Herliansyah, R., Kaban, P. A., Nasution, B. I., ... & Pardamean, B. (2020). Impact of COVID-19 large scale restriction on environment and economy in Indonesia. *Global Journal of Environmental Science and Management*, 6(Special Issue (Covid-19)), 65-84.
- Castaldo, S., Penco, L., & Profumo, G. (2021). Cruising in the COVID-19 pandemic era: Does perceived crowding really matter?. *International Journal of Contemporary Hospitality Management*, 33(8), 2586-2612.
- Castro, M. P., & Zermeño, M. G. G. (2020). Being an entrepreneur post-COVID-19—resilience in times of crisis: a systematic literature review. *Journal of Entrepreneurship in Emerging Economies*, 13(4), 721-746.
- Catania, G., Zanini, M., Hayter, M., Timmins, F., Dasso, N., Ottonello, G., ... & Bagnasco, A. (2021). Lessons from Italian front-line nurses' experiences during the COVID-19 pandemic: A qualitative descriptive study. *Journal of nursing management*, 29(3), 404-411.
- Ceci, F., Lazoi, M., Lezzi, M., & Mohammad, H. (2021). Fostering knowledge sharing in the innovation process: Information and communication technology-based versus face-to-face relationships. *Knowledge and Process Management*, 28(1), 302-316.

- Chakraborti, R., & Roberts, G. (2021). Learning to hoard: the effects of preexisting and surprise price-gouging regulation during the COVID-19 pandemic. *Journal of consumer policy*, 1-23. DOI: <https://doi.org/10.1007/s10603-021-09493-1>
- Chakraborty, T., Kumar, A., Upadhyay, P., & Dwivedi, Y. K. (2020). Link between social distancing, cognitive dissonance, and social networking site usage intensity: a country-level study during the COVID-19 outbreak. *Internet Research*, 31(2), 419-456.
- Chatterjee, S., & Chaudhuri, R. (2021). Supply chain sustainability during turbulent environment: Examining the role of firm capabilities and government regulation. *Operations Management Research* DOI: <https://doi.org/10.1007/s12063-021-00203-1>
- Chayomchai, A. (2020). The Online Technology Acceptance Model of Generation-Z People in Thailand during COVID-19 Crisis. *Management & Marketing*, 15 - 496-513
- Chen, G. K. W., Tansley, C., & Chou, R. C. C. (2021). Towards liminality competence: a migrant's talent identity narratives for re-imagining global talent management. *Journal of Organizational Effectiveness: People and Performance*. DOI: 10.1108/JOEPP-02-2021-0037
- Chen, H., Liu, S., Liu, X., & Yang, D. (2021). Adversity tries friends: A multilevel analysis of corporate philanthropic response to the local spread of covid-19 in China. *Journal of Business Ethics*. DOI: <https://doi.org/10.1007/s10551-021-04745-z>.
- Chofreh, A. G., Goni, F. A., Klemeš, J. J., Moosavi, S. M. S., Davoudi, M., & Zeinalnezhad, M. (2020). Covid-19 shock: Development of strategic management framework for global energy. *Renewable and Sustainable Energy Reviews*. DOI: <https://doi.org/10.1016/j.rser.2020.110643>
- Chopra, S., Sodhi, M., & Lücker, F. (2021). Achieving supply chain efficiency and resilience by using multi-level commons. *Decision Sciences*, 52, 817-832.
- Chowdhury, M. T., Sarkar, A., Paul, S. K., & Moktadir, M. A. (2020). A case study on strategies to deal with the impacts of COVID-19 pandemic in the food and beverage industry. *Operations Management Research*. DOI: <https://doi.org/10.1007/s12063-020-00166-9>
- Collings, D. G., Nyberg, A. J., Wright, P. M., & McMackin, J. (2021). Leading through paradox in a COVID-19 world: Human resources comes of age. *Human Resource Management Journal*. DOI: <https://doi.org/10.1111/1748-8583.12343>
- Contractor, F. J. (2021). The world economy will need even more globalization in the post-pandemic 2021 decade. *Journal of International Business Studies*. DOI: <https://doi.org/10.1057/s41267-020-00394-y>
- Corsini, L., Dammicco, V., & Moultrie, J. (2021). Frugal innovation in a crisis: the digital fabrication maker response to COVID-19. *R&D Management*, 51(2), 195-210.
- Crick, J. M., Crick, D., & Chaudhry, S. (2021). Interfirm collaboration as a performance-enhancing survival strategy within the business models of ethnic minority-owned urban restaurants affected by COVID-19. *International Journal of Entrepreneurial Behavior & Research*. DOI: 10.1108/IJEBr-04-2021-0279
- Cullen, P., & Murphy, M. P. (2021). Responses to the COVID-19 crisis in Ireland: From feminized to feminist. *Gender, Work & Organization*. DOI: <https://doi.org/10.1111/gwao.12596>
- Curran, L., Eckhardt, J., & Lee, J. (2021). The trade policy response to COVID-19 and its implications for international business. *Critical Perspectives on International Business*, 17(2), 252-320.
- da Silva Terres, M., Rohden, S. F., Vedolin, L., Machado, B. F. H., Magnus, K., Altmann, A., & Schiavon, D. E. B. (2020). The COVID-19 Pandemic: paths for future research in marketing involving the regulatory role of prosocial consumption. *Revista Brasileira de Marketing*, 19(3), 611-626.
- Das, D., Datta, A., Kumar, P., Kazancoglu, Y., & Ram, M. (2021). Building supply chain resilience in the era of COVID-19: An AHP-DEMATEL approach. *Operations Management Research*. DOI: <https://doi.org/10.1007/s12063-021-00200-4>
- Das, G., Jain, S. P., Maheswaran, D., Slotegraaf, R. J., & Srinivasan, R. (2021). Pandemics and marketing: insights, impacts, and research opportunities. *Journal of the Academy of Marketing Science*, 49, 835-854.
- Davidsson, P., Recker, J., & von Briel, F. (2021). COVID-19 as External Enabler of entrepreneurship practice and research. *BRQ Business Research Quarterly*, 24(3), 214-224.
- Delios, A., Perchthold, G., & Capri, A. (2021). Cohesion, COVID-19 and contemporary challenges to globalization. *Journal of World Business*, 56(3), 1-8.

