

CRISIS MANAGEMENT, DESTINATION RECOVERY AND SUSTAINABILITY

Tourism at a Crossroads



JAMES KENNEL, PRIYAKRUSHNA MOHANTY, ANUKRATI SHARMA AND AZIZUL HASSAN

CRISIS MANAGEMENT, DESTINATION RECOVERY AND SUSTAINABILITY

The COVID-19 pandemic brought travel to a halt, and the global tourism industry has been one of the sectors hit hardest during the pandemic. This book looks at how the tourism industry can enhance its resilience and prepare for future crises more effectively.

The book provides insights into the economic, social, geopolitical and environmental implications of the COVID-19 pandemic on the tourism and hospitality industries and the responses in diverse international contexts. It highlights key concepts and includes cases with real-life applications. The book also discusses future research directions in a post-pandemic scenario.

This book will be an invaluable resource for practitioners in the areas of tourism and crisis management and for readers to compare and contrast tourism destination recovery and crisis management practices through different research methodologies and settings.

James Kennell is Reader in the School of Hospitality and Tourism Management at the University of Surrey in the United Kingdom.

Priykrushna Mohanty is Assistant Professor in the Department of Business Administration (Tourism), Christ University, Bengaluru, India.

Anukrati Sharma is Head and Associate Professor of the Department of Commerce and Management, University of Kota, Kota, Rajasthan, India.

Azizul Hassan is a member of the Tourism Consultants Network of the UK Tourism Society.



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

CRISIS MANAGEMENT, DESTINATION RECOVERY AND SUSTAINABILITY

Tourism at a Crossroads

*Edited by James Kennell, Priyakrushna
Mohanty, Anukrati Sharma and Azizul Hassan*

Designed cover image: Getty Images

First published 2023

by Routledge

4 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

and by Routledge

605 Third Avenue, New York, NY 10158

Routledge is an imprint of the Taylor & Francis Group, an informa business

© 2023 selection and editorial matter, James Kennell, Priyakrushna Mohanty, Anukrati Sharma and Azizul Hassan; individual chapters, the contributors

The right of James Kennell, Priyakrushna Mohanty, Anukrati Sharma and Azizul Hassan to be identified as the authors of the editorial material, and of the authors for their individual chapters, has been asserted in accordance with sections 77 and 78 of the Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this book may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Trademark notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-032-28234-3 (hbk)

ISBN: 978-1-032-28235-0 (pbk)

ISBN: 978-1-003-29583-9 (ebk)

DOI: 10.4324/9781003295839

Typeset in Bembo

by Apex CoVantage, LLC

CONTENTS

<i>List of figures</i>	<i>viii</i>
<i>List of tables</i>	<i>ix</i>
<i>Editor biographies</i>	<i>xi</i>
<i>Contributor biographies</i>	<i>xiii</i>
<i>Preface</i>	<i>xxiv</i>
<i>Acknowledgements</i>	<i>xxv</i>
Introduction: Tourism at a crossroads <i>James Kennell, Priyakrushna Mohanty, Anukrati Sharma and Azizul Hassan</i>	1
SECTION 1	
Key concepts	9
1 Tourism at a crossroads – ignoring, adopting, or embracing alternative pathways for more sustainable post-pandemic tourism development <i>Miroslav D. Vujičić, Uglješa Stankov and Đorđije A. Vasiljević</i>	11
2 Crisis management: Managing tourism in the face of adversity <i>Peter Vlachos</i>	22
3 Destination recovery: Recovery of the post-pandemic tourism destination economy <i>Charles Bladen and Carol Callinan</i>	31

vi Contents

4	Sustainability and destination recovery: Alternatives to overcome the crossroads of the pandemic crisis <i>Francisco Ant3nio dos Anjos, Sara Joana Gadotti dos Anjos and Vitor Roslindo Kuhn</i>	45
SECTION 2		
Case studies		55
5	Inducing domestic tourism through <i>stokvels</i> in South Africa: Post-COVID-19 tourism recovery in the global South <i>Unathi Sonwabile Henama, Lwazi Apleni, Madiseng Messiah Phori, Petrus Mfanampela Maphanga, Simiso Lindokuhle Mabaso and Xolile Dlamini-Mnisi</i>	57
6	Innovative marketing strategies during tourism recovery in the post-COVID-19 period in Nigeria <i>Shuaibu Chiroma Hassan</i>	67
7	The COVID-19 pandemic and risk analysis in tourism destinations: Insights from Queen of Hills ‘Mussoorie’ <i>Neha Mishra and Anindya J. Mishra</i>	77
8	Searching for a break from the drudgery of daily din: Analysing millennials’ quest for spirituality and well-being during the COVID-19 pandemic <i>Manpreet Arora and Roshan Lal Sharma</i>	86
9	Turkey’s tourism recovery process during COVID-19: Policy, planning and management <i>Kübra Cihangir-Çamur, Emine Cihangir and Mehmet Şeremet</i>	97
10	Restore, reorient, and reinvigorate: A localisation and sensemaking approach to crisis recovery <i>Isabella Qing Ye and Mireia Guix</i>	112
11	Building trust among tourists in the post-COVID-19 period: The role of external quality certifications <i>Thais González-Torres, José-Luis Rodríguez-Sánchez and Eva Pelechano-Barahona</i>	125
12	Judging the resilience of online learning for hospitality courses during COVID-19 <i>Rekha Maitra and Shantanu Jain</i>	137

13	The use of food delivery applications in the restaurant industry during the COVID-19 crisis: Consumers' perspectives <i>Gonçalo Barbosa, Jaime Coelho, Marta Fernandes and Makhabbat Ramazanova</i>	150
14	The COVID-19 pandemic and (re)considerations of occupational stress in New York City's hospitality industry <i>Lauren A. Siegel</i>	161
15	Community-based tourism as a post-COVID-19 development strategy in agricultural communities <i>Rolando Torres Aguilera, Erick Sergio Andrés Rodríguez, Oswaldo Muñoz Rubio and María Angélica Rojas Bernal</i>	171
16	Recovery of hotel occupancy using risk management of supply chains in the COVID-19 pandemic context at the US–Mexico border <i>Jesús Amparo López-Vizcarra, Jorge Carlos Morgan-Medina and Adriana Guillermina Ríos-Vázquez</i>	183
17	Virtual tourism and digital communication in the context of the post-pandemic scenario <i>Bruno Barbosa Sousa, Carla Sousa Martins, Ana Carvalho Ferreira and Catarina Silva Pereira</i>	197
18	COVID-19 and changing realities in the food & beverage sector: Exhibiting the Indian chefs' perspective <i>Anubha Mahender Singh, Priyakrushna Mohanty, Sarah Hussain and Mahender Reddy Gavinolla</i>	206
	<i>Index</i>	217

FIGURES

1.1	Main characteristics of scenarios for the inclusion of alternative approaches to tourism devolvement	14
2.1	Eight phases of disaster and crisis management	26
3.1	Interaction between destination and tourist factors	40
8.1	Word cloud 1: Keyword searched, '#millennials'	89
8.2	Word cloud 2: Keywords searched, 'travel and spirituality'	89
8.3	Word cloud 3: Keywords searched, 'travel and COVID-19'	92
9.1	Literature survey: Number of publications on tourism crises and the recovery processes (January–February 2022)	99
9.2	The effects of crises on the number of annual tourist arrivals (1989–2021)	103
10.1	The 3Rs framework – restore, reorient and reinvigorate	116
10.2	Binna Burra Lodge recovery using the 3Rs framework	117
12.1	Descriptive model depicting suggested priority levels during online classes	140
13.1	Reasons to feel insecure when ordering online	158
13.2	Delivery concerns	158
16.1	The TSDR	185
16.2	Hotel interview results	191
16.3	Tourist perceptions of violence and insecurity	192
16.4	The influence of media and news reports on tourist decisions	192

TABLES

3.1	Key factors related to tourists and stakeholders in relation to nudge-marketing messages	38
9.1	Tourism data of Turkey after 1980 and its place in the economy	102
9.2	Chronological analysis of the crises affecting the tourism sector (1980–2021)	102
9.3	Distribution of foreigners arriving in Turkey by years (2002–2021)	103
9.4	Incentives and measures implemented for the sustainability and revival of the tourism sector during the COVID-19 pandemic process	104
11.1	Stages of the case study approach	128
12.1	Demographic classification	141
12.2	Gender classification	142
12.3	Familiarity with online sessions	142
12.4	Preferences for online vs. classroom sessions	142
12.5	Parameters of preference for online classes	143
12.6	Preferences for classroom teaching	143
12.7	Problems faced in online sessions	144
12.8	Summary of factor analysis results	145
12.9	Summary of T-test- faculty perception	145
12.10	Summary of analysis of variance (ANOVA)	146
13.1	Social demographic data	155
13.2	Advantages and disadvantages of home delivery applications	157
14.1	Timeline of events affecting the New York City restaurant industry in the wake of the COVID-19 pandemic	165
15.1	Innovation level rankings	175
15.2	Preferred day of the week	175
15.3	Perceived value by travel agencies	176
15.4	Sum of the number of tourists that each travel agency can sell	176

x Tables

15.5	Tour preferred by the interviewed travel agencies	176
15.6	Value of the touristic product	178
15.7	Estimated annual income according to tourist product	178
15.8	Structure of cost per tour	179
15.9	Expense structure	179
15.10	Payroll structure	179
15.11	Cash flow	180
18.1	Sample of chefs	210

EDITOR BIOGRAPHIES

Azizul Hassan is a member of the Tourism Consultants Network of the UK Tourism Society. Dr Hassan has been working for the tourism industry as a consultant, academic and researcher for over 20 years. His research interest areas are technology-supported marketing for tourism and hospitality, immersive technology applications in the tourism and hospitality industry, and technology-influenced marketing suggestions for the sustainable tourism and hospitality industry in developing countries. Dr Hassan has authored over 150 articles and book chapters in leading tourism outlets. He is also part of the editorial team of 25 book projects from Routledge, Springer, CAB International and Emerald Group Publishing Limited. He is a regular reviewer of a number of international journals.

James Kennell is Reader in the School of Hospitality and Tourism Management at the University of Surrey in the United Kingdom. He carries out research on a range of issues in events, tourism and hospitality, with a specific focus on how politics and policy affect the governance of these industries. He has published a number of articles, book chapters and other papers on these topics and is a co-author of the core undergraduate textbook *Events Management: An Introduction* (Routledge). James is a regular contributor to a range of media and has been interviewed for BBC News, BBC Radio 4, The Guardian, China Daily and other outlets.

Priyakrushna Mohanty is Assistant Professor in the Department of Business Administration (Tourism), Christ University, Bengaluru, India. He is also U.G.C. Senior Research Fellow at the Department of Tourism Studies, Pondicherry University, India. He is an awardee of the prestigious Travel Corporation (India) Gold Medal for his outstanding performance in the Master's Degree in Tourism Studies programme at Pondicherry University. He also holds a Master's Degree in Commerce along with three PG Diploma Degrees in Rural Development, Research

Methodology and Teaching Skills. He served the Indian Railway Catering and Tourism Corporation, Ltd., for two years, after which he was recruited to be a guest faculty member in the Department of Tourism Studies, Pondicherry University. He has published more than 15 articles and chapters in both international and national journals and edited books. Dr Mohanty is passionate about the academic areas of tourism sustainability, sustainable livelihood, technology and tourism, along with gender issues in tourism development.

