

EMERALDHANDBOOKS

THE EMERALD HANDBOOK OF DESTINATION RECOVERY IN TOURISM AND HOSPITALITY

EDITED BY

PRIYAKRUSHNA **MOHANTY**

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The Emerald Handbook of Destination Recovery in Tourism and Hospitality

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INVESTOR IN PEOPLE

In Memory of Prof. Tej Vir Singh who lived a life of glory and inspired tourism scholars across the globe.

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Preface

The idea for this book was conceived during the July of 2020, a time when COVID-19 had brought the global travel and tourism industry to a standstill. We (The Editors) wanted the book to be unique in two ways; (1) Rather than focusing on the effects of the pandemic (which is fairly short-lived and thoroughly discussed), we focused on the recovery of the industry on generic terms and (2) By compiling a handbook with a global orientation having representation from all over the world. These highlights make this handbook futuristic, holistic and timely. All the chapters in the handbook provide a distinctive perspective about the various functional areas of tourism recovery. Given the novelty of the topic, the urgency of the need for the solutions, and the diverse issues covered, this book can cater to the immediate needs of both academicians (across universities and colleges) and practitioners (destination managers, government agencies, policy-makers and NGOs). We hope the book will engage the readers in critical thinking about the different nuances of the tourism industry in a crisis situation and subsequently, assist in formulating effective policies and measures.

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Introduction

*Priyakrushna Mohanty, Anukrati Sharma, James Kennell
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Introduction

It would not be an exaggeration to state that the COVID-19 disease has become the biggest and never-seen-before crisis for the global tourism industry, thanks to its unprecedented and rapidly-changing impacts. The ‘pandemic’ status of the COVID-19 disease adds to the plethora of implications on the tourism business and every sphere of life. The launch of the vaccine/s has indeed brought hope for the industry. However, the supply and effectiveness of the vaccine/s are issues that need due consideration in terms of time and resources. With UNWTO’s data confirming 2020 as the worst year in tourism history, the industry will look forward to every possible and feasible way to make a strong recovery.

Further, crises are not new to the tourism industry. Many health hazards, economic meltdowns, geopolitical disturbances, and natural calamities have exposed the higher vulnerability nature of the tourism industry time and again. Hence, many scholars have viewed this pandemic as an opportunity to provide a new direction to the industry by reviewing the whole tourism system and working towards a more sustainable future. Extraordinary problems like these call for unique solutions. In this context, there is an urgent need for industry-specific literature on crisis management, especially those that talk about pressing issues like recovery and sustainability. With its wider coverage, this book is one of the primary attempts to cover these intertwined issues related to COVID-19 in the context of the global travel and tourism industry.

Book Overview

The book deals with three major objectives: to explore the various ways to put the tourism industry on the paths of recovery, to envisage the strategies to make the tourism system more resilient, and to discuss the issues of sustainability and its importance in post-crisis situations. With 29 selected chapters, the book is structured with three key sections. The first section deals with the theoretical inputs and underlining concepts about the impacts of crises on tourism and hospitality and the recovery mechanisms. The book’s second and most critical

section contains six sub-units with case studies contributed by authors from all six continents (except Antarctica). The last section of the book ponders the ideas for the future related to recovery and sustainability. Next, the section-wise contents of the book will be discussed in brief.

The book's first section comprises three chapters and primarily deal with the theoretical discussions and debates about the 'new normal' and recovery mechanisms. Chapter 1 of this magnanimous book is contributed by [Nyagadza et al. \(2022\)](#), who explore the effects of the COVID-19 pandemic on tourism and hospitality. The authors also provide important suggestions to the tourism and hospitality business leaders about how to respond to disruptive forces like the COVID-19 pandemic.

In Chapter 2, [Fenitra, Abbas, Ekowati, and Suhairidi \(2022\)](#) apply the theory of change to manage the tourism and hospitality industry's recovery, focusing on strategic leadership's theoretical framework and strategic intent. The chapter also highlights literature to determine the effectiveness of strategic intent in the leadership of the tourism industry.

Chapter 3, [Sufi \(2022\)](#), analyses six hackathons organized by industry professionals and academic institutions to explore their contribution in solving the industry's problems and imparting I 4.0 (Industry 4.0) skills among students.

The book's second section consists of 23 case studies contributed by authors from the six continents (excluding Antarctica). In Chapter 4, contributors [Oluseyi and Abina \(2022\)](#) discuss the case of Nigerian tourism to underscore the challenges and proffer innovative solutions to enhance destination appeal while keeping safety and security measures in mind.