- Dhar, B. K., Ayithey, F. K., & Sarkar, S. M. (2020). Impact of COVID-19 on Psychology among the University Students. *Global Challenges*, 4(11), 1-5.
- Dheer, R. J., Egri, C. P., & Treviño, L. J. (2021). A cross-cultural exploratory analysis of pandemic growth: The case of COVID-19. *Journal of international business studies*. DOI: <https://doi.org/10.1057/s41267-021-00455-w>
- Dimitrios, B., Christos, P., Ioannis, R., & Vasiliadis, L. (2020). Strategic Management in the Hotel Industry: Proposed Strategic Practices to Recover from COVID-19 Global Crisis. *Academic Journal of Interdisciplinary Studies*, 9(6), 130-130.
- Ding, A. W., & Li, S. (2021). National response strategies and marketing innovations during the COVID-19 pandemic. *Business Horizons*, 64(2), 295-306.
- Duran, S., Celik, I., Ertugrul, B., Ok, S., & Albayrak, S. (2021). Factors affecting nurses' professional commitment during the COVID-19 pandemic: A cross-sectional study. *Journal of Nursing Management*. DOI: <https://doi.org/10.1111/jonm.13327>
- Duro, J. A., Perez-Laborda, A., Turrion-Prats, J., & Fernández-Fernández, M. (2021). Covid-19 and tourism vulnerability. *Tourism Management Perspectives*, 38, 1-12.
- Edghiem, F., Abualqumboz, M., & Mouzughy, Y. (2020). Covid-19 transition, could Twitter support UK Universities? *Knowledge Management Research & Practice*. DOI: <https://doi.org/10.1080/14778238.2020.1848364>
- Eggers, F. (2020). Masters of disasters? Challenges and opportunities for SMEs in times of crisis. *Journal of Business Research*, 116, 199-208.
- Ekici, A., & Watson, F. (2021). A model of consumer life-satisfaction amidst the COVID-19 pandemic: Evidence and policy implications. *The Journal of Consumer Affairs*. DOI: <https://doi.org/10.1111/joca.12393>
- Elsahn, Z., & Siedlok, F. (2021). “Can we build it? Yes, we can!” complexities of resource re-deployment to fight pandemic. *Industrial Marketing Management*, 93, 191-207.
- Farhan, B. (2021). A new strategic leadership model for surviving and coping: Lessons from Canada’s leadership approach to COVID-19. *Cogent Business & Management*. DOI: <https://doi.org/10.1080/23311975.2021.1883221>
- Fasan, M., Soerger Zaro, E., Soerger Zaro, C., Porco, B., & Tiscini, R. (2021). An empirical analysis: Did green supply chain management alleviate the effects of COVID-19?. *Business Strategy and the Environment*. DOI: <https://doi.org/10.1002/bse.2772>
- Fasth, J., Elliot, V., & Styhre, A. (2021). Crisis management as practice in small-and medium-sized enterprises during the first period of COVID-19. *Journal of Contingencies and Crisis Management*. DOI: <https://doi.org/10.1111/1468-5973.12371>
- Ferrigno, G., & Cucino, V. (2021). Innovating and transforming during COVID-19: insights from Italian firms. *R&D Management*. DOI: <https://doi.org/10.1111/radm.12469>
- Foss, N. J. (2020). Behavioral strategy and the COVID-19 disruption. *Journal of Management*, 46(8), 1322-1329.
- Gerald, E., Obianuju, A., & Chukwunonso, N. (2020). Strategic agility and performance of small and medium enterprises in the phase of Covid-19 pandemic. *International Journal of Financial, Accounting, and Management*, 2(1), 41-50.
- Giroux, M., Park, J., Kim, J. E., Choi, Y. K., Lee, J. C., Kim, S., ... & Kim, J. (2021). The Impact of Communication Information on the Perceived Threat of COVID-19 and Stockpiling Intention. *Australasian Marketing Journal*. DOI: <https://doi.org/10.1177/18393349211028670>
- Golubeva, O. (2021). Firms’ performance during the COVID-19 outbreak: international evidence from 13 countries. *Corporate Governance: The International Journal of Business in Society*, 21(6), 1011-1027.
- Gonyora, A. M., Migiro, S., Ngwenya, B., & Mashau, P. (2021). Investigating open innovation strategic alignment for sustainable competitive advantage in the automotive supply chain in South Africa. *Journal of Transport and Supply Chain Management*. DOI: <https://doi.org/10.4102/jtscm.v15i0.554>
- González-Díaz, R. R., Guanilo-Gómez, S. L., Acevedo-Duque, Á. E., Campos, J. S., & Vargas, E. C. (2021). Intrinsic alignment with strategy as a source of business sustainability in SMEs. *Entrepreneurship and Sustainability Issues*, 8(4), 377-388.

