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Tourism Recovery Strategies on Post Covid-19 Pandemic: A Review

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Abstract

The desk research study was conducted to explore post-Covid-19 pandemic tourism recovery strategies. It analyzed articles on "Tourism Impacts and Recovery Strategies after the Covid-19 Pandemic" published during the Covid-19 pandemic period up to March 2022. The content analysis approach was used to analyze the research articles available in the major academic and comprehensive online databases including Scopus, ScienceDirect, Google Scholar, and ResearchGate. The study identified various strategies for hotel businesses, transportation businesses, food and restaurant businesses, tourist destination and theme park owners, local communities, employees and others to recover from the losses incurred in the tourism industry during the pandemic.

Keywords: Covid-19, Recovery strategy, Tourism, Hospitality industry

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1. Introduction

In South Korea, the first Covid-19 was confirmed on January 20, 2020, and it has not only affected different aspects of society but also impacted every individual (Bae and Chang, 2021). The Covid-19 outbreak has significantly affected global travel and tourism (Kumar and Nafi, 2020; Altuntas and Gok, 2021). Bakar and Rosbi (2020) also identified that domestic tourist demand is dropped sharply in most countries. The Covid-19 pandemic has hit the tourism and leisure sector worldwide, including the hospitality sub-sector and its entire value chain (Duro *et al.*, 2021). According to World Travel & Tourism Council (WTTC), the Global Economic Impact & Trends 2021 report shows that in 2019, travel and tourism was one of the largest sectors in the world with 10.4% (\$9.2 tn) of global GDP, 10.6% of all jobs, i.e., 334 million jobs and responsible for generating one-fourth of all new employment. In addition, foreign visitors spent \$1.7 tn in 2019, i.e., 6.8% of total exports and 27.4% of global service exports. In 2020 only 272 million people work worldwide and 62 million lost their jobs. Travel and tourism lost around \$4.5 tn due to Covid-19 and current restrictions on international movement, its global contribution to GDP fell by 49.1% compared to 2019 to only \$4.7 tn in 2020. Domestic tourist consumption fell 45% and foreign tourist consumption fell 69.4% unprecedented. Mass isolation, travel restrictions, and social distancing measures have led to a decline in consumer and business activity (Bakar and Rosbi, 2020). Fotiadis *et al.* (2021) also noted that the massive lockdown and closure of tourism-related businesses and support businesses following the Covid-19 pandemic has had an unprecedented socio-economic impact. It is also seen that restaurant industry sales in 2021 were \$799 bn which was \$65 bn down from 2019's pre-pandemic levels and the industry employees at the end of 2021 were 14.5 million which was also 1 million down from pre-pandemic levels (National Restaurant

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Association, 2021). Finally, the Covid-19 pandemic has affected the DNA of tourism and hospitality at its core (Rivera, 2020).

So, this situation demands that what will be the post-Covid-19 pandemic tourism recovery strategy? This study aims to analyze articles related to “post covid-19 pandemic tourism recovery strategy” published during the covid-19 pandemic period up to March 2022, to identify the possible ways to recover the tourism industry after this pandemic situation.

2. Research Methodology

This desk research is based on content analysis. The study collected all the published articles from the beginning of Covid-19 pandemic to March 2022 and that were available in the major academic and comprehensive online databases including Scopus (www.scopus.com/), ScienceDirect (www.sciencedirect.com/), Google Scholar (https://scholar.google.com/), and ResearchGate (https://www.researchgate.net/) (Sun et al., 2017; Chen et al., 2021). In the case of searching research articles on “post-Covid-19 pandemic tourism recovery strategy”, different combinations of the keywords relating to tourism, post-Covid-19 impact, and recovery strategy were used. This can be seen in Table 1, together with their specific keywords’ searches. After that, the download articles were read carefully to conform their significance to the contents of the study and finally double-check, filter, and retain the eligible articles. The study used the content analysis approach to explore the tourism recovery strategy in post-Covid-19 pandemic situations.

