

Tourism Destination Management in a Post-Pandemic Context

The COVID-19 pandemic has set major challenges for the tourism industry at both global and local scales. Central to our understanding of changes arising from and responses to the pandemic is the role of destinations and their various stakeholders and communities. The range of cases in this edited collection will provide useful insights into the strategies that destination management organisations develop in reaction to the effects of the pandemic and beyond.

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Tourism is critical for travellers' happiness and for their life balance and mental health. It is also pivotal for the livelihood of so many communities around the world. At a time when the world is still striving to develop resources and references to face the pandemic, this book is a timely strategy offering destination management solutions post pandemic. The book draws from case studies and success stories from a variety of destinations in Europe, America, Asia, Africa, Indonesia and islands. Readers will gain knowledge from best practice around the world to restart the tourism activity and improve crisis management and resilience.

Professor Dimitrios Buhalis
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Tourism is a fact of life, ingrained in the socio-cultural fabrics of the global village we call home. Soon after COVID-19 checks out, tourism checks in. Based on lessons learned during the pandemic grip, this timely tome – powered with international case studies and laden with innovative strategies – favors collaborative community-based strategies for its restart.

Prof. Jafar Jafari
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I highly recommend this important book for professionals, academics and DMOs because of its insight into the issues and challenges facing tourist destinations during and after the COVID-19 pandemic and for what it contains to reveal emerging trends and suggest new administrative solutions in order to develop the adaptive capabilities of tourism destinations during the current and post-pandemic phase.

Prof. Dr. Said El Batouty
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A very comprehensive, timely and relevant piece of work on destination management. Few such good books exist on destination management. This is a masterpiece written by experienced tourism professionals, scholars and researchers from Asia, Europe, North America, Africa and the Pacific Islands.

Published at a time when the novel corona virus has ravaged most destinations worldwide and brought the once robust tourism industry almost to a standstill, it provides insights on how various destinations can build capacity and resilience to deal with the present and future pandemics.

A must read by researchers, scholars and students of tourism in general and destination management in particular. Also an essential reference for policy makers and other industry actors.

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Tourism is considered to be a resilient phenomenon, so there is much hope for a good recovery after this pandemic period is over. Resilience, however, is not a property that always spontaneously emerges out of nowhere but needs certain specific grounds. Among these are, without doubt, the capacity to address problems and a good amount of creative and innovative ideas. To do that, as known, we need a wealth of suggestions and examples. Here is where this book helps. It offers a wide spectrum of possibilities presenting both cases and models from all over the world and from diverse environments. Last but not least, the book also includes some discussions on how to better educate the future generation of practitioners and managers. An issue often little considered, but of fundamental importance.

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Tourism Security-Safety and Post Conflict Destinations

Series editors: Maximiliano E. Korstanje and Hugues Seraphin

Since the turn of the century, the international rules surrounding security and safety have significantly changed, specifically within the tourism industry. In the age of globalization, terrorism and conflict have moved beyond individual high-profile targets; instead, tourists, travellers and journalists are at risk. In response to this shift, the series invites authors and scholars to contribute to the conversation surrounding tourism security and post-conflict destinations.

The series features monographs and edited collections to create a critical platform which not only explores the dichotomies of tourism from the theory of mobilities but also provides an insightful guide for policy makers, specialists and social scientists interested in the future of tourism in a society where uncertainty, anxiety and fear prevail.

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Dedicated to all tourism entrepreneurs and employees in difficulty; to all tourism heroes who struggled hard during the pandemic and are still struggling for a livelihood; to all COVID Center Doctors and Nurses who risk their lives every day; and more importantly, to our families who unconditionally supported us in the realization of this book project.