Anukrati Sharma is Head and Associate Professor of the Department of Commerce and Management, University of Kota, Kota, Rajasthan, India. She is Director of the Skill Development Centre of the same university. She is also Dean (Honorary) of two faculties, Tourism and Hospitality and Aviation and Aerospace, at Rajasthan Skill University (a Government State University) in Jaipur. Her doctorate from the University of Rajasthan is in Tourism Marketing, and she completed her dissertation research focused on the progress and prospects of tourism in Rajasthan. She has two postgraduate degree specialties – one in International Business (Master of International Business) and the other in Business Administration (Master of Commerce). Her special interest areas are tourism, tourism marketing, strategic management and international business management. A member of 17 professional bodies, she has attended a number of national and international conferences and presented 45 papers. She has been invited to talks, lectures and panel discussions in different countries, such as Sri Lanka, Nepal and Turkey. Dr Sharma handles training sessions at the Rajasthan Police Academy, Jaipur, on such topics as change management, communication skills, gender discrimination, and personality development.

CONTRIBUTOR BIOGRAPHIES

Lwazi Apleni is Lecturer at the University of Zululand's Department of Recreation & Tourism. He is responsible for teaching and learning at both the undergraduate and postgraduate levels. His other duties include research, university service and community engagement. He received his Junior Degree (Tourism Management) at WSU in 2011. He also holds a master's degree in Management Sciences (cum laude) obtained from the University of Science & Technology Beijing in China. Lwazi is currently reading his PhD at the University of Johannesburg. In his PhD, Lwazi diagnoses 'Sustainable Local Economic Development (LED) through Tourism in Selected Eastern Cape District Municipalities'. As someone who is currently occupying academic territory, Lwazi was named Emerging Researcher of the Year at the Annual UniZulu's Vice-Chancellor Academic Excellence Awards. Additionally, from 2013 to the present, he has contributed 19 manuscripts on approved scholarly platforms (one policy brief, 11 journal articles and seven book chapter articles).

Manpreet Arora is Senior Assistant Professor of Management in the School of Commerce and Management Studies, Central University of Himachal Pradesh Dharamshala, India. With around 20 years of teaching experience, she has varied areas of interest. She is a gold medalist at the undergraduate level and a distinction holder at the postgraduate level. Her areas of research interest include accounting and finance, strategic management, entrepreneurship, qualitative research, case study development, communication skills and microfinance. She has been guiding research at the doctoral level. Having published more than 25 papers in various journals of national and international repute (including SCOPUS, WOS and Category Journals), she has also worked as content developer of MHRD '*e-PG Pathshala*' Project and OER's for IGNOU. She has written 30 book chapters in national as well as international books, handbooks and volumes published with

xiv Contributor biographies

Routledge, CABI, Apple Academic Press, IGI, Taylor and Francis and Springer Nature, among others. With four edited books in her credit, she is a persistent researcher in the field of management.

Gonçalo Barbosa is a first-cycle tourism student at the Universidade Portuguesa Infante D. Henrique. Professionally, he has experience in catering in one of the most popular tourist spots in Portugal, Ribeira do Porto, where he stayed for more than three months. He is currently a student representative for the tourism course as well as a member of the student council of the Department of Tourism, Heritage and Culture.

Charles Bladen has dedicated his 35-year career to the consumer experience industries, graduating with a degree in Hospitality Management, Marketing and Education. Since 1987, he has successfully performed in operational and management roles in hospitality, tourism, events, services and digital marketing organisations, mainly with responsibility for a variety of projects and international brands. Charles has designed, delivered and managed training, education and professional development programmes, as well as supervising research projects at undergraduate and postgraduate levels both in the UK and internationally in Europe, Asia and the USA. Regarded as an expert in experience design and experiential learning, Charles also publishes in a variety of leading journals and professional contexts and is lead author of the bestselling book 'Events Management: An Introduction', published by Routledge. He is also regarded as a specialist in the application of business simulations and other digital technologies. In addition to his professional and scholarly activities, Charles is a campaigner for a better understanding of neurodiversity in professional settings and is an artist and poet.

Carol Callinan is a psychologist and education specialist with 18 years' experience in applied research and higher education. Her work explores constructivism, social constructionism, knowing and knowledge growth. Her focus on developing an appreciation of multimodal communication, particularly non-verbal modes, and the influence that this has for understanding engagement, learning and interaction contribute to a more holistic appreciation of lived experiences. She is particularly interested in the application of this work to industry. Carol leads a programme that draws together psychology and education and supervises research projects in a number of areas at both undergraduate and postgraduate levels. Carol has developed and delivered educational programmes and training that explore inclusion, diversity and special educational needs and disability and is widely published.

Emine Cihangir is an academic in the Tourism Department at Van Yuzuncu Yil in Turkey. In addition to her Bachelors and Masters degrees, she has a PhD in Corporate Professional Management from Marmara University in Istanbul. She has professional experience in hotel management and has published papers on several aspects of tourism in Turkey.

Kübra Cihangir-Çamur is Associate Professor in the Urban and Planning Department at the Gazi University of Ankara. She has publication experience in the structure of tourism entrepreneurship and the planning of tourist destinations (e.g., Bodrum).

Jaime Coelho is a first-cycle tourism student at the Universidade Portucalense Infante D. Henrique.

Xolile Dlamini-Mnisi has been a lecturer at the Tshwane University of Technology, Mbombela Campus, for the past 9 years. She is currently the coordinator for the Adventure Tourism Management course, and she lectures in adventure leadership and adventure operations subjects. She has a Masters in Tourism and Hospitality, a degree in Adventure Tourism and is currently pursuing her PhD study in tourism and curriculum development. She has attended several conferences and presented papers nationally as well as at international conferences. She has co-authored a few articles with colleagues and is also a reviewer with the journal of hospitality and tourism. Her main passion is learning and teaching.

Francisco Antônio dos Anjos is Professor at the University of Vale do Itajaí, Brazil. He is coordinator of the Graduate Program (Master's and Doctorate) in Tourism and Hospitality at UNIVALI and President of the National Association for Research and Graduate Studies in Tourism. He works in the field of tourism where he develops research with funding from CAPES, FAPESC and CNPq. He leads the research group PLAGET-Planning and Management of Tourist Space. He participates in the scientific boards of several scientific tourism journals. From 2017 to 2018, he served as Assistant Secretary of Tourism, Culture and Sport of the State of Santa Catarina Brazil. He coordinates the Iguassu International Tourism Forum.

Sara Joana Gadotti dos Anjos is Professor of the Postgraduate Masters and Doctoral Program in Tourism and Hospitality at the University of Vale do Itajaí, Brazil. She was Editor of the *Revista Brasileira de Pesquisa em Turismo – RBTur* (2012–2017). Sara is Regional Editor for South America of the *Journal of Hospitality and Tourism Insights*, a member of the editorial board of the *Journal of Destination Marketing & Management*, *Revista de Cultura e Turismo – Cultur*, *Tourism Vision and Action* and *Applied Tourism*. She is Regional Vice President of the South America International Tourism Studies Association. Her research interests include innovation, motivation, human resources, tourist behaviour, management of destination excellence, hotel management and quality service.

Marta Fernandes is a first-cycle tourism student at the Universidade Portucalense Infante D. Henrique. She had a short experience working in event management and worked as a server at a coffee shop.

Ana Carvalho Ferreira is a master's student in Tourism Management at the IPCA's Higher School of Hospitality and Tourism (in Barcelos, Portugal). Her main lines

of research are tourism management, tourism marketing and virtual tourism. She has completed advanced studies in tourism management.

Mahender Reddy Gavinolla is Assistant Professor at the National Institute of Tourism and Hospitality Management, India, and guest lecturer at Vidzeme University of Applied Sciences, Latvia. His research area includes sustainable tourism and heritage management.

Mireia Guix is a lecturer in tourism at the University of Queensland, Australia. She has consulted for the United Nations Environment Programme, the European Commission, the Inter-American Development Bank and national tourism government agencies, such as VisitScotland and the Catalan Tourism Board. She collaborates worldwide in sustainable destination planning projects, cooperation projects and event management. Her research focuses on corporate social responsibility, sustainability accounting and communication for the hospitality and tourism sectors. She has experience in teaching responsible tourism and sustainability-related topics at several universities.

Shuaibu Chiroma Hassan is Senior Lecturer in Isa Kaita College of Education, Dutsinma, Nigeria. He has an MSc in International Tourism and Hospitality Management from the University of Bedfordshire, a Higher National Diploma and National Diploma in Catering and Hotel Management and a Postgraduate Diploma in Education. He is a Fellow and Member at the Institute of Management Consultants (Nigeria), a member of the World Tourism Network and a member of the National Association for Technical and Vocational Educators (Nigeria). His areas of interest include heritage tourism, tourism marketing, event management, food and nutrition, hospitality management and the history of cultural heritage, amongst others. He has written journal articles, conference papers and book chapters on these subjects and reviews for conferences/journals.

Unathi Sonwabile Henama is Senior Lecturer in the Department of Tourism and Event Management at the Central University of Technology in Bloemfontein. He had formerly lectured at the Tshwane University of Technology in Pretoria. He has a PhD from Mid Sweden University and a Master's from the University of the Free State. He has written numerous articles and presented research papers at both local and international conferences. He is the leading tourism commentator in South Africa and is regarded as an authority on tourism matters. His views are highly sought after by TV, print and online news outlets.

Sarah Hussain is the Head and Associate Professor, Department of Tourism and Hospitality Management, Jamia Millia Islamia (A Central University) in New Delhi, India. She holds a PhD degree in hospitality. Previously, she served as the Principal of Banarsidas Chandiwala Institute of Hotel Management & Catering Technology, New Delhi. She has chaired the India International Hotel, Travel &

Tourism Conference (2019) and co-chaired the International Conference on Transformational Tourism (2020). She brings immense experience in imparting hospitality education and is considered an authority in hospitality management (Rooms Division Management, Revenue Management, Research Methodology, Hospitality Marketing & Sales, and Business Communication).

Shantanu Jain completed his graduate studies (B.Sc. H&HA) from the Institute of Hotel Management, Bhopal & post-graduate studies from (M.Sc. HA) from the National Council for Hotel Management & Catering Technology, Noida, where he was awarded 3rd in Academic Excellence for 2017–18 & 2018–19. Research is Shantanu's passion, and he has 21 papers & 5 book chapters published in UGC Care, International & National journals & conferences. He has also been invited to 7 webinars as a guest speaker. At present, he is pursuing his 2nd post-graduate qualification in travel and tourism management (MTTM) from IGNOU and is currently employed with the Institute of Hotel Management, Hyderabad as an assistant lecturer. Shantanu loves collecting die-casts and enjoys progressive music.

Vitor Roslindo Kuhn is a professor of Gastronomy at Universidade do Sul de Santa Catarina, Brazil. He has experience in the field of tourism, with an emphasis on gastronomy, working mainly on the following topics: confectionery, lodging, American pasta, dietary restrictions and multiple regression.

