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COVID-19, Tourist Destinations and Prospects for Recovery

Volume One: A Global Perspective

 Springer


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Kaitano Dube • Godwell Nhamo • MP Swart
Editors

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Volume One: A Global Perspective

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Peer Review Process

All the chapters went through a rigorous double-blind peer review process by tourism experts in a process that was aimed at ensuring high standards of published work. Double-blind peer review is mandatory for South African-based publishers to fulfil the requirements of Higher Education, Science and Innovation for recognised research outputs for subsidy purposes. Through the review process, some submitted chapters were rejected. Only those chapters accepted by the reviewers and met the standards set by the editorial team are published herein.

Preface

Before the COVID-19 pandemic, the tourism industry was one of the fastest-growing economic sectors growing faster than the average global economic rate. Consequently, the sector contributes significantly to most global economies and is often seen as a panacea to attaining Sustainable Development Goals (SDGs). Given the centrality of the sector, there has been a general interest in understanding how the COVID-19 pandemic impacted the sector at the destination level. With the adoption of healthy and safety protocols and the rolling out of the COVID-19 pandemic and the resumption of the global economy, there has been a huge appetite to understand how this vital sector is fairing and recovering from the shock that it was exposed to. Tourism practitioners want to understand the state of the sector and its resilience to various shocks that have epitomised the COVID-19 recovery phase. This book provides a fresh perspective on tourism destinations, recovery and resilience. Drawing from lessons from 35 authors across the world, the book brings into sharp focus topical issues that have paved the sector's recovery, such as tourism degrowth, revenge tourism, tourism sustainability, tourism healthy and safety, tourism innovation and the capacity for the sector to adapt to the new normal.

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Part I

Introduction and Background

Chapter 1

COVID-19 and Beyond: Prospects for Reshaping Tourism



Magdalena Petronella (Nellie) Swart , Godwell Nhamo ,
and Kaitano Dube 

Abstract This chapter sets the scene for the entire book. It presents summaries of the implications and impacts of COVID-19 on tourism destinations, the recovery of tourism's significant sectors, prospects for the future of tourism post-COVID-19 and methodologies applied in this book and the chapter outlines. It emerges that governments' restrictions and regulations caused significant disruptions across the tourism industry from consumer and business perspectives. The recovery discussions revolve around the implications of the pandemic on destinations, as the realities on tourism livelihoods become evident. Yet destination managers and industry stakeholders designed some of the most innovative and resilient strategies to revive tourism and prepare for a transformed industry across the sectors. Tourism was reshaped by technological innovations, where virtual engagements became the norm. Tourists assessed their travel behaviour, which demands tailored and unique experiences to meet their social consciousness. Going forward, the chapter highlights that tourism talent needs to adapt to these new norms as demand surges, which requires recruiting and upskilling the right staff. Besides the recovery optimism, the tourism industry was facing another critical juncture: the Ukraine-Russian war that spiralled an increase in fuel prices and compromised airline capacity due to cost.

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1.1 Introduction

In 2019, tourism was the fastest-growing and third largest export category accounting for 7% of global trade (UNWTO, 2020). In 2019 the World Economic Forum (WEF) warned that travel and tourism were at a tipping point and cautioned countries to collaborate on global health security to combat infectious disease outbreaks as they posed a threat to the sector's sustainability (WEF, 2019). Consequently, the WEF commissioned business leaders and health experts to develop an Epidemics Readiness Accelerator (ERA) to mitigate the effects of disease outbreaks and safeguard the gross domestic product (GDP) in 2019. Although nothing prepared the sector for the troubles, the COVID-19 pandemic unleashed on the sector in early 2020 brought costs across all economic sectors, with tourism amongst the hardest hit.

The COVID-19 pandemic reversed significant gains made by tourism toward attaining the Sustainable Development Goals (SDGs) (Dube, 2020). The immediate effect of the pandemic placed nearly 90% of the world economy under some form of lockdown (UN, 2020), resulting in the closing of destination borders and restrictions on most tourism-related products and services across the value chain. Consequently, the global GDP plunged by 6.7% in 2020, with most emerging markets bearing the most significant brunt as their GDP declined by 7% (Statista Research Department, 2022). From these figures, tourism contributed an estimated 2.8% of this global decline (UNWTO, 2020). Although many governments tried to support businesses with stimulus packages (Nhamo et al., 2020b), their efforts were limited by their severe fiscal constraints, especially in developing countries and emerging economies. These stimulus packages were mainly in the form of debt relief, grants and aid to airlines and small- and medium-sized enterprises (SMMEs) (IMF, 2020).