In Chapter 5, [Nekmahmud, Rabbi, and Hassan \(2022\)](#) investigate the COVID-19-induced restrictions' effects in Bangladesh and discuss the impact of the pandemic on the tourism and hospitality industry in Bangladesh. The authors also talk about the new post-epidemic potentials for sustainable tourism growth outlined and analyse the nature and scope of recovery and resolutions in the post-pandemic tourism industry.

The research findings of Chapter 6, authored by [Qiao and Ryan \(2022\)](#), attempt to contribute knowledge to destination management under crisis, benefit the typical tourism cities with measures to control the pandemics, and exemplify the possibility of building the resilience of a tourism city with those successful practices. This chapter is written in the Chinese tourism context.

Chapter 7, contributed by [Tiwari, Kainthola, and Chowdhary \(2022\)](#), highlights post-COVID-19 trends in tourism education within the context of Transformational Learning Theory (TLT) which represents a transition in an individual's consciousness and the world beliefs.

In Chapter 8, [Javani and Ghasemi \(2022\)](#) aim to study the economic impact of sporting events on host communities based on stakeholder theory in the Aras Free Zone of Iran. The authors also delve into how the economic impacts can rejuvenate tourism destinations.

Chapter 9, authored by [Pitanatri, Damanik, Mustofa, and Wijono \(2022\)](#), investigates the concept of extreme mobility by examining how 'the flashpackers' construct their 'nomadic' lifestyles. This chapter focuses on the 'freedom to eat' in

various restaurants throughout the destination-creating a pattern of hypermobility. The context of Bali has been highlighted in this chapter.

Chapter 10, written by [Anouti and Kennell \(2022\)](#), highlights the potential for dark urban tourism in Lebanon and argues that an urban dark tourism product may be the most suitable product to develop as the country emerges from crises. The authors also list several barriers that need to be overcome for dark tourism to contribute to a form of phoenix tourism in the country in the post-crisis situation.

In Chapter 11, [S. Subramaniam, Kumar, and Mohanty \(2022\)](#) ponder upon critical issues like the effects of the COVID-19 pandemic on the learning behaviour of tourism students and jots down the lessons that could be learned from the pandemic to make the learning behaviour sustainable for the students. Finally, the authors suggest resilient strategies for tourism students in the post-pandemic era.

In Chapter 12, [Albattat, Azman, and Zainul \(2022\)](#) use various approaches to understand the tourists' perception of street cuisine, descriptive quantitative. This study is conducted with the millennial visitors in George Town street, Penang, and it highlights the various aspects of street cuisine that may arise in the post-COVID-19 scenario.

Chapter 13, written by [Acejo and Abueg \(2022\)](#), aims to contribute to the discussion on inclusivity vis-a-vis the recovery plan of destination tourism by underlining the gender dynamics in cruise tourism. The study argues that discussions align with the general growth roadmap for the Southeast Asian cruise tourism programme.

[Kalsoom and Alam \(2022\)](#), in their work Chapter 14, highlight the role of digital transformations in improving the ongoing tourism events in Pakistan. In their findings, the authors argue that tourism events go beyond the disciplinary boundaries through interdisciplinary and post-disciplinary technological approaches, and the digital platforms have enhanced the variety and volume of tourism-related products, marketing, and feedback in the pandemic situation.

In Chapter 15, [Mathew, Swain, and Sahoo \(2022\)](#) explore the need to take strategic actions to unpack and reduce such recurring repercussions of COVID-19 and rethink and repackage tourism for restoring the demand. Their study foregrounds a framework to identify the impact of COVID-19 on Odisha (a state in Eastern India) Tourism and formulate a strategic approach for the restoration and survival of the tourism industry in Odisha amidst this pandemic.

Chapter 16, authored by [Everingham and Francis-Coan \(2022\)](#), explores the possibilities to rethink tourism and travel more broadly about how we live our everyday lives. Citing the holistic case study analysis of Australia the authors argue that 'tourism reset' allows for reimagining our being-in-the-world, our lives, habits, and routines, for better social and ecological sustainability. Taking a 'more-than-tourism' perspective, they argue that some of the underlying motivations for travel can and should be implemented in our everyday lives. This is necessary for rethinking our relationships and the natural world for more sustainable and equitable futures.

Chapter 17, contributed by [Mehta, Kaura, Hussain, Gavinolla, and Mohanty \(2022\)](#), tries to understand the viewpoints of hospitality workers in Australia on

how lockdowns have impacted their professional and personal well-being. It is argued that a ‘real-time’ assessment is required to understand the vulnerability of hospitality industry workers in a developed country.