- Gordon-Wilson, S. (2021). Consumption practices during the COVID-19 crisis. *International Journal of Consumer Studies*. DOI: <https://doi.org/10.1111/ijcs.12701>
- Gouglas, D., Hoyt, K., Peacocke, E., Kaloudis, A., Ottersen, T., & Røttingen, J. A. (2019). Setting strategic objectives for the coalition for epidemic preparedness innovations: An exploratory decision analysis process. *INFORMS Journal on Applied Analytics*, 49(6), 430-446.
- Grix, J., Brannagan, P. M., Grimes, H., & Neville, R. (2021). The impact of Covid-19 on sport. *International journal of sport policy and politics*, 13(1), 1-12.
- Guderian, C. C., Bican, P. M., Riar, F. J., & Chattopadhyay, S. (2021). Innovation management in crisis: patent analytics as a response to the COVID-19 pandemic. *R&D Management*, 51(2), 223-239.
- Guliyeva, S., Gadimli, N., Azizov, Y., Hajiyev, Z., & Bayramov, S. (2021). Fiscal policy effectiveness and risks in the development of Azerbaijan's economy during economic shock. *Journal of Eastern European and Central Asian Research (JEECAR)*, 8(2), 171-183.
- Gunensee, S., & Subramanian, N. (2020). Ambiguity and its coping mechanisms in supply chains lessons from the Covid-19 pandemic and natural disasters. *International Journal of Operations & Production Management*. DOI: 10.1108/IJOPM-07-2019-0530
- Guo, H., Yang, Z., Huang, R., & Guo, A. (2020). The digitalization and public crisis responses of small and medium enterprises: Implications from a COVID-19 survey. *Frontiers of Business Research in China*, 14(1), 1-25.
- Gupta, V., Ivanov, D., & Choi, T. M. (2021). Competitive pricing of substitute products under supply disruption. *Omega*. DOI: <https://doi.org/10.1016/j.omega.2020.102279>
- Hammerschmidt, J., Durst, S., Kraus, S., & Puumalainen, K. (2021). Professional football clubs and empirical evidence from the COVID-19 crisis: Time for sport entrepreneurship? *Technological Forecasting and Social Change*. DOI: <https://doi.org/10.1016/j.techfore.2021.120572>
- Handfield, R. B., Graham, G., & Burns, L. (2020). Corona virus, tariffs, trade wars and supply chain evolutionary design. *International Journal of Operations & Production Management*. DOI: 10.1108/IJOPM-03-2020-0171
- Hanisch, M., & Rake, B. (2021). Repurposing without purpose? Early innovation responses to the COVID-19 crisis: Evidence from clinical trials. *R&D Management*. DOI: <https://doi.org/10.1111/radm.12461>
- Harjadi, D., Yuniawan, A., Abdurrahman, A., Dananjoyo, R., Filatrovi, E. W., & Arraniri, I. (2020). Product characteristics, market competitive strategies, and SMEs performance: Testing their relationships. *The Journal of Asian Finance, Economics, and Business*, 7(10), 613-620.
- Hartwell, C. A., & Devinney, T. (2021). Populism, political risk, and pandemics: The challenges of political leadership for business in a post-COVID world. *Journal of World Business*. DOI: <https://doi.org/10.1016/j.jwb.2021.101225>
- Hayes, M. (2020). Social media and inspiring physical activity during COVID-19 and beyond. *Managing Sport and Leisure*. DOI: <https://doi.org/10.1080/23750472.2020.1794939>
- He, H., & Harris, L. (2020). The impact of Covid-19 pandemic on corporate social responsibility and marketing philosophy. *Journal of business research*, 116, 176-182.
- He, J., Mao, Y., Morrison, A. M., & Coca-Stefaniak, J. A. (2020). On being warm and friendly: the effect of socially responsible human resource management on employee fears of the threats of COVID-19. *International Journal of Contemporary Hospitality Management*. DOI: 10.1108/IJCHM-04-2020-0300
- Heinonen, K., & Strandvik, T. (2020). Reframing service innovation: COVID-19 as a catalyst for imposed service innovation. *Journal of Service Management*. DOI: 10.1108/JOSM-05-2020-0161
- Heo, Y. M., Lee, M., & Jang, S. J. (2021). Intentions of frontline nurses regarding COVID-19 patient care: A cross-sectional study in Korea. *Journal of Nursing Management*. DOI: 10.1108/JOSM-05-2020-0161
- Herold, D. M., Nowicka, K., Pluta-Zaremba, A., & Kummer, S. (2021). COVID-19 and the pursuit of supply chain resilience: reactions and “lessons learned” from logistics service providers (LSPs). *Supply Chain Management: An International Journal*. DOI:10.1108/SCM-09-2020-0439
- Hitt, M. A., Holmes Jr, R. M., & Arregle, J. L. (2021). The (COVID-19) pandemic and the new world (dis) order. *Journal of World Business*. DOI: <https://doi.org/10.1016/j.jwb.2021.101210>

- Hoang, T. G., Truong, N. T., & Nguyen, T. M. (2021). The survival of hotels during the COVID-19 pandemic: a critical case study in Vietnam. *Service Business*, 15(2), 209-229.
- Hofmann, V., Stokburger-Sauer, N. E., Wanisch, A., & Hebborn, H. (2021). Masked smiles matter—employee verbal expertise and emotion display during COVID-19. *The Service Industries Journal*, 41(1-2), 107-137.
- Hollebeek, L. D., Smith, D. L., Kasabov, E., Hammedi, W., Warlow, A., & Clark, M. K. (2020). Customer brand engagement during service lockdown. *Journal of Services Marketing*. DOI: 10.1108/JSM-05-2020-0199
- Hou, H. C., Remøy, H., Jylhä, T., & Putte, H. V. (2021). A study on office workplace modification during the COVID-19 pandemic in The Netherlands. *Journal of Corporate Real Estate*. DOI: 10.1108/JCRE-10-2020-0051
- Huang, A., & Farboudi Jahromi, M. (2021). Resilience building in service firms during and post COVID-19. *The Service Industries Journal*, 41(1-2), 138-167.
- Hughes, P., Morgan, R. E., Hodgkinson, I. R., Kouropalatis, Y., & Lindgreen, A. (2020). A diagnostic tool to determine a strategic improvisation Readiness Index Score (IRIS) to survive, adapt, and thrive in a crisis. *Industrial Marketing Management*, 88, 485-499.
- Iacuzzi, S., Fedele, P., & Garlatti, A. (2020). Beyond Coronavirus: the role for knowledge management in schools responses to crisis. *Knowledge Management Research & Practice*. DOI: <https://doi.org/10.1080/14778238.2020.1838963>
- Jones, P., & Comfort, D. (2020). The COVID-19 crisis and sustainability in the hospitality industry. *International journal of contemporary hospitality management*. DOI: 10.1108/IJCHM-04-2020-0357
- Kakemam, E., Chegini, Z., Rouhi, A., Ahmadi, F., & Majidi, S. (2021). Burnout and its relationship to self-reported quality of patient care and adverse events during COVID-19: a cross-sectional online survey among nurses. *Journal of nursing management*. DOI: <https://doi.org/10.1111/jonm.13359>
- Kanupriya. (2021). COVID-19 and the Indian Textiles Sector: Issues, Challenges and Prospects. *Vision*, 25(1), 7-11.
- Ketchen Jr, D. J., & Craighead, C. W. (2020). Research at the intersection of entrepreneurship, supply chain management, and strategic management: opportunities highlighted by COVID-19. *Journal of Management*, 46(8), 1330-1341.
- Khanthavit, A. (2020). Foreign investors' abnormal trading behavior in the time of COVID-19. *The Journal of Asian Finance, Economics, and Business*, 7(9), 63-74.
- Kim, N. L., & Im, H. (2021). Do Liberals Want Curbside Pickup More than Conservatives? Contactless Shopping as a Protectionary Action against the COVID-19 Pandemic. *International Journal of Consumer Studies*. DOI: <https://doi.org/10.1111/ijcs.12714>
- Kim, P. S. (2020). South Korea's fast response to coronavirus disease: Implications on public policy and public management theory. *Public Management Review*. DOI: <https://doi.org/10.1080/14719037.2020.1766266>
- Kirk, C. P., & Rifkin, L. S. (2020). I'll trade you diamonds for toilet paper: Consumer reacting, coping and adapting behaviors in the COVID-19 pandemic. *Journal of Business Research*, 117, 124-131.
- Kitz, R., Walker, T., Charlebois, S., & Music, J. (2021). Food packaging during the COVID-19 pandemic: Consumer perceptions. *International Journal of Consumer Studies*. DOI: <https://doi.org/10.1111/ijcs.12691>
- Klein, V. B., & Todesco, J. L. (2021). COVID-19 crisis and SMEs responses: The role of digital transformation. *Knowledge and Process Management*, 28(2), 117-133.
- Knight, D. W., Xiong, L., Lan, W., & Gong, J. (2020). Impact of COVID-19: research note on tourism and hospitality sectors in the epicenter of Wuhan and Hubei Province, China. *International Journal of Contemporary Hospitality Management*. DOI: 10.1108/IJCHM-04-2020-0278
- Kooij, D. T. (2020). The impact of the Covid-19 pandemic on older workers: The role of self-regulation and organizations. *Work, Aging and Retirement*, 6(4), 233-237.
- Kraus, S., Clauss, T., Breier, M., Gast, J., Zardini, A., & Tiberius, V. (2020). The economics of COVID-19: initial empirical evidence on how family firms in five European countries cope with the corona