Keywords	No. of Documents
“Covid-19 and Tourism”	18
“Covid-19 and Hotel Industry”	13
“Covid-19 and Hospitality Industry”	09
“Covid-19 and Tourism Recovery Strategy”	12
“Impact of Covid-19 on Tourism and Hospitality Industry”	16
“Impact of Covid-19 on Restaurant Business”	11
“Covid-19 and Tourism Linkage Industry”	06
Total	85

3. Discussion About the Sector-Wise Covid-19 Impact and Post-Covid-19 Recovery Strategy

3.1. Hotel Business

Covid-19 Impact	Recovery Strategy
<p>Demand for hotels has fallen as domestic and foreign buyers delay or cancel orders in various developed and developing countries due to the lockdown (Bakar and Rosbi, 2020; Kumar and Nafi, 2020). It can be seen that the hotel industry has observed the lowest occupancy for 2020 and a 50% decrease in its revenue per available room (Smith Travel Research, 2020; Im et al., 2021). Sometimes tourists have difficulty finding shelter during the observational quarantine (Yeh, 2021).</p>	<p>This review reveals some of the strategies to recover the hotel industry. Hotel owners can start anew with domestic tourists. They can introduce different discounted packages to boost their hotel occupancy ensure safety and strictly maintain social distancing (Gössling and Hall, 2020; Assaf and Scuderi, 2020). They can use the DEMATEL method to reduce the negative effects of unnecessary quarantines in the hospitality industry (Altuntas and Gok, 2021). This is why companies in the tourism sector need to re-evaluate their business models to accommodate reduced demand and increased costs (Fotiadis et al., 2021). Based on the assessment, tourism practitioners should rewrite investment plans and tourism industry policymakers must develop a new crisis-preparedness mechanism to combat current pandemic crises as well as future pandemic crises (Škare et al., 2021). Ugur and Akbiyik (2020) found that many companies have mastered the challenges of digitization and were successful in a such changing environment. Ranasinghe et al. (2020) also suggested that in such a situation almost all hotels can reduce their product prices, to reduce the deterioration of service. They can promote to attract tourists to remote accommodation centers, especially resort-type hotels, eco-friendly hotels, and nature and culture-oriented remote locations during lockdown and quarantine periods.</p>

3.2. Transport Business

3.2.1. Airlines

Covid-19 Impact	Recovery Strategy
<p>The economy has been affected massively by the Covid-19 pandemic, due to travel restrictions (external and internal) and border closures (Karabulut <i>et al.</i>, 2020). As Covid-19 was spreading to different countries through Airlines, all international and domestic flights suspend and resulting in huge losses in the aviation sector. Airlines have canceled flights while hotels are almost empty, and tourism businesses have faced huge economic losses and job losses in Bangladesh (Kumar and Nafi, 2020; González-Torres <i>et al.</i>, 2021). According to IATA (International Air Transport Association) it is a \$252 bn loss in 2020 (Gössling and Hall, 2020), and also worldwide tourist arrivals declined by 20% to 30% in 2020 from the previous year (Jones and Comfort, 2020).</p>	<p>Without government aid, it is quite impossible to recover such losses for the airline industry (Gössling and Hall, 2020; Lew <i>et al.</i>, 2020). Altuntas and Gok (2021) identified that effective management can minimize the probable adverse effects of the Covid-19 pandemic on this industry. At the end of the lockdown, airline companies can start to sell vouchers to improve their liquidity (Breier <i>et al.</i>, 2021). They can also minimize their losses by increasing the number of flights and decreasing the flight rate (Gössling and Hall, 2020).</p>

3.2.2. Cruises and Ship

Covid-19 Impact	Recovery Strategy
<p>The outbreak of the virus has led to travel from major cities to rural or coastal areas (Seraphin and Dosquet, 2020). Gössling and Hall (2020) identified that for this pandemic the cruise industry has been passing through a huge crisis.</p>	<p>Altuntas and Gok (2021) suggested that identifying areas with high travel correlations and stopping this transit is the best way to minimize the negative impact of the Covid-19 pandemic on the hospitality industry.</p>

3.2.3. Rail and Road

Covid-19 Impact	Recovery Strategy
<p>The tourism industry has taken a significant hit, as many countries have imposed travel restrictions to avoid the spread of Covid-19 (Sönmez <i>et al.</i>, 2020; Riadil, 2020; Wieckowski, 2021). Similarly, rail and bus service providers have reduced their services in response to reduced demand and government crackdowns on non-essential travel (Baum and Hai, 2020; Wieckowski, 2021).</p>	<p>Authority should plan to create new infrastructure, the implementation of which can stretch over many years and often lag behind the need (Wieckowski, 2021).</p>