In Chapter 18, [Del Chiappa, Szolnoki, and Tafel \(2022\)](#) provide practitioners knowledge to assist them in their decision-making in an era of tourism where everyone seems to be moving towards a ‘new normal’ of unknown duration. Thus, their study was conducted to contribute to this debate by providing and discussing the factor analysis results on a sample of 200 German respondents to dig into the criteria that travelers use to select the destination and the accommodation for their vacation.

Authors of Chapter 19, [Boufford and O’Connor \(2022\)](#), examine the role of strategic marketing plans in the process of destination recovery post terrorist attacks to encourage tourists’ return. Taking Bali, Paris, Northern Ireland, New York, Sri Lanka, Syria, Tunisia and Turkey as case studies, the authors also investigate the impact that strategic marketing plans have on crisis management.

Chapter 20, authored by [Ferrari and Calomino \(2022\)](#), explores the contemporary issue of communication and promotion through Instagram about tourist destinations in times of crisis, particularly regarding the current coronavirus pandemic.

In Chapter 21, [Vareiro, Mendes, Sousa, and Valeri \(2022\)](#) employ the case study approach to understand residents’ perceptions of the implications that UNESCO ‘Creative Cities’ classification can bring to classified cities, their communities and local tourism development. Their research explicitly explores the perceived tourism-induced impacts and destination recovery on the three cities, given their certification as Creative Cities.

The main objective of Chapter 22, authored by [Dragin, Majstorović, Janičić, Mijatov, and Stojanović \(2022\)](#), is to examine the differences in travel risks perception among clusters of young tourists (Gen Z) after one year of the COVID-19 pandemic.

In Chapter 23, [Agius \(2022\)](#) advocates for the importance of domestic tourism in driving the recovery of small island nations. The chapter also postulates that domestic tourism might also be favoured due to its potential to reduce emissions, which is critical for the tourism sector to contribute to the European Green Deal targets.

[Thomas, Osinaike, and Brown \(2022\)](#), in their Chapter 24, venture into critical questions like what did theme parks learn from the first ‘reopening’ (after the first wave)? What worked, and what has changed in the operations of the theme parks? Have or will visitors return to the theme parks? Drafted as an exploratory paper, their chapter brings forth the strategies adopted by the theme parks in the quest to return to the normal.

Chapter 25, contributed by [Hussain, Agrusa, Lema, and George \(2022\)](#), examines the role of shared economy actors in the hospitality industry, particularly guest houses. The authors highlight a micro-case study of guest sentiments on guest houses in the Maldives.

Chapter 26, authored by [Magio \(2022\)](#), presents a detailed overview of key issues faced by cruise tourism in Mahahual – Costa Maya, the second most

important port of entry/cruise destination in Mexico. He also ventures into the areas of opportunity to cope with or manage change, both positive and negative. Finally, the article also discusses local attitudes towards cruise tourism, government policies, social or environmental projects that concern cruise tourism recovery.

The last section of the book has three chapters that talk about the future prospects and challenges on the path of recovery. Chapter 27, authored by [Bladen and Callinan \(2022\)](#), proposes that pre-pandemic tourism research generally focuses on broader destination-marketing concepts. But, in the post-pandemic situation, attention should be paid to issues like psychological formation, social constructionism and semiotics design in COVID-19 virus-related destination brand marketing messages.

In Chapter 28, [Gutic \(2022\)](#) evaluates the extent to which sustainable principles have been included in the destination recovery plans British Destination Management Organisations (DMOs) implemented in response to COVID-19 and their subsequent quarantines during the period 2020–2021. The chapter also explores if UK DMOs used this pause in activities created by the COVID-19 crisis as an opportunity to develop sustainable destination management plans or led them to prioritise financial income as the key driver in their recovery.

In the last Chapter (No. 29) of the book, [P. Subramaniam \(2022\)](#) explores the various initiatives that can build resilience in festivals and events while promoting the ideas of sustainability.

Conclusion

This book is both detailed and futuristic. Also, the book's coverage is far-reaching with the numerous global cited case studies. In the long run, this book can contribute greatly to the undergraduate and post-graduate courses as part of the 'crisis management' and 'destination sustainability' syllabus curriculum. In the near future, this book can act as a guiding tool for both practitioners and academicians to drive tourism recovery and promote the idea of sustainability in times of crisis and beyond.

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