- crisis. *International Journal of Entrepreneurial Behavior & Research*. DOI: 10.1108/IJEBR-04-2020-0214
- Kursan Milaković, I. (2021). Purchase experience during the COVID-19 pandemic and social cognitive theory: The relevance of consumer vulnerability, resilience, and adaptability for purchase satisfaction and repurchase. *International Journal of Consumer Studies*. DOI: <https://doi.org/10.1111/ijcs.12672>
- Kwok, L., Lee, J., & Han, S. H. (2021). Crisis Communication on Social Media: What Types of COVID-19 Messages Get the Attention? *Cornell Hospitality Quarterly*. DOI: <https://doi.org/10.1177/19389655211028143>
- Lai, I. K. W., & Wong, J. W. C. (2020). Comparing crisis management practices in the hotel industry between initial and pandemic stages of COVID-19. *International Journal of Contemporary Hospitality Management*. DOI: 10.1108/IJCHM-04-2020-0325
- Lawton, T. C., Dorobantu, S., Rajwani, T. S., & Sun, P. (2020). The implications of COVID-19 for nonmarket strategy research. *Journal of Management Studies*. DOI: 10.1111/joms.12627
- Lebrun, A. M., Corbel, R., & Bouchet, P. (2021). Impacts of Covid-19 on travel intention for summer 2020: a trend in proximity tourism mediated by an attitude towards Covid-19. *Service Business*. DOI: <https://doi.org/10.1007/s11628-021-00450-z>
- Lee, S. M., & Trimi, S. (2021). Convergence innovation in the digital age and in the COVID-19 pandemic crisis. *Journal of Business Research*, 123, 14-22.
- Lee, Y., & Li, J. Y. Q. (2021). The role of communication transparency and organizational trust in publics' perceptions, attitudes and social distancing behaviour: A case study of the COVID-19 outbreak. *Journal of Contingencies and Crisis Management*. DOI: <https://doi.org/10.1111/1468-5973.12354>
- Li, K., Kim, D. J., Lang, K. R., Kauffman, R. J., & Naldi, M. (2020). How should we understand the digital economy in Asia? Critical assessment and research agenda. *Electronic commerce research and applications*. DOI: <https://doi.org/10.1016/j.elerap.2020.101004>
- Li, X., Zhou, Y., & Xu, X. (2021). Factors associated with the psychological well-being among front-line nurses exposed to COVID-2019 in China: A predictive study. *Journal of nursing management*, 29(2), 240-249.
- Li, Y., Chen, K., Collignon, S., & Ivanov, D. (2021). Ripple effect in the supply chain network: Forward and backward disruption propagation, network health and firm vulnerability. *European Journal of Operational Research*, 291(3), 1117-1131.
- Lim, D. S., Morse, E. A., & Yu, N. (2020). The impact of the global crisis on the growth of SMEs: A resource system perspective. *International Small Business Journal*, 38(6), 492-503.
- Liu, C., & Yang, J. (2021). How hotels adjust technology-based strategy to respond to COVID-19 and gain competitive productivity (CP): strategic management process and dynamic capabilities. *International Journal of Contemporary Hospitality Management*. DOI: 10.1108/IJCHM-10-2020-1143
- Liu, M. T., Wang, S., McCartney, G., & Wong, I. A. (2021). Taking a break is for accomplishing a longer journey: hospitality industry in Macao under the COVID-19 pandemic. *International Journal of Contemporary Hospitality Management*. DOI: 10.1108/IJCHM-07-2020-0678
- Liu, Y., Lee, J. M., & Lee, C. (2020). The challenges and opportunities of a global health crisis: the management and business implications of COVID-19 from an Asian perspective. *Asian Business & Management*. DOI: 10.1057/s41291-020-00119-x
- Lopez-Cabrales, A., & DeNisi, A. (2021). The road to more sustainable firms in the face of a pandemic: Changes needed in employment relationships. *BRQ Business Research Quarterly*. DOI: <https://doi.org/10.1177/23409444211017913>
- Lorenzen, M., Mudambi, R., & Schotter, A. (2020). International connectedness and local disconnectedness: MNE strategy, city-regions and disruption. *Journal of International Business Studies*, 51(8), 1199-1222.
- Ludvigsen, J. A. L., & Parnell, D. (2021). Redesigning the Games? The 2020 Olympic Games, Playbooks and new sports event risk management tools. *Managing Sport and Leisure*. DOI: <https://doi.org/10.1080/23750472.2021.1928538>