Roshan Lal Sharma is Professor in the Department of English at the Central University of Himachal Pradesh, Dharamshala, Himachal Pradesh (India). He has been a Senior Fulbright Fellow at the University of Wisconsin–Madison (USA) and an Honorary Fellow at the Institute for Research in the Humanities (IRH) at UW–Madison from 2007–08. He has authored *Raja Rao's Shorter Fiction* and *Walt Whitman – A Critical Evaluation*; co-authored *Som P. Ranchan: Dialogue Epic in Indian English Poetry* (Pencraft International, 2012); and co-edited *Mapping Diaspora Identities: India and Beyond*, and *Communication, Entrepreneurship and Finance: Renegotiating Diverse Perspectives* (2018), and *Envisioning Effective Management Communication* (2019), and *Communication Perspectives in Modern Businesses*. He has more than seventy-five published papers and book chapters to his credit on mystical poetry, Indian Writing in English, comparative literature, literary and cultural theory, folk theatre, and diverse dimensions of communication. He is a member of the editorial board of the *Review of International American Studies* (RIAS), a peer-reviewed international journal.

Jesús Amparo López-Vizcarra majored in Tourism at the Autonomous University of Baja California (UABC, Tijuana, Mexico), with a Master's Degree in Education. She has been a professor at the School of Tourism and Marketing at the Autonomous University of Baja California, Tijuana campus, Mexico, for the last 15 years.

Simiso Lindokuhle Mabaso is a lecturer at the Durban University of Technology in the Department of Ecotourism, Riverside Campus. His duties include

lecturing Ecotourism Development, Ecotourism Management to the Diploma and Advanced Diploma students. He is involved in curriculum development and community engagement. He previously worked for TUT, UKZN and Durban Tourism. Some of his duties at Durban Tourism include assisting emerging tourism entrepreneurs within the Durban jurisdiction area by providing guidelines in terms of business registration, advising them on the right platforms, marketing their businesses for Durban tourism and creating promotional material to promote their businesses. Gathering information on major tourism activities in Durban for compiling the promotional guide for Durban to present Durban as a prime destination, making sure that promotional guides are available across the country and international through partnerships with South African embassies across the world, South African Tourism and Tourism KwaZulu Natal, to make sure that Durban is well presented across the world. Presented at two international conferences and published papers from those presentations.

Petrus Mfanampela Maphanga is Tourism Technical Assistant within the Department of Tourism Management at Tshwane University of Technology, South Africa. He holds a Master of Management Sciences. He has co-published articles and book chapters published by Emerald Publisher in 2020 and Taylor and Francis Group Publisher in 2020. He is currently pursuing doctoral studies in Tourism from Tshwane University of Technology, South Africa. His research focuses on sustainable tourism development and cultural tourism, as well as rural tourism.

Rekha Maitra is employed with DAV Centenary College, Faridabad, as Associate Professor in the Department of Travel and Tourism Management. She worked with Jai Hind College, Mumbai, as an adjunct professor. Rekha has 18 years of teaching experience in the hospitality and tourism industries. Her area of expertise is house-keeping, front office, & tourism. She has made 19 publications in journals, books and magazines. She received the Indian Hospitality Congress's Aspiring Researcher of Tourism and Hospitality 2014 Award. She was on the editorial board of ARC, International Journal of Research in Tourism and Hospitality (IJRTH) and Asian Mirror International research journals. She was associated with Tata McGraw Hill Publications, Oxford Publications, and Sage Publications as a book reviewer.

Carla Sousa Martins has a Master's in Tourism Management from the IPCA's higher school of hospitality and tourism (in Barcelos, Portugal). Their main lines of research are tourism management, tourism marketing and virtual tourism. She also has advanced studies in hotel management and she is a PhD student.

Anindya J. Mishra is a full professor of sociology at the Indian Institute of Technology, Roorkee, India. His research interests include social gerontology, sociology of health and sociology of work. He has to his credit about 30 papers in reputable national and international journals, in addition to contributing significantly to

various anthologies/conferences. Currently, he is also engaging in a project sponsored by the ICSSR.

Neha Mishra is pursuing her Ph.D. in Sociology from the Indian Institute of Technology Roorkee, India, and has completed her master's in Sociology from Jawaharlal Nehru University, New Delhi. Her broader area of research is social sustainability, tourism and risk analysis. As a Ph.D. research scholar, she has participated significantly in various conferences and seminars. She has also contributed chapters in books and communicated papers to reputable journals related to her field.

Jorge Carlos Morgan-Medina majored in Tourism at the UABC (Mexico). Made a postgraduate in Planning and Managing of Tourist Space (University of Alicante, Spain) and another in Sustainable Human Development (Central European University, Hungary). Has a Master's Degree in Public Management of Tourism, Sustainability and Competitiveness (International University of Andalusia, Spain) and an Advanced Studies Diploma (University of Barcelona, Spain). Has a Ph.D. in Territorial Planning and Regional Development (University of Barcelona, Spain). Has been a professor at the UABC for the past 25 years; national and international lecturer and keynote speaker; visiting professor; author of journal articles, books and chapters.

Oswaldo Muñoz Rubio has a master's in information technologies management from the Instituto Tecnológico y de Estudios Superiores de Monterrey – México. He is a specialist in Educational Management, Institución Universitaria Politécnico Grancolombiano – Colombia and a University Specialist in Integration of Information Technologies in Organizations, Universidad Politécnica de Valencia – España. He was a telecommunication engineer at the Universidad Santo Tomas – Colombia, a professional in Business Management at the Universidad Industrial de Santander – Colombia, and a research teacher on the research seedbed of education and tourism at Via Investigations, Corporación Universitaria Minuto de Dios.

Eva Pelechano-Barahona has a PhD degree in Business Administration, and she is a professor in the Department of Economics and Business (Administration, Management and Organization) of the Rey Juan Carlos University. Her research interests are part of strategic management of the company in particular: knowledge management, intellectual capital, inter-organisational networks and strategic management of technology and innovation. Eva's research activities include numerous publications in national and international scientific journals. Some of these journals are included in the Journal Citation Reports or indexed in prestige databases as Technological Forecasting and Social Change, International Journal of Technology Management, Interscience, Innovar, Cuadernos de Economía y Dirección de la Empresa, Revista Europea de Dirección y Economía

xx Contributor biographies

de la Empresa, Journal ESIC -Market, Journal of Intellectual Capital and The Journal of High Technology Management Research.

Catarina Silva Pereira is a master's student in tourism management at IPCA's higher school of hospitality and tourism in Barcelos, Portugal. Her main lines of research are tourism management, tourism marketing and virtual tourism. She has completed advanced studies in hotel management.

Madiseng Messiah Phori is a tourism lecturer in the Department of Tourism Management at Tshwane University of Technology in South Africa. He holds a Master of Management Sciences, specialising in Hospitality and Tourism, from Durban University of Technology in Kwa-Zulu Natal, South Africa. He is currently in his final year completing doctoral studies in Tourism from Tshwane University of Technology. His research focuses include community-based tourism, sustainable tourism development, heritage and cultural tourism, rural tourism, and safety and security in tourism.

Dr. Makhabbat Ramazanova is Assistant Professor at the Department of Tourism, Heritage and Culture and a researcher at the REMIT-Research on Economics, Management, and Information Technologies of Portucalense University, Portugal. Her main research interests are sustainable tourism, tourism and water, ICT in tourism, and tourism planning and development. She has published in international journals such as International Journal of Tourism Cities, Tourism and Hospitality Management, European Journal of Tourism Research, Tourism Planning and Development, Journal of Tourism Development, in book chapters Routledge, IGI Global, Springer and in several international and national conference book proceedings.

Adriana Guillermina Ríos-Vázquez majored in Tourism and in Law (Autonomous University of Baja California, Mexico). She has a master's degree in Marketing (Autonomous University of Aguascalientes, Mexico) and a Ph.D. In Global Development Studies (UABC, Mexico). She also has a postgraduate qualification in Mexico-United States Studies (El Colegio de la Frontera Norte, Mexico) and worked as an officer of Mexico's Ministry of Foreign Affairs for more than 17 years. She has been a professor-researcher at UABC for the past 22 years, where she has been a lecturer and co-author of articles, books and chapters. Her research interests are in: Social Sciences, International Relations and Cooperation, Security and Transborder Global Dynamics, Public International Law, Tourism and Marketing.

Erick Sergio Andrés Rodríguez is a Tourism and Hotel Business Manager from the Corporación Universitaria Minuto de Dios Uniminuto, and Researcher from the Education and Tourism Seedbed Research Route that belongs to the research group of Science, Environment and Sustainable Ecological Tourism-CAYTES.

José-Luis Rodríguez-Sánchez, Ph.D. is Lecturer in Business Administration and Organization at Rey Juan Carlos University, Madrid (Spain). His research interests include strategic alliances, cooperative agreements, mergers and acquisitions, and human resources management. His research has been published in the *International Journal of Hospitality Management*, *Finance Research Letters*, the *International Journal of Environmental Research and Public Health*, the *International Journal of Manpower*, the *Journal of Organizational Change Management* and *Frontiers in Psychology*, among other journals.

María Angélica Rojas Bernal is Magister in Education, Pontificia Universidad Javeriana and Specialist in the development of pedagogy and creativity at the Francisco José de Caldas District University, as well as Tourism and Hotel Administrator at the National Unified Corporation of Higher Education. She is Research Professor of the research group Science, Environment and Sustainable Ecological Tourism (CAYTES) of the Minuto de Dios Uniminuto University Corporation.

Mehmet Şeremet's academic background includes both bachelor's and master's degrees in Geography from Turkey and also a PhD from Plymouth University in the UK. His current post is that of Associate Professor in Geography at Van Yuzuncu Yil University in Turkey. He has published several papers in UK-oriented journals, including *JGHE*, *IRGEE* and *Geography*.

Lauren A. Siegel is Lecturer at the University of Greenwich in the United Kingdom. She has previously completed her PhD at the University of Surrey in the UK and her master's from the Hong Kong Polytechnic University. Her research focuses on behavioural science, peer influence and the use of technology for socially sustainable practices. She originally hails from the United States, which you can easily tell from her accent.

Anubha Mahender Singh is a research scholar in the Department of Tourism and Hospitality Management, Jamia Millia Islamia (a Central University), in New Delhi, India. She had previously worked in the capacity of Lecturer at the National Institute of Tourism and Hospitality Management. She has taught food production courses at the collegiate level and specialises in Continental cuisine. Her area of research is food tourism and gastronomy tourism. She is the corresponding author of the article.

Bruno Barbosa Sousa is a professor at the Polytechnic Institute of Cavado and Ave (IPCA, Portugal) and Head of the Master Program – Tourism Management – PhD Marketing and Strategy. He is a CiTUR research member. He is author or co-author of several papers and his research interests include tourism management, marketing and strategy. He serves on the editorial board of several peer-reviewed scientific journals and is an ad hoc reviewer of several peer-reviewed scientific

xxii Contributor biographies

journals. Member of the scientific committee of several national and international congresses and conferences.

Uglješa Stankov is Full Professor in the Department of Geography, Tourism and Hotel Management, Faculty of Sciences, University of Novi Sad. His main research areas are the strategic role of information technology in tourism and mindful tourist experiences. He actively cooperates with researchers and professional organisations from around the world and participates in several international projects. He has published more than 160 scientific papers and four books.