An estimated 34 million people were pushed into extreme poverty, as the low-skilled and low-wage jobs were affected by subsequent job losses (UN, 2020), and the tourism industry was not spared from this job carnage. In 2020 the UNWTO pointed out that the pandemic placed 100 million jobs in the tourism industry at risk. This was particularly so for informal workers, women and the youth (UNWTO, 2020). There was an anticipation that tourism-dependent countries were expected to be the worst affected. It is anticipated that tourism-dependent countries (such as Seychelles and other African countries with national parks) will take longer to recover until tourists feel safe to travel in numbers again (IMF, 2020).

1.2 Implications and Impacts of COVID-19 on Tourism Destinations

The COVID-19 crisis slowed the world economy significantly and caused severe socioeconomic and environmental challenges (Kitamura et al., 2020; Josephson et al., 2021). Besides the intention of the sector to combat inequality, poverty and climate change, COVID-19 created additional challenges for the tourism industry (Jones & Comfort, 2020). Worldwide, the effect of COVID-19 was apparent in cities, islands, mountain areas, beaches and coastal and rural destinations (Bui et al., 2021). Most of the suffering experienced in the tourism industry resulted from lockdowns and travel hesitance from travellers fearing contracting the COVID-19 disease (Dube, 2022). Such travel bans and lockdown restrictions had significant implications for the cruise industry, adventure travel, wellness, conservation and second homes (Seraphin & Dosquet, 2020; Spenceley et al., 2021).

Island destinations primarily depend on tourism, and the travel restrictions exposed their fragility to the impact of COVID-19 (Bulchand-Gidumal, 2022). The limited number of tourist arrivals severely impacted the livelihoods of residents' dependence on tourism at island destinations. Concerns about the over-dependence of island destinations on tourism triggered the development of action lists to regain competitiveness as the infection rates eased (Gu et al., 2021). Consequently, in the first quarter of 2022, destinations like Mauritius reported strong tourism growth, especially from new markets such as the Middle East and Eastern Europe. This growth was also attributed to high vaccination rates, with over 90% of the population having received double vaccines (Mackenzie, 2022).

The COVID-19 pandemic also severely impacted long-haul destinations from Africa and Asia due to prolonged lockdown restrictions and travel bans (Mostafanezhad et al., 2020; Rogerson & Rogerson, 2021). Although revenge travellers capitalised on the low airfares and special accommodation packages to experience luxury tourism products, the inconsistent application and announcements of lockdown restrictions brought uncertainty to those tourists who were eager to travel (Filep et al., 2022). Shorter travel reservation lead time at premium prices became the norm, while travel insurance company policies did not cover travel cancellations due to COVID-19 restrictions. This led to new negotiations by, specifically, the hospitality industry with insurance businesses to include pandemics under the "force majeure" clause to make provision for business interruptions (Giousmpasoglou et al., 2021). In mid-2022, an appetite for travelling to long-haul destinations seems to gain recovery momentum, as international tourists made travel reservations more than 3 months in advance compared to their pre-pandemic departure dates (Anon, 2022).

1.3 Tracking the Recovery of Tourism's Major Sectors

As of 2022, major tourism sectors were counting the cost of the impact of COVID-19 and battling the challenges of recovery (González-Torres et al., 2021). One central cog that remains the main feature of tourism recovery has been a significant rollout of technology to ensure service efficiency and customer satisfaction (Parvez et al., 2022). As seen in previous disasters, this has to be seen in the sector's ability to innovate and bounce back from shocks. After the Second World War, tourism capitalised on technological advancements, especially in aviation, which boosted travel. In as much as there were concerns over how long it would take for various sectors of the economy to recover, the aviation and hospitality sectors making use of health and safety protocols have rebounded quite strongly, creating challenges for these sectors.