- Mahmoud, A. B., Grigoriou, N., Fuxman, L., Reisel, W. D., Hack-Polay, D., & Mohr, I. (2020). A generational study of employees' customer orientation: A motivational viewpoint in pandemic time. *Journal of Strategic Marketing*. DOI: <https://doi.org/10.1080/0965254X.2020.1844785>
- Mariano, S. (2021). Let me help you! Navigating through the COVID-19 crisis with prosocial expert knowledge behaviour. *Knowledge Management Research & Practice*. DOI: <https://doi.org/10.1080/14778238.2020.1866445>
- Marin-Garcia, J. A., Ruiz, A., Julien, M., & Garcia-Sabater, J. P. (2021). A data generator for covid-19 patients' care requirements inside hospitals. *WPOM-Working Papers on Operations Management*, 12(1), 76-115.
- Markovic, S., Koporcic, N., Arslanagic-Kalajdzic, M., Kadic-Maglajlic, S., Bagherzadeh, M., & Islam, N. (2021). Business-to-business open innovation: COVID-19 lessons for small and medium-sized enterprises from emerging markets. *Technological Forecasting and Social Change*. DOI: <https://doi.org/10.1016/j.techfore.2021.120883>
- Megits, N., Neskorodieva, I., & Schuster, J. (2020). Impact assessment of the COVID-19 on trade between Eastern Europe and China. *Journal of Eastern European and Central Asian Research (JEECAR)*, 7(3), 385-399.
- Mehroliya, S., Alagarsamy, S., & Solaikutty, V. M. (2021). Customers response to online food delivery services during COVID-19 outbreak using binary logistic regression. *International journal of consumer studies*, 45(3), 396-408.
- Melián-Alzola, L., Fernández-Monroy, M., & Hidalgo-Peñate, M. (2020). Hotels in contexts of uncertainty: Measuring organisational resilience. *Tourism management perspectives*. DOI: <https://doi.org/10.1016/j.tmp.2020.100747>
- Mihalache, M., & Mihalache, O. R. (2021). How workplace support for the COVID-19 pandemic and personality traits affect changes in employees' affective commitment to the organization and job-related well-being. *Human Resource Management*. DOI: <https://doi.org/10.1002/hrm.22082>
- Min, H. (2021). Exploring Omni-Channels for Customer-Centric e-Tailing. *Logistics*, 5(2), 31.
- Mo, S., & Shi, J. (2020). The psychological consequences of the COVID-19 on residents and staff in nursing homes. *Work, Aging and Retirement*, 6(4), 254-259.
- Modgil, S., Singh, R. K., & Hannibal, C. (2021). Artificial intelligence for supply chain resilience: learning from Covid-19. *The International Journal of Logistics Management*. DOI: 10.1108/IJLM-02-2021-0094
- Moldes-Anaya, S., Koff, H., Da Porto, A., & Lipovina, T. (2021). Addressing COVID through PCD: policy coherence for vulnerability in development and its relationship to the coronavirus pandemic. *Equality, Diversity and Inclusion: An International Journal*. DOI: 10.1108/EDI-08-2020-0253
- Moorkamp, M., Torenvlied, R., & Kramer, E. H. (2020). Organizational synthesis in transboundary crises: Three principles for managing centralization and coordination in the corona virus crisis response. *Journal of contingencies and crisis management*, 28(2), 169-172.
- Morgan, T., Anokhin, S., Ofstein, L., & Friske, W. (2020). SME response to major exogenous shocks: The bright and dark sides of business model pivoting. *International Small Business Journal*, 38(5), 369-379.
- Nayal, P., Pandey, N., & Paul, J. (2021). Covid-19 pandemic and consumer-employee-organization wellbeing: A dynamic capability theory approach. *Journal of Consumer Affairs*. DOI: <https://doi.org/10.1111/joca.12399>
- O'Rourke, G. A. (2021). Workplace strategy: a new workplace model. *Asia Pacific Journal of Human Resources*. DOI: <https://doi.org/10.1111/1744-7941.12288>
- Ocampo, L., & Yamagishi, K. (2020). Modeling the lockdown relaxation protocols of the Philippine government in response to the COVID-19 pandemic: An intuitionistic fuzzy DEMATEL analysis. *Socio-Economic Planning Sciences*. DOI: <https://doi.org/10.1016/j.seps.2020.100911>
- Oliveira, P., & Cunha, M. P. E. (2021). Centralized decentralization, or distributed leadership as paradox: The case of the Patient Innovation's COVID-19 Portal. *Journal of Change Management*. DOI: <https://doi.org/10.1080/14697017.2021.1917493>

- Oruh, E. S., Mordi, C., Dibia, C. H., & Ajonbadi, H. A. (2021). Exploring compassionate managerial leadership style in reducing employee stress level during COVID-19 crisis: the case of Nigeria. *Employee Relations: The International Journal*. DOI: 10.1108/ER-06-2020-0302
- Ozuem, W., Ranfagni, S., Willis, M., Rovai, S., & Howell, K. (2021). Exploring customers' responses to online service failure and recovery strategies during Covid-19 pandemic: An actor–network theory perspective. *Psychology & Marketing*. DOI: <https://doi.org/10.1002/mar.21527>
- Pantano, E., Pizzi, G., Scarpi, D., & Dennis, C. (2020). Competing during a pandemic? Retailers' ups and downs during the COVID-19 outbreak. *Journal of Business Research*, 116, 209-213.
- Patrucco, A. S., Trabucchi, D., Frattini, F., & Lynch, J. (2021). The impact of Covid-19 on innovation policies promoting Open Innovation. *R&D Management*. DOI: <https://doi.org/10.1111/radm.12495>
- Paul, S. K., & Chowdhury, P. (2020). A production recovery plan in manufacturing supply chains for a high-demand item during COVID-19. *International Journal of Physical Distribution & Logistics Management*. DOI: 10.1108/IJPDLM-04-2020-0127
- Pereira, V., Temouri, Y., Patnaik, S., & Mellahi, K. (2020). Managing and preparing for emerging infectious diseases: Avoiding a catastrophe. *Academy of Management Perspectives*, 34(4), 480-492.
- Perkins, G., Gilmore, S., Guttormsen, D. S., & Taylor, S. (2021). Analysing the impacts of Universal Basic Income in the changing world of work: Challenges to the psychological contract and a future research agenda. *Human Resource Management Journal*. DOI: <https://doi.org/10.1111/1748-8583.12348>
- Petridou, E., & Zahariadis, N. (2021). Staying at home or going out? Leadership response to the COVID-19 crisis in Greece and Sweden. *Journal of Contingencies and Crisis Management*. DOI: <https://doi.org/10.1111/1468-5973.12344>
- Pla-Barber, J., Villar, C., & Narula, R. (2021). Governance of global value chains after the Covid-19 pandemic: A new wave of regionalization? *BRQ Business Research Quarterly*. DOI: <https://doi.org/10.1177/23409444211020761>
- Pourteimour, S., Yaghmaei, S., & Babamohamadi, H. (2021). The relationship between mental workload and job performance among Iranian nurses providing care to COVID-19 patients: A cross-sectional study. *Journal of Nursing Management*. DOI: <https://doi.org/10.1111/jonm.13305>
- Pumaleque, A. A. P., Carbajal, N. C., Silva, M. V. Ñ., & Pumaleque, L. B. P. (2021). Strategic management model to promote competitiveness in tourism companies in Cañete. *Investigación y Pensamiento Crítico*. DOI: <https://doi.org/10.17993/3cemp.2021.specialissue1.17-31>
- Pūraitė, A., Zuzevičiūtė, V., Bereikienė, D., Skrypko, T., & Shmorgun, L. (2020). Algorithmic governance in public sector: is digitization a key to effective management. *Independent Journal of Management & Production*. DOI: 10.14807/ijmp.v11i9.1400
- Qin, X., Godil, D. I., Khan, M. K., Sarwat, S., Alam, S., & Janjua, L. (2021). Investigating the effects of COVID-19 and public health expenditure on global supply chain operations: an empirical study. *Operations Management Research*. DOI: <https://doi.org/10.1007/s12063-020-00177-6>
- Radchenko, O., Matveyeva, M., Holovanova, H., Makhyboroda, K., & Haibura, Y. (2020). Information and analytical provision of budget support of institutional sectors of the economy (on the example of the agricultural sector of Ukraine). *Independent Journal of Management & Production*, 11(9), 2355-2378.
- Rangone, A., & Busolli, L. (2021). Managing charity 4.0 with Blockchain: a case study at the time of Covid-19. *International Review on Public and Nonprofit Marketing*. DOI: <https://doi.org/10.1007/s12208-021-00281-8>
- Rašković, M. (2021). International business policymaking for a “wicked” world. *Journal of International Business Policy*. DOI: <https://doi.org/10.1057/s42214-021-00113-w>
- Ribeiro-Navarrete, S., Saura, J. R., & Palacios-Marqués, D. (2021). Towards a new era of mass data collection: Assessing pandemic surveillance technologies to preserve user privacy. *Technological Forecasting and Social Change*. DOI: <https://doi.org/10.1016/j.techfore.2021.120681>
- Robinson, T. D., & Veresiu, E. (2021). Advertising in a Context Harm Crisis. *Journal of Advertising*. DOI: <https://doi.org/10.1080/00913367.2021.1925604>
- Saide, S., & Sheng, M. L. (2021). Knowledge exploration–exploitation and information technology: crisis management of teaching–learning scenario in the COVID-19 outbreak. *Technology Analysis & Strategic Management*, 33(8), 927-942.