–Vanessa, Shem, Hiran and Roberto
Book Editors

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List of Abbreviations

AI	Artificial Intelligence
ALTUM	Latvian Development Finance Institution
ARCA	Museum of Contemporary Religious Art
AUTO	Association of Uganda Tour Operators
BBC	British Broadcasting Corporation
BI	Behavioural Intention
BSA	Bali Statistic Agency
CAGR	Compound Annual Growth Rate
CAMPFIRE	the Communal Areas Program for the Indigenous Resources
CBT	Community-based Tourism
CDC	Centre for Disease Control and Prevention
CFA	Confirmatory Factor Analysis
CHTP	Cultural Heritage Tourism Product
CIE	Cambridge International Examination
COMCEC	Standing Committee for Economic and Commercial Cooperation of the Organization of the Islamic Cooperation
COS	Cost Risk
CSB	Central Statistics Bureau of Latvia
DACH	Germany (D), Austria (A) and Switzerland (CH)
DMO	Destination Management Organization
EFA	Exploratory Factor analysis
EQU	Equipment Risk
ESD	Education of Sustainable Development
EST	Emotional Solidarity Theory
ETC	European Travel Commission

EU	European Union
EY	Ernst Young
FAITH	Federation of Associations in Indian Tourism & Hospitality
FFSAI	Food Safety and Standards Authority of India
FHRAI	Federation of Hotel & Restaurant Associations of India
FTA	Foreign tourist arrival
GDP	Gross Domestic Product
GFI	Goodness of Fit Indices
GIS	Geographical Information System
GPFI	Global Partnership for Financial Inclusion
GSTCD	the Global Sustainable Tourism Criteria for Destinations
H1N1	Influenza A virus subtype
HSP	Health Sector Professionals
IAGTO	International Association of Golf Tour Operators
IATA	International Air Transport Association
ICT	Instituto Costarricense De Turosmo
IGF	Italian Golf Federation
ILO	International Labour Organization
IMF	International Monetary Fund
ISTAT	The National Institute for Statistics
ITC	International Trade Centre
KEBS	Kenya National Bureau of Standards
KMO	Kaiser–Meyer–Olkin Measure of Sampling Adequacy
KPMG	Klynveld Peat Marwick Goerdeler
KTB	Kenya Tourism Board
KWS	Kenya Wildlife Services
LGA	Ladies Golf Association
LI	Local inhabitant
M	Mean
MAMT	The Peace Museum

MANN	Museo Archeologico Nazionale di Napoli
MeMus	Museum and Historical Archive of the San Carlo Theatre
MERS	Middle East Respiratory Syndrome
MES	Mauritius Examinations Syndicate
MFPEd	Uganda's Minister of Finance, Planning and Economic Development
MIBACT	Ministry of Cultural Heritage and Activities of Italy
MICE	Meetings, Incentives, Conferencing and Exhibitions
MIE	Mauritius Institute of Education
MOE	Ministry of Education and Human Resources of Mauritius
MSME	Micro, Small and Medium Enterprise
MTWA	Ministry of Tourism, Wildlife and Antiquities
NDP	South Africa National Development Planning commission
NGO	Non-Governmental Organization
NITHM	National Institute of Tourism and Hospitality Management
NMK	National Museums of Kenya
NPI	Non-pharmaceutical Intervention
OECD	Organization for Economic Cooperation and Development
OEEC	Organization for European Economic Co-operation
OTAs	Online Travel Agents
PATA	Pacific Asia Travel Association
PCP	Risk perception
PCR	Polymerase Chain Reaction
PER	Performance Risk
PGA	Professional Golfers Association
PHY	Physical Risk
PPE	Personal Protective Equipment
PSEA	Private Secondary Education Authority
PSY	Psychological Risk