Figure 1.1 shows that the aviation sector experiencing some robust growth in 2022. This could have been driven by low infection figures, the rollout of COVID-19 vaccines and its success in some regions. Most importantly, the growth could have been due to the successful adoption of health and safety protocols. The aviation industry is a leader in the tourism industry in terms of adopting health and safety protocols through the rollout of contactless travel. It would seem that the aviation industry was one of the best prepared or placed to respond to the pandemic as measures adopted assured travellers of safe travel, which inspired confidence.

Evidence shows that the robust growth or pent-up demand for travel occurred at a rate not anticipated by the sector. This also caused a lot of chaos at several airports worldwide, mainly in America, where the recovery rate was at some point as high as about 95% (Fig. 1.2) in August and September. The shortage of staff and

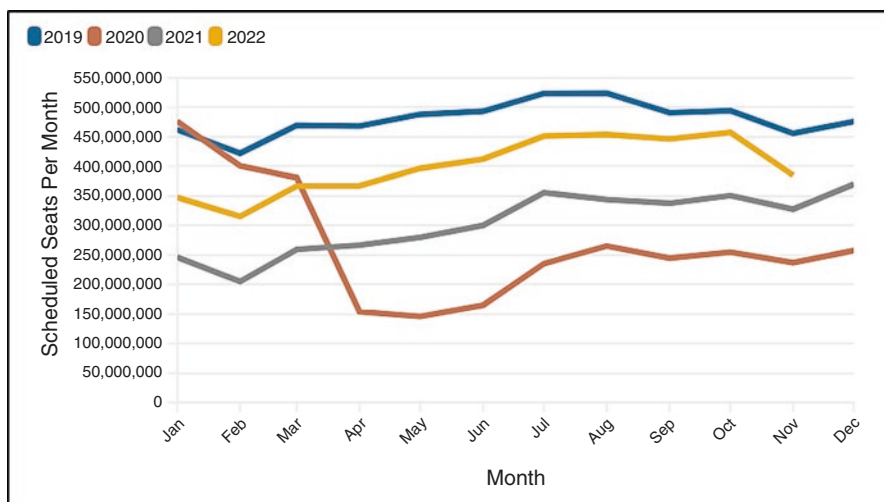


Fig. 1.1 Scheduled airline capacity – 3 months forward-looking January 2019 to November 2022. (Source: OAG, 2022)

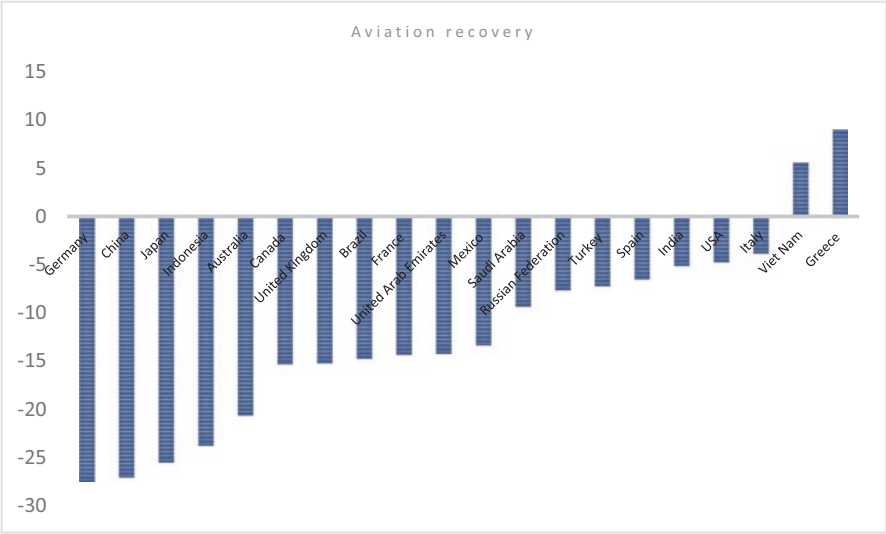


Fig. 1.2 Aviation in key aviation markets as of August 2022 compared to 2019 same period. (Source: Authors’ data from OAG)

industrial action by workers are some of the challenges the sector had to tackle, which resulted in airports such as Heathrow Airport in London placing caps on the number of tourists they can process per day (Heathrow Our Company, 2022).