Thais González-Torres, Ph.D. is Lecturer in Business Administration and Organization at Rey Juan Carlos University, Madrid (Spain). Within the field of business and management, her lines of research range from interorganisational relationships to innovation in services and entrepreneurship, among others. She has published articles in prestigious academic journals in Business, Management, Hospitality and Tourism, and Education, highlighting the International Journal of Hospitality Management, Hospitality & Society, Tourism Review International, Finance Research Letters, and International Journal of Environmental Research and Public Health.

Rolando Torres Aguilera is Administrator of Tourism and Hotel Businesses at the Corporación Universitaria Minuto de Dios Uniminuto, Technologist in Tourism Guidance National Learning Service SENA, Specialist in design of tourism projects, Researcher of the Education and Tourism Seedbed Research Route, and a member of the research group Science, Environment and Sustainable Ecological Tourism-CAYTES. He is the CEO of the Worldwide Travelers Networks, SAS Travel Agency, and a member of the Executive Board of the Tourism Sector Council.

Dordije A. Vasiljević is Associate Professor at the University of Novi Sad, Faculty of Sciences. His research interests are in geoconservation, geoheritage, geodiversity, geotourism and geoparks.

Peter Vlachos (BA, Toronto; MA, Toronto; MBA, East London; PhD, Greenwich) is Principal Lecturer in Marketing, Events, and Tourism at the University of Greenwich, UK, where he oversees the international portfolio for tourism, hospitality and marketing studies. His chief research interests are in place identity, urban and regional development, and the 'experience economy'. Peter's observations on the London 2012 Olympics were widely reported in the international press. His recent and forthcoming publications include gastronomic tourism in Albania, the professionalisation of the live events industry in Greece, and marketing ethics in music festivals. He reviews for journals including *Enlightening Tourism. A Pathmaking Journal*, *Urban Design International*, *International Journal of Tourism Cities*, and *International Journal of the Sociology of Leisure*.

Miroslav D. Vujičić is an associate professor at the University of Novi Sad, Faculty of Sciences. He is the main evaluator for impact assessment of the European Capital of Culture Novi Sad 2022. His main field of interest is decision-making processes, project management, product development, and cultural tourism, and he has proficiency in data gathering, analysis and interpretation of mathematical and statistical methods. He has published 36 research papers in Scopus-indexed journals and has more than 486 citations in the Scopus database. Programme Leader, PhD in Management and Business (Tourism). RVP for Eastern Europe in the ITSA Network. Departmental deputy head for international projects and student and staff mobility. A member of the Department Accreditation team, he has experience in creating study programs and managing quality assurance. He is an experienced project manager, as he participated in more than 20 international projects (H2020, Erasmus+, COSME, IPA INTERREG, COST, RCC and others).

Isabella Qing Ye is a lecturer in tourism & events at the University of Greenwich, UK. Her research and teaching predominantly focus on tourist behaviours and interpretation, geographies of cultural landscape, sustainable tourism, and critical studies in tourism and hospitality. She is a member of the Council of Hospitality Management Education (CHME) and the Association for Tourism in Higher Education (ATHE), as well as an expert panel member on the Binna Burra Foundation, Australia.

PREFACE

This book was conceived in the teeth of the global COVID-19 pandemic. The last two years have seen a predictable explosion in research into the impacts of the pandemic on the tourism and hospitality industries, much of it speculative or based on forecasting. Now, as initial waves of the pandemic abate and we benefit from vaccines, antiviral drugs and the bitter experience of managing a health crisis, is a useful time to reflect on how destinations, businesses and communities around the world coped with COVID-19. We hope that this book, through its combination of introductory chapters that set out the key concepts necessary for ‘bouncing-back’ in the post-pandemic recovery period and its broad range of international case studies from Asia, Europe, Australasia and North and South America, offers some practical insights of value to researchers, students and managers in the tourism and hospitality industries. As a team of editors, we are incredibly grateful to the editorial and production teams at Routledge for supporting this project. In particular, we thank Yong Ling Lam and Kendrick Loo for their guidance and patience as the book came together.

ACKNOWLEDGEMENTS

James Kennell

For my daughters, Lyra, Aphra and Evelyn.

Priyakrushna Mohanty

To the late Sephali Ma'am for teaching me English and life!

Anukrati Sharma

I would like to thank Lord Sai Baba for his blessings. I would like to thank my parents, Prof. J.P.N. Sharma and Mrs. Rekha Sharma for their unconditional support. I am thankful to the University of Kota, especially my team of faculty and students of the Department of Commerce and Management of the University of Kota, Rajasthan, India. I am thankful to my lovely daughter Viddushi Choudhary for all her love and support.

Azizul Hassan

I am thankful to my wife Sharmin and my boys Ehan and Rehan.



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

INTRODUCTION

Tourism at a crossroads

*James Kennell, Priyakrushna Mohanty,
Anukrati Sharma and Azizul Hassan*

Introduction

The impact of the COVID-19 pandemic on the global tourism and hospitality industries has been profound (Sharma et al., 2022; Sigala, 2020). Not since the terrorist attacks in New York in September 2011 have we seen global travel impacts as wide-ranging and as severe. Tourism and hospitality have shown incredible resilience in the past, with international arrivals recovering quickly after crises and periods of restructuring and diversification providing opportunities for entrepreneurship, product development and the emergence of new destinations (Beirman, 2021). The COVID-19 pandemic, however, is proving longer-lasting than the previous period of crisis. After emerging in China in late 2019, the virus has spread to every corner of the globe, but it has been experienced differently in different destinations. Some countries adopted severe lockdowns, while others took a more laissez-faire approach, at least initially (Cheng et al., 2022). Vaccines and other medical interventions that can prevent or mitigate the impacts of the pandemic have also been unequally distributed. National interests and corporate power have undermined the potential for a truly global approach to the pandemic, with vaccine nationalism undermining efforts to distribute medicines to the developing world (Wagner et al., 2021). The pandemic is not yet over, although the worst may have passed for many richer countries.

The diverse applications of travel bans, lockdowns and vaccination programmes mean that international travel is restarting uncertainly, and not all markets or destinations are yet fully integrated back into the global tourism and hospitality market. Many tourists, too, are apprehensive about their future trips, whether for reasons of health security, worries about the quality of experiences in destinations, accommodation and restaurants, or simply because of the new inconveniences and costs associated with travel (Fedeli et al., 2022). Despite these negatives, many people see

the pandemic as an opportunity to ‘reset’ tourism and hospitality and to consider anew how the industry can become more sustainable and make a more meaningful contribution to development (Stankov et al., 2020).

It is necessary for governments, local authorities and destination management organisations to find innovative and effective ways of responding to this significant crisis. Many businesses in tourism and hospitality are now facing a chronic human resources crisis caused by staff taking leave for illness, migrant staff returning to their original home countries, and many workers choosing to leave the industries altogether for more secure employment (Baum et al., 2020; Chen, 2021). In the face of this, many tourism and hospitality businesses have become more innovative, accelerating the rollout of technology and developing creative new service approaches (Chang et al., 2022; Mohanty et al., 2020).

Governments and their agencies across the world have intervened heavily in the tourism and hospitality industries, imposing new laws and regulations as well as providing financial support (Kennell, 2020). As the world learns to live with COVID-19 and to adjust to the ‘new normal’, it will be necessary to formulate effective policies and strategies that are based on evidence from the varied international experience accumulated by the tourism and hospitality industry during the pandemic (Škare et al., 2021). Researchers and educators have a role to play in this. Carrying out research that reflects deeply on these issues (Filep et al., 2022), and explaining its findings through publications and teaching will help to inform not only policy, but also the actions taken by businesses as we enter the post-pandemic period.

This book has the aim of gathering together examples of this research and presenting them in a way that will be useful for researchers, students and practitioners in tourism and hospitality, as well as policy-makers. There are important lessons to be learnt from this research, not just for the pandemic response but for future crises of different kinds. The book contains research from five continents and a mixture of chapters that focus on national case studies and those that take a more global perspective.

Overview of the book

The first section of this book provides an overview of the key principles that it is necessary to understand for the recovery of the global tourism and hospitality industries: first, the idea that tourism is at a crossroads, with multiple potential development paths ahead; second, the concept of crisis management; third, the principles of destination recovery; and fourth, the role of sustainable development.

Vujičić et al. (2023) examine how the COVID-19 pandemic could influence the acceptance of alternative pathways of post-pandemic tourism development. Under alternatives, this chapter considers not just alternative forms of tourism as a consequence of alternative consumer lifestyles but also all alternative ways of organising and conducting tourism businesses.

Vlachos (2023) explores and unpacks the concept of ‘crisis’, the impact of crises in tourism and hospitality settings, and policy responses. The chapter begins

by considering the similarities and differences between human-made and natural-occurring crisis conditions, with numerous historical and contemporary examples. Then, a conceptual typology is formulated to distinguish between one-off and recurring (cyclical) crisis conditions, the scale of their impacts, and their influence on short- and long-term planning and development.

Bladen and Callinan (2023) propose that whilst pre-pandemic tourism and hospitality research has generally focussed on broader destination-marketing concepts, post-pandemic attention should be paid to the remedial and other post pandemic actions required by stakeholders to facilitate recovery and ongoing tourism destination effectiveness. Emphasis is placed on the strategic application of the psychological formation of tourist perceptions, with key attention to the role of social constructionism, semiotic design, and nudge theory in destination brand marketing messages.

Dos Anjos et al. (2023) approach the concept of sustainable development from the perspective of its intertwining with mobility, connectivity, technology and management during the pandemic period. In this scenario, two issues linked to the current crisis are highlighted: governance and sustainability, relating to the ability of destinations to manage risks, and the challenges for the management of tourism services, given the need for destinations to develop recovery activity that supports sustainable tourism.

The second section of the book presents 14 separate case studies. Twelve of these are from countries spread across five continents, while a further two take a more global perspective on issues affecting tourism at the crossroads.

The first chapter, by Henema et al. (2023) presents the first case from the global South. They show that in the absence of international tourism arrivals due to the COVID-19 pandemic and lockdowns, South Africa looked to domestic tourism for recovery. The local savings culture of *stokvels* is shown to have great potential in promoting domestic tourism expenditure if targeted marketing and packaging are undertaken for the *stokvels* economy to support the tourism value chain in South Africa. *Stokvel* tourism can create a new pool of domestic tourists to support South Africa's recovery whilst institutionalising the habit of holidays.

A second African case study is given by Hassan (2023). The chapter identifies marketing strategies adopted by Nigerian tourism organisations, destinations and managers during and after the coronavirus pandemic to enable them recover from this economic shock. SWOT analysis is employed to assess the internal and external environments of Nigerian tourism organisations in order to suggest the right marketing strategies for recovery. The chapter reveals new innovations, tools and marketing strategies employed by various governments, universities, agencies, tourism firms and marketing organisations during the pandemic periods through collaboration

Chapter 7 by Mishra and Mishra (2023) utilises Ulrich Beck's concept of the 'risk society' to analyse the type of risks created by the COVID-19 pandemic in the tourism industry and its impact on different sections of society that are dependent on the tourism sector. Using a case study of the famous hill station in India,

'Mussoorie', the chapter concludes that the COVID-19 pandemic has created risks that have intensified class, caste and gender differences in society in India, thereby impacting the lives of vulnerable sections of the population.