- SanJuan-Reyes, S., Gómez-Oliván, L. M., & Islas-Flores, H. (2020). COVID-19 in the environment. *Chemosphere*. DOI: <https://doi.org/10.1016/j.chemosphere.2020.127973>
- Santos, E., Oliveira, M., Ratten, V., Tavares, F. O., & Tavares, V. C. (2021). A reflection on explanatory factors for COVID-19: A comparative study between countries. *Thunderbird International Business Review*, 63(3), 285-301.
- Santosa, A. D., Taufik, N., Prabowo, F. H. E., & Rahmawati, M. (2021). Continuance intention of baby boomer and X generation as new users of digital payment during COVID-19 pandemic using UTAUT2. *Journal of Financial Services Marketing*. DOI: <https://doi.org/10.1057/s41264-021-00104-1>
- Sarkar, S., & Clegg, S. R. (2021). Resilience in a time of contagion: Lessons from small businesses during the COVID-19 pandemic. *Journal of Change Management*, 21(2), 242-267.
- Schulman, P. R. (2021). Reliability, uncertainty and the management of error: New perspectives in the COVID-19 era. *Journal of contingencies and crisis management*. DOI: <https://doi.org/10.1111/1468-5973.12356>
- Seetharaman, P. (2020). Business models shifts: Impact of Covid-19. *International Journal of Information Management*. DOI: <https://doi.org/10.1016/j.ijinfomgt.2020.102173>
- Septianto, F., & Chiew, T. M. (2021). Perceived Threat of COVID-19 Influences Product Preferences: The Moderating Role of Consumers' Mindset. *Australasian Marketing Journal*, 29(1), 78-86.
- Shahrour, G., & Dardas, L. A. (2020). Acute stress disorder, coping self-efficacy and subsequent psychological distress among nurses amid COVID-19. *Journal of nursing management*, 28(7), 1686-1695.
- Sharma, A., Adhikary, A., & Borah, S. B. (2020). Covid-19' s impact on supply chain decisions: Strategic insights from NASDAQ 100 firms using Twitter data. *Journal of Business Research*, 117, 443-449.
- Sharma, A., Borah, S. B., & Moses, A. C. (2021). Responses to COVID-19: The role of governance, healthcare infrastructure, and learning from past pandemics. *Journal of business research*, 122, 597-607.
- Sharma, M., Joshi, S., Luthra, S., & Kumar, A. (2021). Managing disruptions and risks amidst COVID-19 outbreaks: role of blockchain technology in developing resilient food supply chains. *Operations Management Research*. DOI: <https://doi.org/10.1007/s12063-021-00198-9>
- Sharma, M., Luthra, S., Joshi, S., & Kumar, A. (2021). Accelerating retail supply chain performance against pandemic disruption: adopting resilient strategies to mitigate the long-term effects. *Journal of Enterprise Information Management*. DOI: 10.1108/JEIM-07-2020-0286
- Sharma, P., Leung, T. Y., Kingshott, R. P., Davcik, N. S., & Cardinali, S. (2020). Managing uncertainty during a global pandemic: An international business perspective. *Journal of business research*, 116, 188-192.
- Sharma, R., Shishodia, A., Kamble, S., Gunasekaran, A., & Belhadi, A. (2020). Agriculture supply chain risks and COVID-19: mitigation strategies and implications for the practitioners. *International Journal of Logistics Research and Applications*. DOI: <https://doi.org/10.1080/13675567.2020.1830049>
- Sinha, D., Bagodi, V., & Dey, D. (2020). The Supply Chain Disruption Framework Post COVID-19: A System Dynamics Model. *Foreign Trade Review*, 55(4), 511-534.
- Starita, S., & Paola Scaparra, M. (2021). Improving supply system reliability against random disruptions: Strategic protection investment. *Journal of the Operational Research Society*. DOI: <https://doi.org/10.1080/01605682.2021.1911605>
- Stoker, J. I., Garretsen, H., & Lammers, J. (2021). Leading and Working From Home in Times of COVID-19: On the Perceived Changes in Leadership Behaviors. *Journal of Leadership & Organizational Studies*. DOI: <https://doi.org/10.1177/15480518211007452>
- Stuart, M., Spencer, D. A., McLachlan, C. J., & Forde, C. (2021). COVID-19 and the uncertain future of HRM: Furlough, job retention and reform. *Human Resource Management Journal*. DOI: <https://doi.org/10.1111/1748-8583.12395>
- Sundarakani, B., Pereira, V., & Ishizaka, A. (2020). Robust facility location decisions for resilient sustainable supply chain performance in the face of disruptions. *International Journal of Logistics Management*. DOI: 10.1108/IJLM-12-2019-0333