The recovery was varied across airlines (Fig. 1.3), some of which were not prepared for such a recovery, given that some airlines laid off staff. Several airlines battled to secure staff with the experience and technical skills needed to deal with the pent-up demand. Consequently, long queues witnessed at various airports as ground handling staff and airlines battled to deal with the upsurge in demand. This book has chapters that specifically deal with some of the challenges faced by the tourism and travel sector.

It is not only the aviation industry that had to deal with the challenges of recovery (Dube, 2023), but also the restaurants and the ride-and-share facilities had many challenges to deal with. Many restaurant chains closed some of their doors due to staff shortages, although there was a demand, which inconvenienced tourists. If it had not been the issue of high interest rates, it was inflation that the sector had to tackle that complicated the recovery process. Many ride-and-share companies, such as Lyft and Uber, had a rough start to the year. They battled to recover due to a shortage of drivers as most drivers left the industry amidst uncertainties and meagre returns from drivers that worked for these ride-and-share companies.

Consequently, several ride-and-share companies had to grapple with high fuel prices fuelled by the Russia-Ukraine war. This caused a lot of share volatility for the ride-and-share companies worsening their challenges. The war added to the uncertainties that were caused by COVID-19. In as much as tourism markets were picking up and recovering from the shock that was caused by the discovery of the

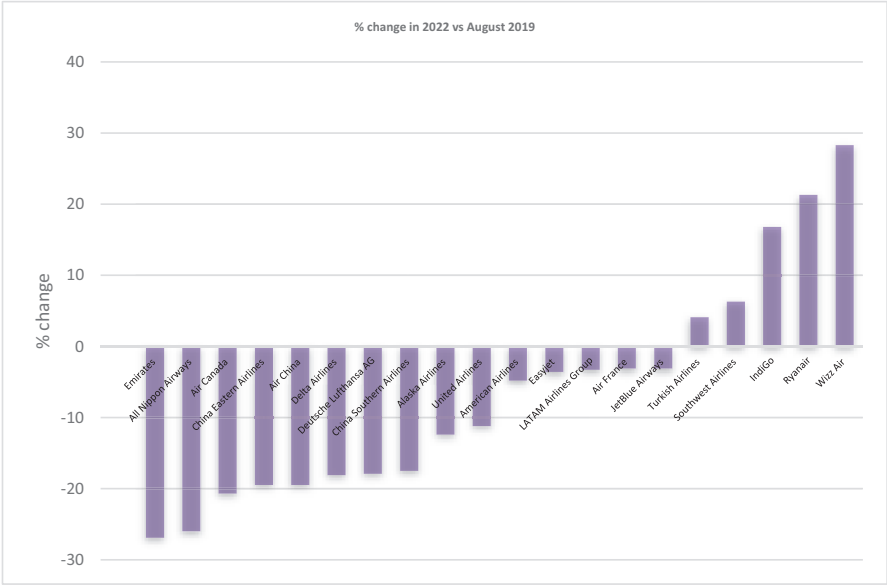


Fig. 1.3 Recovery at 20 selected airlines: a comparison of August 2019 and 2022. (Source: Authors’ data from OAG (2022))



Fig. 1.4 A comparison of ride-and-share companies and other tourism companies’ stock performance 2020–2022

Omicron, it is the COVID-19 pandemic and the interest hikes that threw the tourism markets into a tailspin, with some companies sinking lower than before the first global lockdown that took root in March 2020 (Fig. 1.4). As of September 2022, the market was struggling to recover from the compounded impact of inflation, global instability, high interest rates and global uncertainty.

Apart from Uber, Lyft and ABNB, cruise companies such as the Royal Caribbean (RCL) were battling to ensure stocks’ recovery. The Royal Caribbean, for example, reported a net loss of \$(1.2) billion and a loss per share of \$(4.58) (Cruise Industry

News, 2022). While the demand for cruises reached 2019 levels, the sector continued to experience increased costs of health and safety, fuel costs, the Ukraine-Russia war and inflation pressure, and the closure of China due to its 0 COVID-19 cases presented challenges which could have affected the share price. In 2022, US interest rate hikes aimed at taming inflation were often associated with stock sell-off on tourism counters, adversely affecting counters such as Expedia (EXPE) and other tourism counters. Van Tuan et al. (2021) pointed out the adverse impact of inflation and interest rates on tourism enterprises. Perhaps one of the biggest challenges of the tourism industry in 2022 has been anxiety and uncertainty.