Arora and Lal Sharma (2023) draw attention to a global phenomenon: the relationship between Millennials' travel behaviour and their cohort's quest for spirituality. Millennial tourists have been severely affected during the pandemic due to heavy financial and other losses. This chapter explores millennials' quest for spirituality and spiritual well-being, also taking into account their interest in religious tourism, which at times could lead them to mystical experiences to help them escape from the drudgery of life during the post-pandemic period.

In Chapter 9, Cihangir-Çamur et al. (2023) explain that many scholars have tried to reveal the COVID-19 pandemic's interplay with the capacity of different societies to overcome, adapt and be resilient in the face of a rapidly evolving challenge. To this end, the Turkish experience and response to COVID-19 is presented and analysed from policy, planning and management perspectives. This chapter provides a critical viewpoint on how far Turkey's experience mirrors or differs from its rivals in terms of its crisis management plan and, in particular, its use of marketing strategies in the recovery process.

Ye and Guix (2023), in Chapter 10, also argue for the importance of localisation or locally led recovery, which has been increasingly recognised as advantageous in strategic crisis management and resilience building. A case study of the Binna Burra Lodge, Australia's longest-established nature-based resort, illustrates the complex effects of back-to-back disasters and the powerful occasion for sensemaking initiatives as part of an innovative localised recovery. The authors argue that locally led recovery provides a holistic, grounded approach; it provides an opportunity to give stakeholders a voice and return agency over their adaptation to systemic disruptions.

The case of external quality accreditations for hotels in Spain is the focus of the next chapter, by González-Torres et al. (2023). Customer trust in hotels and other tourism services can be seriously damaged by the effects of epidemic outbreaks, such as COVID-19, if quality standards are not maintained and improved by eliminating any uncertainty that the customer may have. This study examines the role and usefulness of external certifications related to the COVID-19 pandemic. The results revealed that large hotel chains prefer to develop their own quality procedures while using external certifications as a potential marketing tool to attract health-conscious tourists in the post-pandemic period.

In Chapter 12, Maitra and Jain (2023) explore the phenomenon of online education in hospitality settings, which became ubiquitous during lockdown periods across the globe. Using a survey of various hotel management institutes across India, they focused on evaluating the effectiveness of online learning as a substitute for hospitality courses. Findings suggest that faculty commitment to online education is a significant factor in its success; faculty should give personal attention to students as they face network issues, buffering, less visibility on mobile screens, chaos and connectivity problems.

The chapter by Barbosa et al. (2023) is concerned with addressing the importance of food delivery applications in the tourism and hospitality industry at the time of the COVID-19 pandemic from the perspectives of consumers in Portugal. To achieve the objective of the study, mixed methods were used with both qualitative and quantitative techniques and numerous insights were produced relating to restaurant business consumers and the reasons for their use of digital tools during the pandemic, and how this can capture the attention of consumers as a potential strategy to recover the industry and support crisis management in the future.

Also looking at the hospitality industry and the challenges that its workforce continues to face during this period of crisis, Siegel (2023) uses the case of the North American city of New York to identify pandemic-related stressors, including dangerous working conditions, low wages, job uncertainty and burnout. Agreeing with studies conducted prior to the pandemic, social support is a strong recommendation made in this chapter to help combat occupational stress; however, it is not a one-size-fits-all solution in a post-pandemic scenario. This study stresses the regional variance of occupational stress, which is dependent on local social and cultural factors as well as the agendas of regional decision makers.

In Chapter 15, a South American case study from Colombia is presented by Torres Aguilera et al. (2023). It presents the farmer's organisation, 'Building the Future of the Jardín Municipality, Antioquia', who sought in tourism a way to overcome challenges in a sustainable way. Based on this case, this chapter seeks to determine whether community tourism is a sustainable development strategy for agricultural communities post-COVID-19.

The next chapter draws on research carried out at the Mexico–USA border. López-Vizcarra et al.'s (2023) study revealed a clear relationship between the hotel occupancy slowdown in the border city of Tijuana and violence through the last period before the COVID-19 pandemic and a more obvious impact during the health emergency due to this phenomenon. Furthermore, it was found that the COVID-19 pandemic impacts on hotel occupancy can be solved by applying risk management programs in their planning, especially by using supply chains as the main tools.

Chapter 17 by Sousa et al. (2023) takes a global perspective to examine the emerging contexts in which VR and AR have surfaced in hospitality and tourism research, and whether in a post-COVID-19 landscape, there is interest and opportunity for cutting-edge technologies in contributing to destination recovery. From an interdisciplinary perspective, this chapter aims to present contributions to marketing, virtual tourism and pandemic management.

The final case study chapter, by Mahender Singh et al. (2023) highlights a vital area of the pandemic response that has been under-researched to date, that of the ways in which this has impacted chefs and their culinary practice. Using an Indian case study across multiple destinations, the study reveals how these key stakeholders in the hospitality workforce have adapted their practice to meet the regulatory and legal changes that have formed a part of the pandemic response and how they anticipate this developing in the post-pandemic period.

Conclusion

This book aims to provide both conceptual and practical guidance for researchers, practitioners and students considering how to support the recovery of the tourism and hospitality industries in their destinations. We hope that the book will be included in the reading list of undergraduate and postgraduate programmes of study and that the insights generated by each case study suggest practical steps that can be taken to support a sustainable recovery.

References

- Arora, M., & Lal Sharma, R. (2023). Searching for a Break from the Drudgery of Daily Din: Analyzing Millennials' Quest for Spirituality and Well-being during the COVID-19 Pandemic. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Barbosa, G., Coelho, J., Fernandes, M., & Ramazanov, M. (2023). The Use of Food Delivery Applications in the Restaurant Industry during the COVID-19 Crisis: Consumers' Perspectives. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Baum, T., Mooney, S.K., Robinson, R.N., & Solnet, D. (2020). COVID-19's Impact on the Hospitality Workforce – New Crisis or Amplification of the Norm? *International Journal of Contemporary Hospitality Management*.
- Beirman, D. (2021). *Tourism Crises and Destination Recovery*. London: Sage.
- Bladen, C., & Callinan, C. (2023). Destination Recovery: Recovery of the Post-pandemic Tourism Destination Economy. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Chang, Y.S., Cheah, J.H., Lim, X.J., Morrison, A.M., & Kennell, J.S. (2022). Are Unmanned Smart Hotels du jour or Are They Here Forever? Experiential Pathway Analysis of Antecedents of Satisfaction and Loyalty. *International Journal of Hospitality Management*, 104, 103249.
- Chen, M.H. (2021). Well-being and Career Change Intention: COVID-19's Impact on Unemployed and Furloughed Hospitality Workers. *International Journal of Contemporary Hospitality Management*, 33(8), 2500–2520
- Cheng, S., Zhao, Y., Kaminga, A.C., Wang, X., Zhang, X., & Xu, H. (2022). COVID-19 Containment: Comparisons and Suggestions for Global Response. *Inquiry: The Journal of Health Care Organization, Provision, and Financing*, 59, 004695802211086142.
- Cihangir-Çamur, K., Cihangir, E., & Şeremet, M. (2023). Turkey's Tourism Recovery Process during COVID-19: Policy, Planning and Management. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge.
- dos Anjos, F.A., Gadotti dos Anjos, S.J., & Kuhn, V. (2023). Sustainability and Destination Recovery: Alternatives to Overcome the Crossroads of the Pandemic Crisis. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Fedeli, G., Nguyen, T.H.H., Williams, N.L., Del Chiappa, G., & Wassler, P. (2022). Travel Desire Over Intention in Pandemic Times. *Annals of Tourism Research Empirical Insights*, 3(2), 100051.

- Filep, S., King, B., & McKercher, B. (2022). Reflecting on Tourism and COVID-19 Research. *Tourism Recreation Research*. DOI: 10.1080/02508281.2021.2023839
- González-Torres, Rodríguez-Sánchez, J-L. T., & Pelechano-Barahona, E. (2023). Building Trust among Tourists in the Post COVID-19 Period: The Role of External Quality Certifications. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge.
- Hassan, S.C. (2023). Innovative Marketing Strategies During Tourism Recovery in the Post COVID-19 Period in Nigeria. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Henema, U.S., Alpeni, L., Phori, M.M., Maphanga, P.M., Mabaso, S.L., & Dlamini-Mnisi, X. (2023). Inducing Domestic Tourism through Stokvels in South Africa: Post-COVID-19 Tourism Recovery in the Global South. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Kennell, J. (2020). Tourism Policy Research after the COVID-19 Pandemic: Reconsidering the Role of the State in Tourism. *Skyline Business Journal*, 16(1), 68–72.
- López-Vizcarra, J.A., Morgan-Median, J.C., & Ríos-Vázquez, A.G. (2023). Recovery of Hotel Occupancy Using Risk Management of Supply Chains in the COVID-19 Pandemic Context at the US–Mexico Border. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Mahender Singh, A., Mohanty, P., Hussain, S., & Gavinolla, M.H. (2023). COVID-19 and Changing Realities in the Food & Beverage Sector: Exhibiting the Indian Chefs' Perspective. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Maitra, R., & Jain, S. (2023). Judging the Resilience of Online Learning for Hospitality Courses During COVID-19. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Mishra, N., & Mishra, A. (2023). The COVID-19 Pandemic and Risk Analysis in Tourism Destinations: Insights from Queen of Hills 'Mussoorie'. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Mohanty, P., Hassan, A., & Ekiz, E. (2020). Augmented Reality for Relaunching Tourism Post-COVID-19: Socially Distant, Virtually Connected. *Worldwide Hospitality and Tourism Themes*, 12(6), 753–760. DOI: 10.1108/WHATT-07-2020-0073
- Sharma, A., Hassan, A., & Mohanty, P. (Eds.). (2022). *COVID-19 and the Tourism Industry: Sustainability, Resilience and New Directions*. Abingdon: Routledge
- Siegel, L. (2023). The COVID-19 Pandemic and (Re)considerations of Occupational Stress in New York City's Hospitality Industry. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Sigala, M. (2020). Tourism and COVID-19: Impacts and Implications for Advancing and Resetting Industry and Research. *Journal of Business Research*, 117, 312–321.
- Škare, M., Soriano, D.R., & Porada-Rochoń, M. (2021). Impact of COVID-19 on the Travel and Tourism Industry. *Technological Forecasting and Social Change*, 163, 120469.
- Sousa, B., Martins, C., Ferreira, A., & Pereira, C. (2023). Virtual Tourism and Digital Communication in the Context of the Post-pandemic Scenario. In J. Kennell, P. Mohanty,

- A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge.
- Stankov, U., Filimonau, V., & Vujičić, M.D. (2020). A Mindful Shift: An Opportunity for Mindfulness-driven Tourism in a Post-pandemic World. *Tourism Geographies*, 22(3), 703–712.
- Torres Aguilera, R., Rodriguez, E.S.A., Rubio, O.M., & Bernal, M.A.R. (2023). Community-based Tourism as a Post COVID-19 Development Strategy in Agricultural Communities. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Vlachos, P. (2023). Crisis Management: Managing Tourism in the Face of Adversity. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge.
- Vujičić, M.D., Stankov, U., & Vasiljević, D.A. (2023). Tourism at a Crossroads – Ignoring, Adopting, or Embracing Alternative Pathways for More Sustainable Post-Pandemic Tourism Development. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Wagner, C.E., Saad-Roy, C.M., Morris, S.E., Baker, R.E., Mina, M. J., Farrar, J., & Grenfell, B.T. (2021). Vaccine Nationalism and the Dynamics and Control of SARS-CoV-2. *Science*, 373(6562), eabj7364.
- Ye, I.Q., & Guix, M. (2023). Restore, Reorient, and Reinvigorate: A Localisation and Sensemaking Approach to Crisis Recovery. In J. Kennell, P. Mohanty, A. Sharma, & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge.