REVPAR	Revenue Per Available Room
RoK	Republic of Kenya
RSA	Rapid Situation Analysis
RTU	Representative of Tourism Trade Union
SARS	Severe Acute Respiratory Syndrome
SARS-COV2	Coronavirus
SD	Standard Deviation
SDG	Sustainable Development Goal
SET	Social Exchange Theory
SME	Small Medium-sized Enterprise
SOC	Social Risk
SOP	Standard Operating Procedure
T&T	Travel and Tourism
TDK	Tourist Destination Kenya
TGA	Turkey Tourism Promotion and Development Agency
TIR	Tourism Industry Representative
TP	Tourism Professional
TUIK	Turkish Statistical Institute
UDB	Uganda Development Bank
UHOA	Uganda Hotel Owners Association
UK	United Kingdom
UNCTAD	United Nations Conference on Trade and Development
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNWTO	United Nations World Tourism Organization
UTA	Uganda Tourism Association
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
UWEC	Uganda Wildlife Conservation and Education Centre
VUAS	Vidzeme University of Applied Sciences

WCED	World Commission on Environment and Development
WHO	World Health Organization
WoM	Word of Mouth
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council

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Foreword

COVID-19 and Tourism: A Difficult Relation?

One of the frightening aspects of COVID-19, without any doubt, lies in the fact the virus interrogates further on the omnipotence of Western civilization and its technocratic character. To put the same in other terms, in a hyper-technological and mobile world, COVID-19 disseminates rapidly everywhere forcing the governments to close their airspaces, borders and public life as never before. As McLuhan (2014) puts it, technology amplifies part of our senses, becoming part of our bodies and sensibilities, and when this happens, it melts with us in a new hybridized self. For this case, and probably like in 9/11, the same transport means that allowed the expansion of the West were the carriers of “an invisible enemy”. The virus, which was originated in Wuhan, China, replicated in weeks all over the globe, affecting the economies of the Global North and South, the commerce and of course the tourism industry (Higgins-Desbiolles, 2020; Zheng, Goh, & Wen, 2020). In the midst of this mayhem, theorists launched to debate the opportunities open in a post COVID-19 context, for example in reversing the pollution to the atmosphere or in placating negative effects of climate change (Carr, 2020; Crossley, 2020; Gössling, Scott & Hall 2020) while others focused on the importance to adopt multidisciplinary methodologies to understand paradoxically tourism in a world without tourists (Korstanje, 2020; Wen, Wang, Kozak, Liu, & Hou, 2020). Whatever the case may be, the pandemic changes the philosophy of business as well as the modes of human relationship in what scientists dubbed “the new normal” (He & Harris, 2020). To some extent, COVID-19 confronts with our long-established anxieties and uncertainties showing how our fundamental liberties and rights can be suddenly suppressed to protect the public health. At the time of writing this foreword I have been kindly invited by Vanessa, I wish to bring some reflections on the future of tourism and tourism research in the years to come. A couple of decades ago, Adrian Franklin (2007) called attention to the problems and limitations of tourist-centricity, which means the obsession of tourism researchers to interview tourists as the only source of valid information. While tourist-centricity occupied a central position in the configuration of the economic-centered paradigm as well as the managerial perspective, other agents and voices were relegated to a peripheral position. What seems to be more important, tourism research revolved around a strong dependency on tourists, likely forgetting other methods – and cosmologies. Today, it is hard to imagine how applied research continues in a world without tourism. This suggests

that big problems need a big solution. Still, it is important not to lose sight of the fact post-pandemic management and marketing play a leading role in the configuration of a new epoch, I named as *post-pandemic tourism* (Korstanje, 2020). Having said this, Vanessa GB Gowreesunkar, Shem Maingi, Hiran Roy, and Roberto Micera offer a more than an interesting book, entitled *Tourism Destination Management in a Post-Pandemic Context* to expand our current understanding and courses of actions to follow in the years to come. The book centers efforts in providing some practical insights on possible solutions (emerging trends) for mitigating the financial losses the industry is facing. As discussed, the economic-based paradigm centralized and crystallized classic destination management which was characterized by the predominance of visitor's experiences without mentioning competition and the relation with other stakeholders, but now the concept sets the pace to a new tourism management model. The question whether Destination Management Organization (classic DMO model) has some limitations to resolve the quandaries left by COVID-19 pandemic, no less true is that we need emerging empirical knowledge to formulate an all-pervading corpus based on real study cases from all the world. This point posits editors in a great dilemma simply because of the strict lockdown imposed to the applied research but the task is worth the efforts. Chapters accepted in the present editorial project, which in my viewpoint will surely pass the test of time, are high-quality texts written by experts from the four corners of the planet. Last but not least, editors struggle to organize different methodologies to review the existing literature, as well as advancing in the connection of best practices with the function of management to create more resilient destinations in a post-COVID-19 landscape. I and Professor Hugues Seraphin are happy to welcome this fascinating project to our book series *Tourism Security-Safety and Post Conflict Destinations*, which is published regularly by Emerald Publishing.