3.3. Food and Restaurant Business

Covid-19 Impact	Recovery Strategy
<p>Restaurants have faced huge problems as only takeaway service is allowed during the lockdown. As a result, the authorities have been forced to lay off many workers (Gössling and Hall, 2020; Song <i>et al.</i>, 2021). According to the National Restaurant Association (mother trade association), nationwide sales fell 47% from March 1 to March 22 and 7 out of 10 operators have had to lay off employees and also reduce the number of working hours in 2020 (National Restaurant Association, 2020). The restaurant industry is projected to lose over \$80 billion in March and April 2020 alone and could triple by the end of 2020 (National Restaurant Association, 2021). Although Baum and Hai (2020) noted that the impact on consumer protection is a major factor of the Covid-19 crisis in travel and tourism.</p>	<p>To recover from such situations industry can take some initiatives. They may offer takeaway service and also ensure hygienic food and safety environment with maintaining social distancing (Gössling and Hall, 2020; Ou <i>et al.</i>, 2021). It also suggests that larger and more cash firms can sustain themselves by financing themselves more effectively to withstand demand periods (Ramelli and Wagner, 2020). Kim <i>et al.</i> (2021) emphasized adapting their own business models to minimize customer uncertainty in the restaurant industry. Depreciation of spoiled goods and reduction of the VAT on non-alcoholic beverages can also help the restaurant business (Breier <i>et al.</i>, 2021).</p>

3.4. Tourist Destination and Theme Park

COVID-19 Impact	Recovery Strategy
<p>Although the loss of tourism due to a crisis or disaster does not only have a major impact on the country's economy, it also affects the livelihood of many destinations there (Jones and Comfort, 2020). Besides, tourists also avoid traveling to the affected destination (Qiu et al., 2020).</p>	<p>This crisis should be recognized by the business and stakeholders and build up tourist destinations based on isolation and refreshment by maintaining social distancing (Qiu et al., 2020; Huynh et al., 2022). Fotiadis et al. (2021) emphasize the promotion by attracting tourists who are expecting to choose a less crowded destination that offers the practice of special distancing. Assaf and Scuderi (2020) also patronize the creation of funds to promote tourist destinations by offering vouchers to residents, and this also helps subsidize demand. Seraphin and Dosquet (2020) noted that destination management has become increasingly important in the post-Covid-19 era. Some parks have developed online ways of sharing nature. Innovation and product diversification are creating strong alternative revenue in tourist spots (Spenceley et al., 2021).</p>

3.5. Local Community

Covid-19 Impact	Recovery Strategy
<p>Covid-19 has a negative impact on the community interest and well-being of residents and stakeholders of the tourism industry (Qiu et al., 2020). Spenceley et al. (2021) identified that community-based ecotourism projects temporarily close during this pandemic situation.</p>	<p>Tourism health and other areas of the public and private sectors need to ensure the balanced recovery of the tourist cities and regions (Qiu et al., 2020). It is important to have open communication to build rapport and good working relationships with local government (Yeh, 2021; Duro et al., 2021).</p>

3.6. Foreign Currency Earning

Covid-19 Impact	Recovery Strategy
<p>Covid-19 has a negative impact on foreign visitor tourist spending (Škare et al., 2021).</p>	<p>The travel and tourism industry needs massive government funding and incentives to recover from the crisis (Škare et al., 2021). Assaf and Scuderi (2020) suggests introducing a Pigouvian tax to partially internalize the epidemic - a sort of 'COVID recovery' tax. After the Covid-19 situation, different countries can also offer free visas for attracting international tourists (Rasal et al., 2021).</p>

3.7. Economic Impact

Covid-19 Impact	Recovery Strategy
<p>The Covid-19 pandemic has caused widespread shutdowns of all business activities and disruptions in supply chains, resulting in global ripple effects across all economic sectors (Kumar and Nafi, 2020; Scarlett, 2021; Škare et al., 2021). Due to Covid-19, many countries including Brazil, Namibia and Bangladesh have seen a drop in visitor numbers as well as GDP (Marques et al., 2020; Kumar and Nafi, 2020; Hafsa, 2020; Spenceley et al., 2021). European Union was losing 1 billion Euro per month from the tourism industry because of the Covid-19 crisis in 2020 (Jones and Comfort, 2020). Leisure and domestic tourism indicated a major decline of US\$2.86 tn, accounting for a revenue loss of more than 50% (Abbas et al., 2021).</p>	<p>Governments in various countries have announced a stimulus package for quick economic recovery that helps businesses to survive the pandemic (Kumar and Nafi, 2020). Škare et al. (2021) suggested that policymakers and practitioners in the tourism industry need to gain knowledge about the impact of the pandemic crisis on the tourism industry and economy. Besides, the authorities will need to support the tourism industry, especially in countries where tourism revenue plays a significant role in GDP (Fotiadis et al., 2021). Mekharat and Traore (2020) also said that financial institutions should support the hotel industry by supplying working capital to maintain their properties, save their jobs and maintain demand in the tourism supply chain so that operations can resume quickly once the pandemic subsides. Finally, renovating tourism to serve the public good and regulating tourism to bring it under control, and also ensure proper use of scarce resources in tourism (Gonzalez-Torres et al., 2021; Higgins-Desbiolles et al., 2022).</p>