Introduction

- Arora, M. , & Lal Sharma, R. (2023). Searching for a Break from the Drudgery of Daily Din: Analyzing Millennials' Quest for Spirituality and Well-being during the COVID-19 Pandemic. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Barbosa, G. , Coelho, J. , Fernandes, M. , & Ramazanova, M. (2023). The Use of Food Delivery Applications in the Restaurant Industry during the COVID-19 Crisis: Consumers' Perspectives. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Baum, T. , Mooney, S.K. , Robinson, R.N. , & Solnet, D. (2020). COVID-19's Impact on the Hospitality Workforce – New Crisis or Amplification of the Norm? *International Journal of Contemporary Hospitality Management*.
- Beirman, D. (2021). *Tourism Crises and Destination Recovery*. London: Sage.
- Bladen, C. , & Callinan, C. (2023). Destination Recovery: Recovery of the Post-pandemic Tourism Destination Economy. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Chang, Y.S. , Cheah, J.H. , Lim, X.J. , Morrison, A.M. , & Kennell, J.S. (2022). Are Unmanned Smart Hotels du jour or Are They Here Forever? Experiential Pathway Analysis of Antecedents of Satisfaction and Loyalty. *International Journal of Hospitality Management*, 104, 103249.
- Chen, M.H. (2021). Well-being and Career Change Intention: COVID-19's Impact on Unemployed and Furloughed Hospitality Workers. *International Journal of Contemporary Hospitality Management*, 33(8), 2500–2520
- Cheng, S. , Zhao, Y. , Kaminga, A.C. , Wang, X. , Zhang, X. , & Xu, H. (2022). COVID-19 Containment: Comparisons and Suggestions for Global Response. *Inquiry: The Journal of Health Care Organization, Provision, and Financing*, 59, 00469580221086142.
- Cihangir-Çamur, K. , Cihangir, E. , & Şeremet, M. (2023). Turkey's Tourism Recovery Process during COVID-19: Policy, Planning and Management. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge.
- dos Anjos, F.A. , Gadotti dos Anjos, S.J. , & Kuhn, V. (2023). Sustainability and Destination Recovery: Alternatives to Overcome the Crossroads of the Pandemic Crisis. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Fedeli, G. , Nguyen, T.H.H. , Williams, N.L. , Del Chiappa, G. , & Wassler, P. (2022). Travel Desire Over Intention in Pandemic Times. *Annals of Tourism Research Empirical Insights*, 3(2), 100051.
- Filep, S. , King, B. , & McKercher, B. (2022). Reflecting on Tourism and COVID-19 Research. *Tourism Recreation Research*. DOI: 10.1080/02508281.2021.2023839
- González-Torres, Rodríguez-Sánchez, J.-L. T. , & Pelechano-Barahona, E. (2023). Building Trust among Tourists in the Post COVID-19 Period: The Role of External Quality Certifications. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge.
- Hassan, S.C. (2023). Innovative Marketing Strategies During Tourism Recovery in the Post COVID-19 Period in Nigeria. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Henema, U.S. , Alpeni, L. , Phori, M.M. , Maphanga, P.M. , Mabaso, S.L. , & Dlamini-Mnisi, X. (2023). Inducing Domestic Tourism through Stokvels in South Africa: Post-COVID-19 Tourism Recovery in the Global South. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Kennell, J. (2020). Tourism Policy Research after the COVID-19 Pandemic: Reconsidering the Role of the State in Tourism. *Skyline Business Journal*, 16(1), 68–72.
- López-Vizcarra, J.A. , Morgan-Median, J.C. , & Ríos-Vázquez, A.G. (2023). Recovery of Hotel Occupancy Using Risk Management of Supply Chains in the COVID-19 Pandemic Context at the US–Mexico Border. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon:

Routledge

- Mahender Singh, A. , Mohanty, P. , Hussain, S. , & Gavinolla, M.H. (2023). COVID-19 and Changing Realities in the Food & Beverage Sector: Exhibiting the Indian Chefs' Perspective. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Maitra, R. , & Jain, S. (2023). Judging the Resilience of Online Learning for Hospitality Courses During COVID-19. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Mishra, N. , & Mishra, A. (2023). The COVID-19 Pandemic and Risk Analysis in Tourism Destinations: Insights from Queen of Hills 'Mussoorie'. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Mohanty, P. , Hassan, A. , & Ekiz, E. (2020). Augmented Reality for Relaunching Tourism Post-COVID-19: Socially Distant, Virtually Connected. *Worldwide Hospitality and Tourism Themes*, 12(6), 753–760. DOI: 10.1108/WHATT-07-2020-0073
- Sharma, A. , Hassan, A. , & Mohanty, P. (Eds.). (2022). *COVID-19 and the Tourism Industry: Sustainability, Resilience and New Directions*. Abingdon: Routledge
- Siegel, L. (2023). The COVID-19 Pandemic and (Re)considerations of Occupational Stress in New York City's Hospitality Industry. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Sigala, M. (2020). Tourism and COVID-19: Impacts and Implications for Advancing and Resetting Industry and Research. *Journal of Business Research*, 117, 312–321.
- Škare, M. , Soriano, D.R. , & Porada-Rochoń, M. (2021). Impact of COVID-19 on the Travel and Tourism Industry. *Technological Forecasting and Social Change*, 163, 120469.
- Sousa, B. , Martins, C. , Ferreira, A. , & Pereira, C. (2023). Virtual Tourism and Digital Communication in the Context of the Post-pandemic Scenario. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge.
- Stankov, U. , Filimonau, V. , & Vujičić, M.D. (2020). A Mindful Shift: An Opportunity for Mindfulness-driven Tourism in a Post-pandemic World. *Tourism Geographies*, 22(3), 703–712.
- Torres Aguilera, R. , Rodriguez, E.S.A. , Rubio, O.M. , & Bernal, M.A.R. (2023). Community-based Tourism as a Post COVID-19 Development Strategy in Agricultural Communities. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Vlachos, P. (2023). Crisis Management: Managing Tourism in the Face of Adversity. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge.
- Vujičić, M.D. , Stankov, U. , & Vasiljević, D.A. (2023). Tourism at a Crossroads – Ignoring, Adopting, or Embracing Alternative Pathways for More Sustainable Post-Pandemic Tourism Development. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge
- Wagner, C.E. , Saad-Roy, C.M. , Morris, S.E. , Baker, R.E. , Mina, M. J. , Farrar, J. , & Grenfell, B.T. (2021). Vaccine Nationalism and the Dynamics and Control of SARS-CoV-2. *Science*, 373(6562), eabj7364.
- Ye, I.Q. , & Guix, M. (2023). Restore, Reorient, and Reinvigorate: A Localisation and Sensemaking Approach to Crisis Recovery. In J. Kennell , P. Mohanty , A. Sharma , & A. Hassan (Eds.), *Crisis Management, Destination Recovery and Sustainability: Tourism at a Crossroads*. Abingdon: Routledge.

Tourism at a crossroads – ignoring, adopting, or embracing alternative pathways for more sustainable post-pandemic tourism development

Aburumman, A.A. (2020). COVID-19 Impact and Survival Strategy in Business Tourism Market: The Example of the UAE MICE Industry. *Humanities and Social Sciences Communications*, 7(1), 1–11. DOI: 10.1057/s41599-020-00630-8

Ateljevic, I. (2020). Transforming the (Tourism) World for Good and (re)generating the Potential 'New Normal.' *Tourism Geographies*, 1–9. DOI: 10.1080/14616688.2020.1759134

Bas, T. , & Sivaprasad, S. (2021). COVID-19 and Implications for Future Trends in the UK Travel and Tourism Sector (SSRN Scholarly Paper ID 3623404). *Social Science Research Network*. DOI: 10.2139/ssrn.3623404

Becker, E. (2020). How Hard will the Coronavirus Hit the Travel Industry?

www.nationalgeographic.com/travel/2020/04/how-coronavirus-is-impacting-the-travel-industry/

Cahyanto, I. , Wiblishauser, M. , Pennington-Gray, L. , & Schroeder, A. (2016). The Dynamics of Travel Avoidance: The Case of Ebola in the U.S. *Tourism Management Perspectives*, 20, 195–203. DOI: 10.1016/j.tmp.2016.09.004

Chang, C.-L. , McAleer, M. , & Ramos, V. (2020). A Charter for Sustainable Tourism after COVID-19. *Sustainability*, 12(9), 3671–3671. DOI: 10.3390/su12093671

Chapple, C. (2020). Downloads of Top English-Language Mental Wellness Apps Surged by 2 Million in April Amid COVID-19 Pandemic. <https://sensortower.com/blog/top-mental-wellness-apps-april-2020-downloads>

Chen, H. , Huang, X. , & Li, Z. (2022). A Content Analysis of Chinese News Coverage on COVID-19 and Tourism. *Current Issues in Tourism*, 25(2), 198–205. DOI: 10.1080/13683500.2020.1763269

Choi, J. , Lee, S. , & Jamal, T. (2021). Smart Korea: Governance for Smart Justice during a Global Pandemic. *Journal of Sustainable Tourism*, 29(2–3), 541–550. DOI: 10.1080/09669582.2020.1777143

Cretney, R. (2014). Resilience for Whom? Emerging Critical Geographies of Socio-ecological Resilience. *Geography Compass*, 8(9), 627–640. DOI: 10.1111/gec3.12154

Dodds, R. , & Butler, R. (2019). The Phenomena of Overtourism: A Review. *International Journal of Tourism Cities*, 5(4), 519–528. DOI: 10.1108/IJTC-06-2019-0090

Dragin, A. , Mijatov, M. , Majstorovic, N. , Janicic, B. , & Korovljevic, D. (2022). COVID-19 Pandemic and Young Tourists' Travel Risk Perceptions: Impacts on Travel Restrictions (Local and International) and Tourism. In S.D. Brunn & D. Gilbreath (Eds.), *COVID-19 and a World of Ad Hoc Geographies*. Cham: Springer.

Dubai Tourism. (2020). Dubai Tourism Annual Visitor Report 2020.

https://dubaitourism.getbynder.com/m/306b946f59b7d9ba/original/DTCM_Annual_Visitors_Report_2020.pdf

Dwyer, L. , Peter, F. , & Dwyer, W. (2010). *Tourism Economics and Policy*. Bristol: Channel View Publications.