The hotel industry and restaurants’ stocks performed relatively well in the main due to solid demand (Fig. 1.5). The pent-up demand worked favourably for the hospitality industry. As such, Marriot Hotel and McDonald’s stocks outperformed other tourism stocks on the backdrop of a positive outlook and bookings globally serve Asia, where occupancy remained subdued as a consequence of China’s persistent lockdowns every time COVID-19 infection was detected. As noted earlier, these sectors had their fair share of challenges and expectations that they had to deal with, including supply challenges and inflation pressures which caused increased costs of business operations.

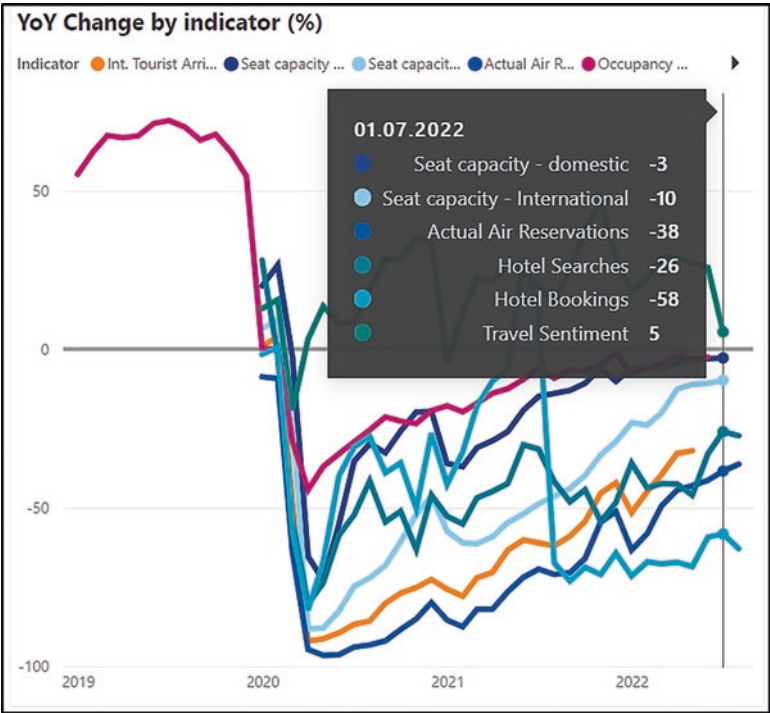


Fig. 1.5 Year-on-year tourism indicators and tourism recovery. (Source: UNWTO, 2022)

1.4 Prospects for the Future of Tourism Post-COVID-19

The impact of the COVID-19 pandemic forced the tourism industry players to introspect about several aspects of the sector. Hard questions were asked about the industry's sustainability from an environmental, social and economic perspective. Above all, the tourists want to see a more accountable sector that cares for all the role players, including the staff and host communities. Admittedly, the pandemic resulted in some of the tourism industry's successes in advancing the SDGs (Hall & Seyfi, 2020). Still, the sector fostered an advancement of some SDGs and targets advancement in a manner that no one had ever envisaged. The shift to contactless tourism is something of a marvel which saw most destinations utilising technologies to facilitate business and enhance tourists' experience. The heavy rollout and deployment of chatbots, robots, QR barcodes and other contactless transactions could not have advanced at such a rapid pace had the COVID-19 pandemic forced a new way of doing business. This revolution directly talks to advances toward SDG 9 target 5, which calls for technological innovation.

This revolution was brought about by the COVID-19 pandemic and produced new tourists who want to see and use technology. In many ways, the pandemic induced tech-savvy tourists. Future tourists expect much more interaction with technology than traditional tourists before the pandemic. This understanding is critical in tourism planning and development across the tourism sector and its subsectors. Part of the recovery thinking has to involve greater ways of ensuring destinations are equipped with relevant technology, be it at the airport, on board a flight, in a restaurant, a stadium or a hotel.