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Preface

Pandemics and epidemics have always existed since the dawn of time and they did ravage humanity and economies throughout their existence. Yet none devastated the tourism industry the way the COVID-19 pandemic did. With 58,764,574 reported cases and 1,390,852 deaths (24 November 2020; Worldometer) at the time of writing, the COVID-19 not only paralyzed the global tourism industry but also panicked its stakeholders. According to the United Nations World Tourism Organisation, the industry may incur approximately \$1 trillion losses and threaten more than 100 million jobs worldwide (UNWTO Policy Brief, 25 August 2020) if the current situation continues. This concern is also echoed in the words of the International Air Transport Association CEO:

....Nowhere is this more visible than in the rows of airplanes parked at airports with nowhere to go. A thriving industry, connecting the world with 4.5 billion passenger journeys and transporting 60 million tons of freight a year, has been brought to a shuddering halt.

([Travelbiznews.com](https://www.travelbiznews.com), 12 June 2020)

Following such a depressing picture of the world economy, the tourism community could not remain insensitive for too long. As a result, tourism destinations were anxiously looking for guidelines, textbooks and research publications that offer management solutions, given that they were not prepared to face pandemics. Destinations were getting substantially affected and major market players in the tourist value chain (airlines, hotels, travel trade, cruise lines, tourism businesses) either minimized or completely stopped their production for an undefined period of time, resulting in the sudden and total cut-off of their revenue streams. Guided by the United Nations World Tourism Organizations (UNWTO) and the World Health Organizations (WHO), destinations started deliberations via series of webinars and online meetings in order to come up with survival solutions. Following several months of lockdown, destinations finally made their decisions to gradually open up their economies, but in phased mode. As travel has restarted in some parts of the world, it is still unclear how the pandemic will further affect the industry due to its unknown evolution and unpredictable impacts on the tourism supply chain. For instance, countries like France, the United Kingdom and Turkey had to go back to lockdown after opening up their

economies for a few months. At a time when the world is still striving to develop resources and references to cope with the pandemic, the book *Tourism Destination Management in a Post-Pandemic Context: Global Issues and Destination Management Solutions* comes as a timely strategy. To survive the pandemic, it is crucial to explore new management strategies based on prevailing trends and come up with solutions that may convert the industry's setback into a comeback. Post-COVID-19 tourism will be about survival, revival and renewal, and the critical success factors of tourism will be visibility and marketability enabled by technology. The content of this book shows that the success of a post-pandemic tourism industry lies in collaboration and discussion among stakeholders and on how destinations can learn from lessons of the pandemic and explore new opportunities offered by the *new normal*. Published at a time when the novel coronavirus is still ravaging, this book intends to serve as a practical guide and give insights on how various destinations can develop coping capacity and build resilience to deal with pandemics. The book offers a synthesis of its impacts and implications on several tourism destinations and thereafter proposes solutions based on case studies and success stories.

The book has a user-friendly pedagogic structure. It draws from a collection of research notes and best practice derived from various destinations in Europe, America, Asia, Africa, Indonesia and islands. The case studies presented provide a fast and reliable diagnosis and they provide a richness to readership in developing understanding of destinations from different geographical contexts. The solutions proposed will be adaptive in nature and may be translated into practice, with models and guidelines.