Eichelberger, S. , Heigl, M. , Peters, M. , & Pikkemaat, B. (2021). Exploring the Role of Tourists: Responsible Behavior Triggered by the COVID-19 Pandemic. *Sustainability*, 13(11), 5774. DOI: 10.3390/su13115774

Errmann, A. , Kim, J. , Lee, D.C. , Seo, Y. , Lee, J. , & Kim, S.S. (2021). Mindfulness and Pro-Environmental Hotel Preference. *Annals of Tourism Research*, 90, 103263. DOI: 10.1016/j.annals.2021.103263

European Travel Commission. (2021). *European Tourism: Trends & Prospects (Q2/2021)*. https://etc-corporate.org/uploads/2021/07/ETC_Quarterly_Report-Q2_2021.pdf

Fletcher, R. , Blanco-Romero, A. , Blázquez-Salom, M. , Cañada, E. , Murray Mas, I. , & Sekulova, F. (2021). Pathways to Post-capitalist Tourism. *Tourism Geographies*, 1–22. DOI: 10.1080/14616688.2021.1965202

Galvani, A. , Lew, A.A. , & Perez, M.S. (2020). COVID-19 is Expanding Global Consciousness and the Sustainability of Travel and Tourism. *Tourism Geographies*, 22(3), 567–576. DOI: 10.1080/14616688.2020.1760924

Gössling, S. , Scott, D. , & Hall, C.M. (2020). Pandemics, Tourism and Global Change: A Rapid Assessment of COVID-19. *Journal of Sustainable Tourism*, 1–20. DOI: 10.1080/09669582.2020.1758708

Gotojones, C. (2013). *Zombie Apocalypse as Mindfulness Manifesto (after Žižek)*. *Postmodern Culture*, 24(1). DOI: 10.1353/pmc.2013.0062

- Guiffrida, A. (2021). 'We Were Deceived': Hundreds Protest in Venice at Return of Giant Cruise Ships. www.theguardian.com/world/2021/jun/05/angry-protests-in-venice-at-shock-return-of-cruise-ships
- Harris, J. (2020). Coronavirus Means We Really Are, Finally, All in This Together. *The Guardian*. www.theguardian.com/commentisfree/2020/mar/29/coronavirus-means-we-really-are-finally-all-in-this-together
- Hideg, M. (2020). The Coronavirus Pandemic: A Post-Normal Crisis that Generates Possible Scenarios for Structural Changes of the Society: the Romania Case. *Revista de Asistență Socială*, XIX(4), 11–20.
- Higgins-Desbiolles, F. (2021). The 'War Over Tourism': Challenges to Sustainable Tourism in the Tourism Academy after COVID-19. *Journal of Sustainable Tourism*, 29(4), 551–569. DOI: 10.1080/09669582.2020.1803334
- Ioannides, D. , & Gyimóthy, S. (2020). The COVID-19 Crisis as an Opportunity for Escaping the Unsustainable Global Tourism Path. *Tourism Geographies*, 22(3), 624–632. DOI: 10.1080/14616688.2020.1763445
- Jahel, C. , Bourgeois, R. , Pesche, D. , de Lattre-Gasquet, M. , & Delay, E. (2021). Has the COVID-19 Crisis Changed Our Relationship to the Future? *Futures & Foresight Science*, 3(2), e75. DOI: 10.1002/ffo2.75
- Kajosevic, S. (2021, July 29). Montenegro Marks Rise in COVID-19 Cases as Tourists Arrive. *Balkan Insight*. <https://balkaninsight.com/2021/07/29/montenegro-marks-rise-in-covid-19-cases-as-tourists-arrive/>
- Kantenbacher, J. , Hanna, P. , Miller, G. , Scarles, C. , & Yang, J. (2019). Consumer Priorities: What Would People Sacrifice in Order to Fly on Holidays? *Journal of Sustainable Tourism*, 27(2), 207–222. DOI: 10.1080/09669582.2017.1409230
- Kock, F. , Nørfelt, A. , Josiassen, A. , Assaf, A.G. , & Tsionas, M.G. (2020). Understanding the COVID-19 Tourist Psyche: The Evolutionary Tourism Paradigm. *Annals of Tourism Research*, 85, 103053. DOI: 10.1016/j.annals.2020.103053
- Lengyel, A. (2018). *Spatial Aspects of Sustainability Mindfulness and Tourism* (Ph. D. thesis, Szent Istvan University, 2018).
- Lew, A.A. (2020). The Global Consciousness Path to Sustainable Tourism: A Perspective Paper. *Tourism Review*, 75(1), 69–75. DOI: 10.1108/TR-07-2019-0291
- Lew, A.A. , Cheer, J.M. , Haywood, M. , Brouder, P. , & Salazar, N.B. (2020). Visions of Travel and Tourism after the Global COVID-19 Transformation of 2020. *Tourism Geographies*, 22(3), 455–466. DOI: 10.1080/14616688.2020.1770326
- Lichfield, G. (2020). We're Not Going Back to Normal. www.technologyreview.com/2020/03/17/905264/coronavirus-pandemic-social-distancing-18-months/
- Lyman, C. (2020). Here's How Tourism Marketers Can Gear Up For Reopening. www.forbes.com/sites/forbesagencycouncil/2020/05/07/heres-how-tourism-marketers-can-gear-up-for-reopening/#548dc4815175
- Nepal, S.K. (2020). Travel and Tourism after COVID-19 – Business as Usual or Opportunity to Reset? DOI: 10.1080/14616688.2020.1760926
- Novy, J. (2021). Amsterdam is Laying Down a Model for What Tourism Should Look Like after COVID. *The Conversation*. <http://theconversation.com/amsterdam-is-laying-down-a-model-for-what-tourism-should-look-like-after-covid-162271>
- Pulido-Fernández, J. , & López-Sánchez, Y. (2016). Are Tourists Really Willing to Pay More for Sustainable Destinations? *Sustainability*, 8(12), 1240–1240. DOI: 10.3390/su8121240
- Radojević, B. , Lazić, L. , & Cimbalević, M. (2020). Rescaling Smart Destinations: The Growing Importance of Smart Geospatial Services during and after COVID-19 Pandemic. *Geographica Pannonica*, 24, 221–228. DOI: 10.5937/gp24-28009
- Roemer, A. , Sutton, A. , & Medvedev, O.N. (2021). The Role of Dispositional Mindfulness in Employee Readiness for Change during the COVID-19 Pandemic. *Journal of Organizational Change Management*. DOI: 10.1108/JOCM-10-2020-0323
- Rowen, I. (2020). The Transformational Festival as a Subversive Toolbox for a Transformed Tourism: Lessons from Burning Man for a COVID-19 World. *Tourism Geographies*, 1–8. DOI: 10.1080/14616688.2020.1759132
- Sharma, G.D. , Thomas, A. , & Paul, J. (2021). Reviving Tourism Industry Post-COVID-19: A Resilience-based Framework. *Tourism Management Perspectives*, 37, 100786. DOI:

10.1016/j.tmp.2020.100786

Sigala, M. (2020). Tourism and COVID-19: Impacts and Implications for Advancing and Resetting Industry and Research. *Journal of Business Research*, 117, 312–321. DOI: 10.1016/j.jbusres.2020.06.015

Stankov, U. , & Filimonau, V. (2021). Here and Now – The Role of Mindfulness in Post-pandemic Tourism. *Tourism Geographies*, 1–16. DOI: 10.1080/14616688.2021.2021978

Stankov, U. , & Gretzel, U. (2021). Digital Well-being in the Tourism Domain: Mapping New Roles and Responsibilities. *Information Technology & Tourism*, 23(1), 5–17. DOI: 10.1007/s40558-021-00197-3

Stankov, U. , Filimonau, V. , & Vujičić, M.D. (2020). A Mindful Shift: An Opportunity for Mindfulness-driven Tourism in a Post-pandemic World. *Tourism Geographies*, 22(3), 703–712. DOI: 10.1080/14616688.2020.1768432

Tauber, V. , & Bausch, T. (2022). Will COVID-19 Boost Sustainable Tourism: Wishful Thinking or Reality? *Sustainability (Switzerland)*, 14(3). DOI: 10.3390/su14031686

Taylor, T. , & Toohey, K. (2006). Impacts of Terrorism-related Safety and Security Measures at a Major Sport Event. *Event Management*, 9(4), 199–209. DOI: 10.3727/152599506776771544

Vujičić, M.D. , Kennell, J. , Morrison, A. , Filimonau, V. , Štajner Papuga, I. , Stankov, U. , & Vasiljević, D.A. (2020). Fuzzy Modelling of Tourist Motivation: An Age-Related Model for Sustainable, Multi-Attraction, Urban Destinations. *Sustainability*, 12(20), 8698. DOI: 10.3390/su12208698

Weaver, D.B. , & Jin, X. (2016). Compassion as a Neglected Motivator for Sustainable Tourism. *Journal of Sustainable Tourism*, 24(5), 657–672. DOI: 10.1080/09669582.2015.1101130

Wen, J. , Kozak, M. , Yang, S. , & Liu, F. (2020). COVID-19: Potential Effects on Chinese Citizens' Lifestyle and Travel. *Tourism Review*, 76(1), 74–87. DOI: 10.1108/TR-03-2020-0110

Wen, J. , Wang, W. , Kozak, M. , Liu, X. , & Hou, H. (2021). Many Brains are Better than One: The Importance of Interdisciplinary Studies on COVID-19 in and beyond Tourism. *Tourism Recreation Research*, 46(2), 310–313. DOI: 10.1080/02508281.2020.1761120

Zannier, A. (2021, March 23). How to Become a More Conscious Traveler.

<https://csq.com/2021/03/arnaud-zannier-how-to-become-a-more-conscious-traveler/>

Zhu, J.L. , Schülke, R. , Vatansever, D. , Xi, D. , Yan, J. , Zhao, H. , Xie, X. , Feng, J. , Chen, M.Y. , Sahakian, B.J. , & Wang, S. (2021). Mindfulness Practice for Protecting Mental Health during the COVID-19 Pandemic. *Translational Psychiatry*, 11(1), 1–11. DOI: 10.1038/s41398-021-01459-8

Crisis management

Albrecht, J.N. (Ed.). (2016). *Visitor Management in Tourist Destinations (Vol. 3)*. Wallingford: CABI.

Ast, S.A. (2016). *Managing Crises Overseas*. Boca Raton: CRC Press.

Baggio, J.A. , & Baggio, R. (2020). *Modelling and Simulations for Tourism and Hospitality*. In *Modelling and Simulations for Tourism and Hospitality*. Bristol: Channel View Publications.

Brown, S.L. , & Eisenhardt, K.M. (1997). The Art of Continuous Change: Linking Complexity Theory and Time-Paced Evolution in Relentlessly Shifting Organizations. *Administrative Science Quarterly*, 42(1), 1–34. DOI: 10.2307/2393807

Chacko, H.E. , & Marcell, M.H. (2008). Repositioning a Tourism Destination: The Case of New Orleans after Hurricane Katrina. *Journal of Travel & Tourism Marketing*, 23(2–4), 223–235.

Corbet, S. , O'Connell, J.F. , Efthymiou, M. , Guiomard, C. , & Lucey, B. (2019). The impact of terrorism on European tourism. *Annals of Tourism Research*, 75, 1–17.

Dahles, H. , & Susilowati, T.P. (2015). Business Resilience in Times of Growth and Crisis. *Annals of Tourism Research*, 51, 34–50.