Apart from achieving efficient destinations, managers had to ensure that they also roll out technology that addresses environmental challenges, such as climate change, land pollution and water and ocean pollution. The tourist that emerges from the pandemic wants to see tourism degrowth. Adopting technology that ensures that hotels and restaurants are water-efficient is a must in a world battling the challenges of a water shortage caused by population growth and climate change. Greening of hotels and destinations is a critical marketing tool and part of a resilient building in a sector that is under siege from the impacts of climate change. The transport sector, which has been one of the biggest culprits of carbon emissions, must consider greening the industry as part of the recovery and resilience process. This might mean a more significant investment in Sustainable Aviation Fuels (SAFs) and electrification of vehicles and rollout of hybrid cars to meet the expectations of the tourist and other role players.

Destination managers and tourism business owners need to explore different avenues to bounce back from the economic, social and environmental devastation caused by COVID-19. The resurgence of domestic tourism was highlighted as a priority as destinations negotiate the revival of their tourism potential (Adinolfi et al., 2021), especially as many international travellers are still reluctant to travel. Domestic destination recovery can primarily be supported once stability is restored for consumers against idiosyncratic shocks and COVID-19 alerts are withdrawn.

Collaboration between the public and private sectors must be coordinated to design risk mitigation strategies and stimulate destination financial investment (Skare et al., 2021).

The need to transform the tourism industry across business models and social consciousness became evident during the pandemic. Destination managers have a moral responsibility to align their recovery strategies with the SDGs (Jones & Comfort, 2020). This will require re-evaluating the allocation of tourism resources to more vulnerable communities, women and the youth. New tourism opportunities can emerge in sustainable business development, innovations and digitalisation. Furthermore, new rural tourism models must be conceptualised to ignite creative innovation at rural tourist sites, especially as the accommodation recovery results show favouritism for countryside destinations. Tourism development initiatives in cities, island destinations, mountain areas, beaches and coastal and rural regions can create economic spin-offs where adventure travellers, wellness tourists, conservationists and second homeowners can ignite the recovery.

Smart destinations are likely to appeal more to current and future tourists emerging from the pandemic. But the biggest marketing material has shifted from that which is company generated to the one that the consumers themselves generate. The pandemic saw several destinations adopting and using social media influencers in marketing resorts and destinations.

One of the critical learnings from the pandemic has also been around building destinations and a tourism sector that is disaster-ready. The focus of building a future destination has to be sensitive to global risk and have ways of managing these from a planning and fiscal perspective. The tourism planner has to be cognisant now more than ever of the biological threats and other environmental threats and plan on how to respond to them as part of the planning purposes. The sector will never return to tourism as usual, given the alterations forced by the COVID-19 pandemic. These and other issues are issues that this book deals with within various chapters of this book and provide critical learnings for the tourism sector and its subsectors.

1.5 Methodological Underpinning

An array of research methods was employed across the different chapters. This provided rich insights into the lengths and depths in how COVID-19 was investigated. Both qualitative and quantitative methodologies were used to offer well-rounded insights into the impact of COVID-19 on destinations.

Qualitative methodologies were used, ranging from document analyses, descriptive analyses, in-depth interviews, focus groups and systematic literature reviews. Critical document analysis is a primarily qualitative data collection process in which the researcher collects and interprets documented information to produce meaning around the research objectives (Nhamo et al., 2020a). It requires repeated review, examination and interpretation of data (Gross, 2018), which can incorporate simple content analysis (Botterill & Platenkamp, 2012). Inclusionary criteria are designed

before the analysis is done to ensure related content is selected from the most recent documents in the research field. Secondary data on mountain destinations collected from magazines, tourism journals, blogs, newspaper articles, governmental websites and reports provided insights into the social, economic and environmental impacts of the COVID-19 pandemic.