A huge debt of gratitude is owed to authors listed in the references; their findings and observations have enriched this book, each in their own way. We are grateful to some of our critical friends, in particular Prof Jafar Jafari, for his valuable comments. We also express our appreciation to the Emerald Team for their foresight in recognising the value of our book and for their professionalism in bringing it to fruition. As the main editor, I wish to acknowledge my co-editors, Shem, Hiran and Roberto for their unflinching support and dedication. Their patience and unreserved understanding made this book journey an enriching one.

Undoubtedly when the war against the coronavirus will be over, the tourism community will find a changed industry and we will be pondering over the next normal. This book will therefore remind future generations of this pandemic and of the tough moments encountered by the tourism industry. Nonetheless, perceived differently, a good crisis is never wasted (Winston Churchill). While some commentators are already speculating on the next normal (that is, what will travel be like after the corona virus), with some unrealistic perspectives already proven wrong, the general belief is that tourism will rebound as it has, from previous crises. Editors, contributors and well-wishers of this book believe that the industry will recover if the appropriate destination management solutions are applied. Tourism is a fact of life, ingrained in the sociocultural fabrics of the global village. Soon after COVID-19 checks out, tourism will hopefully check in. Based on lessons learned during the pandemic grip, this timely tome – powered with international case studies and laden with innovative strategies – favors

collaborative community-based strategies for its restart. The words of the CEO of Pacific Asia Travel Association (PATA) are encouraging:

We can only hope that COVID-19 pandemic is brought under absolute control quickly and effectively, enabling the global travel and tourism industry to get back on its feet, re-employ the millions of people who lost their positions and create even more employment opportunities both directly and for the upstream and downstream sectors that rely on it.

([Travelbiznews.com](https://www.travelbiznews.com), 12 June 2020)

Travel may never be the same again, but the ‘new normal’ will probably inspire destination managers to rethink the future of tourism based on three important elements, namely, precaution, medication and education. Hopefully, destination management solutions proposed in this book will stimulate the interest of both tourism and non-tourism stakeholders. As editors, we are united by a belief that this book will provide relief to tourism destinations, as they gradually enter the ‘next normal’. In adversity, we found opportunity and altogether as a terrific team, we are glad to offer readership a memorable gift produced during the lockdown of the COVID-19 pandemic. With the following inspiring words, editors of this book wish you all a pleasant reading:

Wear your mask...Wear your gloves! Do not fear...Travel the globe!

Vanessa, Shem, Hiran, Roberto

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Acknowledgement

The book *Tourism Destination Management in a Post-Pandemic Context: Global Issues and Destination Management Solutions* would not have seen the light of day without the continued and committed effort of some special people. The book idea was conceived, developed and proposed during the lockdown period of the COVID-19 pandemic. A textbook like this one can never be a one-person effort, but is the result of some creative minds. We wish to offer our gratitude to all those creative minds behind: the contributors, the reviewers, the Emerald team and all those who indirectly accompanied us during this wonderful journey.

We are grateful to Prof. Jafar Jafari, professor Emeritus of University of Wisconsin-Stout, for his precious suggestions and recommendations. We gratefully acknowledge the endorsements of the following eminent personalities of the tourism community:

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- Prof. Rodolfo Baggio, Bocconi University, Italy
- Prof. Dr. Said El Batouty, UN Economic Commission for Europe, Switzerland
- Prof. Evaristus M. Irandu, University of Nairobi, Kenya

It is a matter of pride to have the support of the above professors, who are models and references to the tourism academic community worldwide. Last, but not the least, we wish to acknowledge the unstinting support of our families, especially that the book was written during a period when the world was painting a depressing picture of tourism. In adversity, we found opportunity and altogether as a terrific team, we are glad to offer readership a memorable gift produced during the lockdown of the COVID-19 pandemic.

Vanessa, Shem, Hiran, Roberto
Book Editors