3.8. Employment

Covid-19 Impact	Recovery Strategy
<p>For a long time, hotels and motels were closed and many workers were forced to lay off, and had lots of negative impacts tourism labor market (Gössling and Hall, 2020; Riadil, 2020; Nicola <i>et al.</i>, 2020; Škare <i>et al.</i>, 2021; Altuntas and Gok, 2021; Spenceley <i>et al.</i>, 2021). Businesses are losing revenue and employees are losing their jobs due to flight cancellations due to Covid-19 (Mekharat and Traore, 2020; Kumar and Nafi, 2020; Rasal <i>et al.</i>, 2021). It is also estimated that 1.6 million jobs in the tourism sector are at risk in Germany due to the Covid-19 crisis, while similar figures for Italy, Russia, Spain, Portugal and France were 1 million, 1.1 million, 0.8 million, 0.3 million and 0.8 million respectively (Statista, 2020; Jones and Comfort, 2020). Besides, the world travel and tourism council provide a report that lists up to 75 million workers at direct job risk as a result of Covid-19 (Radhakrishna, 2020; Škare <i>et al.</i>, 2021; Kaushal and Srivastava, 2021). Feyisa (2020) indicates that employment in leisure and hospitality declined by 459,000 in 2020, mainly in food service and beverage venues due to the pandemic.</p>	<p>Abbas <i>et al.</i> (2021) suggested applying accurate forecasting methods and business operations needed to properly respond to the Covid-19 pandemic. Hotel managers should make efforts to build close relationships with employees so that they can detect perceived threats in the workplace and address employees' fears (Jung <i>et al.</i>, 2021). If possible, need to take some adjustments with the core things on protecting employees by offering the to work from home and get the chance of regular health checks (Riadil, 2020; Jones and Comfort, 2020; Chadee <i>et al.</i>, 2021). Hu <i>et al.</i> (2021) emphasize the survival of the business as a social responsibility and even if not financially sustainable, the organization should open to support its employees. Finally, it is found that the Indonesian government provides good support to tourism and hospitality employees, and its works very well (Riadil, 2020) and Rasal <i>et al.</i> (2021) emphasized the governmental separate budget for the recovery of the tourism and aviation industry.</p>

3.9. Sports, Events, Programs, Tourism Education, Media and Others

Covid-19 Impact	Recovery Strategy
<p>All types of events where large groups of people meet are restricted, including concerts, meetings, conferences, sports or sporting events and large family gatherings including weddings (Gössling and Hall, 2020). It has a negative impact on tourism and hospitality education and the related field of studies (Tiwari <i>et al.</i>, 2021). Assaf and Scuderi (2020) identified that sanitization costs increased and may have a significant effect on the profitability of the industry and further influence price-up.</p>	<p>South Korean deluxe hotels develop new marketing skills (intact systems or food box services) that can be used to overcome the Covid-19 pandemic (d and Yigit, 2021; Jung <i>et al.</i>, 2021). The media decrease the impact of Covid-19 by positive publicity, alerting the population about hygiene and sanitation, and building confidence among viewers (Ranasinghe <i>et al.</i>, 2020; Kaushal and Srivastava, 2021). Due to virus infection education and communication system has to be online (Bae and Chang, 2021; Tiwari <i>et al.</i>, 2021). Besides, safety considerations have been internalized into tourist management to overcome the pandemic situation (Huang <i>et al.</i>, 2021; Spenceley <i>et al.</i>, 2021).</p>

3.10. Some Other Positive Impacts

Closing national borders and disrupting air and land transport can have a positive impact on human trafficking opportunities and the modern slave trade (Baum and Hai, 2020). As the world has become less mobile, opportunities for pedophile tourists to travel to destinations around the world have decreased and also reduced the exposure of children and youth to child sex tourism 'hotspots' in the Global South (Baum and Hai, 2020; Rogerson and Rogerson, 2020). The immediate benefits of Covid-19 are reduced pollution in India's major cities—for example, Delhi—where energy footprints were high, air quality has now improved to a greater extent, and marine life has improved in the canals of Venice (Millman, 2020; Lokhandwala and Gautam, 2020; Moreno-Luna *et al.*, 2021). Tourism and hospitality stakeholders should take initiatives to protect these deprived women and children. Besides, they will conscious of the preservation of the environment.

4. Conclusion

The analysis of the study reveals the sector-wise impact on the tourism industry as well as the potential recovery strategy of the post-pandemic period. If the tourism and hospitality stakeholders will follow these given post-Covid-19 recovery strategies then they will have the chance to overcome such pandemic situations.

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