In a study on South Africa, relevant sources from South Africa's National Department of Tourism and StatsSA revealed the tourism sector's resilience, adaptivity, flexibility, collaboration and co-creation as the premise for survival. At the same time, another secondary and extensive desktop literature review on South Africa sketches the state of COVID-19 and the (un)equal distribution of benefits in a tourism development context. Furthermore, a document analysis provides insights into the loss in matchday revenue and declining shares of listed football clubs. At the same time, the chapters also focused on the transformation of travel experiences in Lithuania and revenge tourism in India. A systematic review and critical examination of strategies related to the resilience and recovery of the tourism and hospitality industry provide evidence of the need to design essential control measures to recoup business operations. The descriptive analysis offers insights into the impact of COVID-19 on urban tourism destinations, the strategies employed to rebuild the tourism industry and a policy framework to adjust to the changes in the Indian urban tourism industry. Focus groups supplemented in-depth interviews to investigate the role of local government in tourism recovery in northern Ghana. These in-depth interviews provide an understanding of the impacts of COVID-19 on the feelings and behaviour of participants (Cooper & Schindler, 2022). An exploratory research study on Italy and Kazakhstan draws on two case studies (Stake, 1995; Creswell & Poth, 2016) based on qualitative data from multiple sources, as proposed by Mik-Meyer (2020).

Quantitative methods included a bibliometric analysis, sentiment analysis and the use of the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach. PRISMA is a popular method to review content, which requires reviewers to categorise studies according to the methodology of the investigations following journal index search using specific keywords based on predetermined inclusion and exclusion criteria (Moher et al., 2015). The selected papers were reviewed, coded, thematically organised and interpreted subject to keyword analysis (Rethlefsen et al., 2021) in studies related to the tourist's psychological and behavioural responses, the impact of the COVID-19 pandemic on the tourism sector and the COVID-19 response strategies to evoke positive outcomes for the tourism and travel industry.

A bibliometric analysis introduces new methodologies for COVID-19 research in the tourism sector. This method entails a quantitative analysis of publications to compile a citation analysis to show the impact of researchers on a specific research field. Literature related to the effects of COVID-19 on tourism destinations is analysed using a scientific computer-assisted statistical method to review the literature for identifying tourism impact patterns and uncovering emerging destination trends related to COVID-19. In this book, the impact of the COVID-19 pandemic on the tourism sector was conducted (Jiménez-García et al., 2020), where Scopus indexed

publications from the areas of business administration and social sciences were identified as having the most significant participation impact in the subject. Sentiment analysis (also known as opinion mining) is one of the most active fields of natural language processing (NLP) research (Liu, 2015). Automated sentiment analysis is used to extract public opinion from various sources (Kiritchenko et al., 2014), known as user-generated content (UGC). Tweets were analysed to capture the short and informal messages to understand the emotion behind the news related to sustainable tourism after COVID-19. Open Table is a quantitative platform to source data on global restaurant business response and recovery. This is an online restaurant booking platform and a subsidiary of [Booking.com](https://www.booking.com) that market charts and other reliable archival databases to track the recovery process of the restaurant sector from the COVID-19 impacts, which was segregated according to country, state/province/region and city.

1.6 Book and Chapter Outline

This book has five parts, including the introduction and background. Part I comprises one chapter focusing on COVID-19 and beyond, where the prospects for reshaping tourism are discussed through an overview of the themes addressed in this book. The implications of COVID-19 on tourism destinations are outlined in Part II, which consists of five chapters where the impact of COVID-19 on tourism destinations provides perspectives on future research directions, especially from a resilience and recovery perspective. A comprehensive discussion on innovations and resilience building amongst tourism operations during the pandemic is captured in Part III. Reference was made to creative COVID-19 innovations at destinations, the inadequate response by local governments to support tourism recovery, the psychological and economic effects triggered by restrictions and the resilience in response to the COVID-19 impacts surfaced as a tonic for the revival of the industry. Innovations in tourism operations are celebrated across seven chapters. Resilience and recovery of the tourism industry have become synonymous with safeguarding the sector in a post-COVID-19 era, evident in the five chapters discussed in Part IV. Recommendations are made on how we can reshape travel, tourism and hospitality in a post-COVID-19 industry under the new world order. Besides the optimism of recovery, the gains were again crippled in 2022 by the Ukraine-Russian war and tensions within the South China Sea. The book concludes with policy recommendations in Part V. The chapter on reshaping the travel, tourism and hospitality industry post-COVID-19 under the new world order proves a crystal ball view of how tourism will regain its place as a significant GDP contributor. The last chapter in this part focuses on the recovery challenges for the restaurant and hospitality industry amidst the Ukraine-Russia war and other global challenges. Economic recessions, conflict amongst nations and the monkeypox virus continue to hamper tourism recovery.