- Svensson, D., & Radmann, A. (2021). Keeping Distance? Adaptation Strategies to the Covid-19 Pandemic Among Sport Event Organizers in Sweden. *Journal of Global Sport Management*. DOI: <https://doi.org/10.1080/24704067.2021.1936592>
- Szymkowiak, A., Gaczek, P., Jeganathan, K., & Kulawik, P. (2021). The impact of emotions on shopping behavior during epidemic. What a business can do to protect customers. *Journal of Consumer Behaviour*, 20(1), 48-60.
- Tagliaro, C., & Migliore, A. (2021). "Covid-working": what to keep and what to leave? Evidence from an Italian company. *Journal of Corporate Real Estate*. DOI: 10.1108/JCRE-10-2020-0053
- Tingey-Holyoak, J. L., & Pisaniello, J. D. (2020). The need for accounting-integrated data streams for scenario-based planning in primary production: responding to COVID-19 and other crises. *Sustainability Accounting, Management and Policy Journal*. DOI: 10.1108/SAMPJ-07-2020-0258
- Tort-Nasarre, G., Alvarez, B., Galbany-Estragués, P., Subías-Miquel, M., Vázquez-Segura, E., Marre, D., & Romeu-Labayen, M. (2021). Front-line nurses' responses to organizational changes during the COVID-19 in Spain. A qualitative rapid appraisal. *Journal of Nursing Management*. DOI: <https://doi.org/10.1111/jonm.13362>
- Trang, S., Trenz, M., Weiger, W. H., Tarafdar, M., & Cheung, C. M. (2020). One app to trace them all? Examining app specifications for mass acceptance of contact-tracing apps. *European Journal of Information Systems*, 29(4), 415-428.
- Trung, N. D., Huy, D. T. N., Thuy, N. T., & Ngon, N. T. T. (2021). Applying Mathematics in Estimating Weighted Beta CAPM for Vietnam Banking Industry and Building Better Risk Management Information System (RMIS). *REVISTA GEINTEC-GESTAO INOVACAO E TECNOLOGIAS*, 11(2), 280-292.
- Ulqinaku, A., Sarial-Abi, G., & Kinsella, E. L. (2020). Benefits of heroes to coping with mortality threats by providing perceptions of personal power and reducing unhealthy compensatory consumption. *Psychology & marketing*, 37(10), 1433-1445.
- van Zanten, J. A., & van Tulder, R. (2020). Beyond COVID-19: Applying "SDG logics" for resilient transformations. *Journal of International Business Policy*, 3(4), 451-464.
- Velasco, R. B., Carpanese, I., Interian, R., Paulo Neto, O. C., & Ribeiro, C. C. (2021). A decision support system for fraud detection in public procurement. *International Transactions in Operational Research*, 28(1), 27-47.
- Verbeke, A., & Yuan, W. (2021). A few implications of the covid-19 pandemic for international business strategy research. *Journal of Management Studies*, 58(2), 597-601.
- Verhoef, P. C. (2021). Omni-channel retailing: some reflections. *Journal of Strategic Marketing*, 29(7), 608-616.
- Vermicelli, S., Cricelli, L., & Grimaldi, M. (2021). How can crowdsourcing help tackle the COVID-19 pandemic? An explorative overview of innovative collaborative practices. *R&D Management*, 51(2), 183-194.
- Vesci, M., Feola, R., Parente, R., & Radjou, N. (2021). How to save the world during a pandemic event. A case study of frugal innovation. *R&D Management*, 51(4), 352-363.
- Vivas, V., & Villar, M. (2020). Strategic responses to the COVID-19 pandemic in Pacific Alliance countries. *Management Research: Journal of the Iberoamerican Academy of Management*. DOI: 10.1108/MRJIAM-07-2020-1067
- Vollrath, M. D., & Villegas, S. G. (2021). Avoiding digital marketing analytics myopia: revisiting the customer decision journey as a strategic marketing framework. *Journal of Marketing Analytics*. DOI: <https://doi.org/10.1057/s41270-020-00098-0>
- Vrchota, J., Maříková, M., & Řehoř, P. (2020). Teleworking In Small And Medium Enterprises (SME's) Before The Onset Of Coronavirus Crisis In The Czech Republic. *Management: Journal of Contemporary Management Issues*, 25(2), 151-164.
- Waizenegger, L., McKenna, B., Cai, W., & Bendz, T. (2020). An affordance perspective of team collaboration and enforced working from home during COVID-19. *European Journal of Information Systems*, 29(4), 429-442.

- Wang, Q. Q., Fang, Y. Y., Huang, H. L., Lv, W. J., Wang, X. X., Yang, T. T., ... & Zhang, Y. H. (2021). Anxiety, depression and cognitive emotion regulation strategies in Chinese nurses during the COVID-19 outbreak. *Journal of Nursing Management*. DOI: <https://doi.org/10.1111/jonm.13265>
- Wang, Y., Hong, A., Li, X., & Gao, J. (2020). Marketing innovations during a global crisis: A study of China firms' response to COVID-19. *Journal of Business Research*, 116, 214-220.
- Wang, Y., Yan, F., Jia, F., & Chen, L. (2021). Building supply chain resilience through ambidexterity: an information processing perspective. *International Journal of Logistics Research and Applications*. DOI: <https://doi.org/10.1080/13675567.2021.1944070>
- Wang, Y., Zhang, M., Li, S., McLeay, F., & Gupta, S. (2021). Corporate Responses to the Coronavirus Crisis and their Impact on Electronic-Word-of-Mouth and Trust Recovery: Evidence from Social Media. *British Journal of Management*. DOI: <https://doi.org/10.1111/1467-8551.12497>
- Warmate, Z., Eldaly, M. K., & Elamer, A. A. (2021). Offering flexible working opportunities to people with mental disabilities: The missing link between sustainable development goals and financial implications. *Business Strategy and the Environment*, 30(4), 1563-1579.
- Weaver, R. L. (2020). The Impact of COVID-19 on the Social Enterprise Sector. *Journal of Social Entrepreneurship*. DOI: <https://doi.org/10.1080/19420676.2020.1861476>
- Whitler, K. A., Besharat, A., & Kashmiri, S. (2021). Exogenous brand crises: brand infection and contamination. *Marketing letters*, 32(1), 129-133.
- Wilson, R., Plumley, D., Mondal, S., & Parnell, D. (2020). Challenging parachute payments and unmasking English football's finances. *Managing Sport and Leisure*. DOI: 10.1080/23750472.2020.1792745
- Yadav, S., Luthra, S., & Garg, D. (2020). Internet of things (IoT) based coordination system in Agri-food supply chain: development of an efficient framework using DEMATEL-ISM. *Operations Management Research*. DOI: <https://doi.org/10.1007/s12063-020-00164-x>
- Yasmin, T., El Refae, G. A., & Eletter, S. (2020). Urgency towards economic diversification through effective reforms and policies in Caspian Basin. *Journal of Eastern European and Central Asian Research (JEECAR)*, 7(3), 305-315.
- Yawson, R. (2020). Strategic flexibility analysis of HRD research and practice post COVID-19 pandemic. *Human Resource Development International*, 23(4), 406-417.
- Yen, D. A. W., Cappellini, B., Yang, H. P., & Gupta, S. (2021). Coping with Coping: International Migrants' Experiences of the Covid-19 Lockdown in the UK. *British Journal of Management*. DOI: <https://doi.org/10.1111/1467-8551.12512>
- Yigitcanlar, T., Kankanamge, N., Inkinen, T., Butler, L., Preston, A., Rezayee, M., ... & Senevirathne, M. (2021). Pandemic vulnerability knowledge visualisation for strategic decision-making: a COVID-19 index for government response in Australia. *Management Decision*. DOI: 10.1108/MD-11-2020-1527
- Yıldırım, N., Aydoğan, A., & Bulut, M. (2021). A qualitative study on the experiences of the first nurses assigned to COVID-19 units in Turkey. *Journal of Nursing Management*. DOI: <https://doi.org/10.1111/jonm.13291>
- Zhan, J. X., & Santos-Paulino, A. U. (2021). Investing in the Sustainable Development Goals: Mobilization, channeling, and impact. *Journal of International Business Policy*, 4(1), 166-183.
- Zhang, J., Xie, C., Wang, J., Morrison, A. M., & Coca-Stefaniak, J. A. (2020). Responding to a major global crisis: the effects of hotel safety leadership on employee safety behavior during COVID-19. *International Journal of Contemporary Hospitality Management*. DOI: 10.1108/IJCHM-04-2020-0335
- Zhao, L., & Kim, K. (2021). Responding to the COVID-19 Pandemic: Practices and strategies of the global clothing and Textile value chain. *Clothing and Textiles Research Journal*, 39(2), 157-172.