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Part II
COVID-19 and Its Implications
on Tourism Destinations

Chapter 2

Impact of COVID-19 on Tourism

Destination Resilience and Recovery: A Review of Future Research Directions



Rajat Gera and Alok Kumar

Abstract This chapter aims to categorise the results of empirical research in the published literature on the tourist's psychological and behavioural responses. This study also explores resilience and recovery actions undertaken by governments and businesses in response to COVID-19. This study analysed 39 articles selected for review using the systematic PRISMA approach. Two academic experts categorised the findings of the 39 empirical studies selected for this review article according to key stakeholders, including tourists, government and business owners. The selected papers were reviewed, coded, thematically organised and interpreted subject to keyword analysis. This study found that tourists' psychological responses, businesses' and government's collaboration, communication and innovation during the COVID-19 pandemic are essential for the survival, recovery and resilience of tourist destinations post-pandemic.

Keywords COVID-19 · Destination · Tourism · Recovery · Strategy · Resilience

2.1 Introduction

COVID-19's impact on the global tourism industry has been uniform worldwide, resulting in severe disruptions (Dube, 2022). COVID-19 had a tremendous economic impact on global tourism, with an estimated loss of US\$ 1.2 trillion in

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revenues from the export of tourism and 120 million direct tourism job losses (UNWTO, 2020). Many researchers noted that COVID-19 had a transformative impact on tourism and hospitality (Mair, 2020; Sigala, 2020; Novelli et al., 2018). Tourist destinations are often sensitive to crises, and scholars have investigated crisis management within the sector as a significant study theme (Cruz-Milan, 2016; Ghaderi et al., 2014). However, the impacts of the crisis on tourist destinations are complex, and various researchers have called for systematic studies to understand better the structural issues from a theoretic and practical viewpoint (Pappas & Papatheodorou, 2017; Samitas et al., 2018). Novelli et al. (2018) argued that a framework for crisis management in destination tourism validated by empirical research would be beneficial. The intersection of economic, political, sociocultural and psychological impacts of COVID-19 offers opportunities for the design and implementation of recovery and response strategies by practitioners and researchers (McKercher & Chon, 2004) so that resilience can be built for future crises (Hall et al., 2017). The fear of travelling induces coping strategies, safe travel behaviours and individuals' resilience (Zheng et al., 2021). To respond to the pandemic, tourists tended to choose destinations with few tourists and high sanitary conditions to respond to the pandemic (Dube, 2022). They prefer destinations with outdoor activities or nature-related activities and domestic destinations within their country of residence (Dube, 2021). According to Santos et al. (2020), tourists are now inclined to travel to destinations with few COVID-19 cases.

Evidence shows that the nature and degree of response and recovery to crisis-driven transformation by various stakeholders (e.g. tourists, tourism operators, governments and local communities) are not uniform. A review of their attitudinal, behavioural, emotional and cognitive responses to counter the adverse impact of COVID-19 could provide direction for the reshaping of destination tourism (Sigala 2020). However, empirical validation is required to scientifically establish the direction and magnitude of the impact of COVID-19 and the effective response and recovery measures adopted to support or refute general sentiments or purported beliefs about shocks such as the one imposed by diseases such as COVID-19 (Gursoy & Chi, 2020; Zhang et al., 2021).

Various scholars have called for interdisciplinary (Wen et al., 2019), multidisciplinary (Gössling et al., 2020; Hall et al., 2020) and anti-disciplinary (Sigala, 2019) research to foster critical thinking that forces re-evaluation of prevalent pre-assumptions and behaviours. An analysis of the knowledge on disasters in tourism destinations (Mair, 2015) suggests knowledge gaps in areas such as calamity and disaster management (Ritchie, 2008) and post-disaster rebound marketing (Walters & Mair, 2012). Recording and consolidating previous practices and learnings of crisis management in tourism can facilitate better insight and readiness for the future (Yeh, 2020).

This chapter aims to categorise tourists' psychological and behavioural responses to the pandemic and the tactics and strategies adopted by destination management businesses and governments to manage the COVID-19 crises and prepare for the so-called new normal. This study aims to contribute to tourism theory and practice by integrating the learning emerging from empirical research on major