Appendix 2: The Content Analysis of Articles

Main Themes		Sub-Themes		Sub-Sub-Themes	
Primary Activities	85				
		Marketing	42		
				Consumer Behavior	17
				Social Media & Communication	6
				7P Marketing Mix	6
				Consumer Intention	4
				Consumer Solution and Service Failure	3
				Digital Marketing, Payment and E-Commerce	3
				Brand	2
				Consumer Response	2
				Marketing Innovation	2
				Firm Marketing Response	2
				Collaborative Consumption	1
				Consumer Orientation	1
		Supply Chain Management	33		
				Disruption	13
				Redesign	6
				Response	5
				Ambiguity	1
				Coordination	1
				Distribution Channels	1
				Green Supply Chain	1
				Logistics Performance	1
		Operations	10		
				Manufacturing & Production	3
				Technical Issues	1
				Workplace Design	4
				Performance	1
				Growth	1
Support Activities	71				
		Innovation & Technology	32		
				Collaboration Based Innovation	8
				Innovation Management	6
				High Tech	5
				Sustainable Innovation	5
				Data	2
				Service Innovation & Technology	2
				Technology Acceptance	2
				Intellectual Property Right	1
				Innovation Motivation	1
				Product Innovation	1
				User Innovation	1
		Human Resources Management	25		
				Psychological Factors	13
				Commitment	2
				Vulnerable Employees	2
				Employee Responses to Changes	1
				Employment Relationship	1

				Job Retention	1
				Knowledge Workers	1
				Learning	1
				Meaning of Work	1
				Payment Continuation	1
				Performance	1
				Role of HRM	1
				Talent Management	1
				Team Collaboration	1
		Accounting & Finance & Audit	13		
				Financial Sources	4
				Financial Management	2
				Financial Performance	2
				Accounting Data	1
				Entrepreneurial Finance	1
				Financial Disparity	1
				Fraud	1
				SMEs Finance	1
				Sustainable Finance	1
		Procurement	1		
Competencies	86				
		Managerial Competencies	50		
				Stakeholder Management	12
				Knowledge Management	11
				Crisis Management	9
				Governance	6
				Digitalization Management	5
				Change Management	3
				Adaptation Management	2
				Risk Management	2
		Organizational Competencies / In-competencies	36		
				Leadership & Decision Making	13
				Resilience	8
				Sustainability	8
				Vulnerability	4
				Entrepreneurship	1
				Flexibility	1
				Resource Deployment	1
External Environment	23				
		Macroeconomics	8		
		Relationship with Environment	5		
		Dimensions of Environment	4		
		Nationalism	2		
		Opportunities	2		
		Competition	1		
		Culture	1		
Total	265				

Since there are studies taking more than one theme/sub-theme/sub-sub-theme into account, the total number does not equal to sample size.

Appendix 3: Future Research Questions

Field	Research Questions
Marketing	How has COVID-19 affected sub-cultures' behaviors and what kind of marketing strategies are required to respond these changes?
Supply Chain Management	What might be potential opportunities and threats of decoupling from China's supply chain to reduce overdependence in post-pandemic period?
Supply Chain Management	What are the reasons of localization tendencies in supply chains? Is it because of nationalism tendencies or due to actual benefits of localization?
Supply Chain Management	What is the role of omni-channels in supply chain redesigns for particular sectors?
Operations	Are new workplace designs including remote working, social distancing, etc. economically, socially and psychologically sustainable?
Operations	Is there any significant difference between remote working and office working in terms of efficiency and effectiveness in longitudinal perspective?
Operations	What will stay and will change in manufacturing and production activities in relation to new workplace designs?
Operations	Do localization and regionalization tendencies offer more flexibility in terms of manufacturing and production processes?
Operations	What kind of changes are required in performance measuring and performance indicators as a response to turbulent circumstances like COVID-19?
Innovation & Technology	Does frugal innovation have capacity to produce significant substitute products for critical and highly demanded products in certain fields?
Innovation & Technology	What kinds of competitive advantages can be provided for SMEs by leveraging the concept of frugal innovation?
Human Resources Management	What skills and abilities should be taught to employees to gain competitive advantage in post-COVID-19 period?
Human Resources Management	How collaboration can be improved in new work designs?
Human Resources Management	What should be done to mitigate negative impacts of COVID-19 on vulnerable employees during the pandemic and in post-pandemic period?
Accounting, Finance & Auditing	Have government based financial supports provided for COVID-19 related issues been used efficiently?
Accounting, Finance & Auditing	What kinds of alternative financial resources can be formed for non-profit organizations and social enterprises?
Accounting, Finance & Auditing	Is there any significant change in fraud behaviors of organizations between pre-, during- and post-pandemic period?
Competences	What are the potential risk areas for organizations in post-pandemic period?
Competences	What kind of resource-redeployment opportunities exist in organizations?
Competences	What should be done to improve intrapreneurial behaviors to transform negative circumstances brought by COVID-19 into positive results?
Environment	By considering regionalization tendencies, what kinds of foreign direct investment opportunities exist in certain regions such as Middle East, Balkans, Continental Europe, North America, etc.

Environment	How will the nature of private-public partnership be shaped in parallel to Chinese examples? What will be the reflections of expected increase in public-private partnerships on global competition?
Environment	Is it possible to transform increasing nationalistic tendencies into advantage?