Friedrich, W.L. , Kromer, B. , Friedrich, M. , Heinemeier, J. , Pfeiffer, T. , & Talamo, S. (2006). Santorini Eruption Radiocarbon Dated to 1627–1600 BC. *Science*, 312(5773), 548–548.

Gotham, K.F. , & Irvin, C. (2018). Revitalizing the Damaged Brand. In M. Karavatzis , M. Giovanadri , & M. Lichrou (Eds.), *Inclusive Place Branding: Critical Perspectives on Theory and Practice*. London: Routledge.

- Kohl, I. (2002). The Lure of the Sahara: Implications of Libya's Desert Tourism. *Journal of Libyan Studies*, 3(2), 56–69.
- Kuo, H.I. , Chen, C.C. , Tseng, W.C. , Ju, L.F. , & Huang, B.W. (2008). Assessing Impacts of SARS and Avian Flu on International Tourism Demand to Asia. *Tourism Management*, 29(5), 917–928.
- Lim, W.M. (2017). Restoring Tourist Confidence and Travel Intentions after Disasters: Some Insights from a Rejoinder to a Series of Unfortunate Events in Malaysian Tourism. *Current Issues in Tourism*, 20(1), 38–42.
- Maphanga, P.M. , & Henama, U.S. (2019). The Tourism Impact of Ebola in Africa: Lessons on Crisis Management. *African Journal of Hospitality, Tourism and Leisure*, 8(3), 1–13.
- Merriam-Webster.com (2020a). Disaster. Dictionary, Merriam-Webster. www.merriam-webster.com/dictionary/disaster. Accessed 20 February 2022.
- Merriam-Webster.com (2020b). Crisis. Dictionary, Merriam-Webster. www.merriam-webster.com/dictionary/crisis. Accessed 20 February 2022.
- Miller, D. (2008). Disaster tourism and disaster landscape attractions after Hurricane Katrina: An auto-ethnographic journey. *International Journal of Culture, Tourism and Hospitality Research*, 2(2), 115–131.
- Papatheodorou, A. , Rosselló, J. , & Xiao, H. (2010). Global Economic Crisis and Tourism: Consequences and Perspectives. *Journal of Travel Research*, 49(1), 39–45.
- Pffor, C. , & Hosie, P. (2009). *Beating the Odds: Crisis Management in the Tourism Industry*. London: Routledge.
- Porter, M.E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: The Free Press.
- Santana, G. (2004). Crisis Management and Tourism: Beyond the Rhetoric. *Journal of Travel & Tourism Marketing*, 15(4), 299–321.
- Schmude, J. , Karl, M. , & Weber, F. (2020). Tourism and Terrorism: Economic Impact of Terrorist Attacks on the Tourism Industry. The Example of the Destination of Paris. *Zeitschrift für Wirtschaftsgeographie*, 64(2), 88–102.
- Smith, A. (1950). *An Inquiry into the Nature and Causes of the Wealth of Nations*. London: Edwin Cannan, Methuen & Company.
- Stone, P.R. , Hartmann, R. , Seaton, A.V. , Sharpley, R. , & White, L. (Eds.). (2018). *The Palgrave Handbook of Dark Tourism Studies* (pp. 335–354). London: Palgrave Macmillan.
- United Nations World Tourism Organisation (2021). *The Economic Contribution of Tourism and the Impact of COVID-19*. Madrid: UNWTO.
- Vlachos, P. (2022). Nordic Tourism. In D. Buhalis (Ed.), *Encyclopedia of Tourism Management and Marketing*. Cheltenham: Edward Elgar Publishing.
- Wang, J. , Liu-Lastres, B. , Ritchie, B.W. , & Pan, D.Z. (2019). Risk Reduction and Adventure Tourism Safety: An Extension of the Risk Perception Attitude Framework (RPAF). *Tourism Management*, 74, 247–257.
- Weick, K.E. , & Quinn, R.E. (1999). Organizational Change and Development. *Annual Review of Psychology*, 50(1), 361–386.

Destination recovery

- Babii, A. , & Nadeem, S. (2021). Tourism in a post-pandemic world. *International Monetary Fund*. [Online] www.imf.org/en/News/Articles/2021/02/24/na022521-how-to-save-travel-and-tourism-in-a-post-pandemic-world
- Barrera, P. (2022). Aluminum Outlook 2022: Analysts Bullish on Prices, Deficit Ahead, INN. [Online] <https://investingnews.com/aluminum-outlook-2022/>
- Behsudi, A. (2020). Wish You Were Here. *International Monetary Fund*. [Online] www.imf.org/external/pubs/ft/fandd/2020/12/impact-of-the-pandemic-on-tourism-behsudi.htm
- Bladen, C. , & Callinan, C. (2022). Post-Pandemic Destination Recovery: Social Constructionism and Understanding the Roles of Semiotic Representation of Customer Perception Through-knowing. In P. Mohanty , A. Sharma , J. Kennell & A. Hassan (Eds.), *The Emerald Handbook of Destination Recovery in Tourism and Hospitality Tourism*. London: Emerald.

- Bright, A.D. (2000). The Role of Social Marketing in Leisure and Recreation Management. *Journal of Leisure Research*, 32(1), 12–17.
- Callinan, C. (2015). Talking about Electricity: The Importance of Hearing Gestures as Well as Words. In C.P. Constantinou, N. Papadouris, & A. Hadjigeorgiou (Eds.), *Insights from Research in Science Teaching and Learning: Selected papers from the ESERA 2013 conference*. New York: Springer.
- Callinan, C. (2016). Multimodal Science Learning: A Hybrid Model of Conceptual Change. In J. Lavonen, K. Juuti, J. Lampiselkä, A. Uitto, & K. Hahl (Eds.), *Electronic Proceedings of the ESERA 2015 Conference. Science Education Research: Engaging Learners for a Sustainable Future, Part 1* (co-ed. O. Finlayson, & R. Pinto) (pp. 192–199). Helsinki: University of Helsinki.
- Callinan, C., & Sharp, J. (2012). Constructing Scientific Knowledge in the Classroom: A Multimodal Perspective on Conceptual Change. In Bruguère, C., Tiberghien, A., & Clément, P. *E-Book Proceedings of the ESERA 2011 Conference, Lyon France* [online]. Available from: www.esera.org/media/ebook/ebook-esera2011____Strand1.pdf
- Chinazzi, M., Davis, J. T., Ajelli, M., Gioannini, C., Litvinova, M., Merler, S.; Pastore y Piontti, A., Mu, K., Rossi, L., Sun, K., Viboud, C., Xiong, X., Yu, H., Halloran, M.E., Longini, Jr., I., & Vespignani, A (2020). The Effect of Travel Restrictions on the Spread of the 2019 Novel Coronavirus (COVID-19) Outbreak. *Science*, 368 (6489), 395–400.
- Daniel, W. (2021). Corn Prices have Jumped 142% in the Past Year Amid Rising Demand from China, Drought in Brazil. *Insider Markets*. [Online] <https://markets.businessinsider.com/news/stocks/corn-prices-jumped-142-past-year-demand-china-drought-brazil-2021-5-1030386126>
- Daniel, W. (2022). Pandemic-weary Airlines Now Face a Fuel Crisis that Could Bring Even More Pain and Higher Airfares for Travellers, *Fortune*. [Online] <https://fortune.com/2022/03/09/airlines-fuel-crisis-higher-airfares-russia-ukraine/>
- Davies, P. (2021). BA 'Set to Rehire 3,000 Cabin Crew' after Pandemic Job Cuts. *Travel Weekly*. [Online] <https://travelweekly.co.uk/news/air/ba-set-to-rehire-3000-cabin-crew-after-pandemic-job-cuts>
- Dawkins, D. (2020). Bad Times For Billionaire Branson – Staff At Virgin Atlantic Asked to Take Unpaid Leave as Coronavirus Cripples Air Travel, *Forbes*. [Online] www.forbes.com/sites/daviddawkins/2020/03/16/bad-times-for-billionaire-bransonstaff-at-virgin-atlantic-asked-to-take-unpaid-leave-as-coronavirus-cripples-air-travel/?sh=629e9258ef
- Dezember, R., & Maltais, K. (2021). Corn Is the Latest Commodity to Soar, *Wall Street Journal*. [Online] www.wsj.com/articles/corn-is-the-latest-commodity-to-pop-11620644400
- Dinan, C., & Sargeant, A. (2010). Social Marketing and Sustainable Tourism: Is There a Match? *International Journal of Tourism Research*, 2, 2–14.
- Druisin, M., Chipman, K., & Kothia, K. (2021). Wheat Supplies Are Shrinking and It's Bad News for Bread Prices. *Financial Post*. [Online] <https://financialpost.com/pmn/business-pmn/wheat-supplies-are-shrinking-and-its-bad-news-for-bread-prices>
- Dunford, D., Dale, B., Stylianou, N., Lowther, Ahmed, M., & Torre Arenas, I. (2020). Coronavirus: The World in Lockdown in Maps and Charts. *BBC World News*. [Online] www.bbc.co.uk/news/world-52103747
- Gergen, K. (1985). The Social Constructionist Movement in Modern Psychology. *American Psychologist*, 40(3), 266–275.
- Gooding, P. (2022, March). Consumer Price Inflation. Office for National Statistics. www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/latest
- Hanna, S, Rowley, J., & Keegan, B. (2021). Place and Destination Branding: A Review and Conceptual Mapping of the Domain. *European Management Review*, 18, 105–117.
- Heijden, J., & Kusters, M. (2015). From Mechanisms to Virtue: Evaluating Nudge Theory. *Reg Net Research Papers*. [Online] https://openresearch-repository.anu.edu.au/bitstream/1885/71637/8/01_Kusters_From_Mechanism_to_Virtue_2015.pdf
- Hooker, L. (2021). COVID: A Tenth of Britain's Restaurants Lost during Pandemic. *BBC Business News*. [Online] www.bbc.co.uk/news/business-57087070
- Jaipuria, S., Parida, R., & Ray, P. (2021). The Impact of COVID-19 on Tourism Sector in India. *Tourism Recreation Research*, 46(2), 245–260.
- Johnson, E., & Goldstein, D. (2003). Do Defaults Save Lives? *Science*, 302(5649), 1338–1339

- Kahneman, D. (2011). *Thinking Fast and Slow*. New York: Farrar, Straus and Giroux.
- Kreiner, N.C. , & Ram, Y. (2021). National Tourism Strategies during the Covid-19 Pandemic. *Annals of Tourism Research*, 103076.
- Kress, G. (2010). *Multimodality: A Social Semiotics Approach to Contemporary Communication*. London: Routledge.
- Lewis, M. , Holland, K. , & Govender, E. (2021). The Interdisciplinary Communication Dynamics of the COVID-19 Pandemic. In M. Lewis , E. Govender , & K. Holland (Eds.), *Communicating COVID-19: Interdisciplinary Perspectives*. London: Palgrave Macmillan.
<https://ssrn.com/abstract=3890630> or DOI: 10.2139/ssrn.3890630
- Luman, R. (2022). Soaring Fuel Prices Complicate Aviation Sector's Recovery from the Pandemic. *Think Economic and Financial Analysis*. [Online]
<https://think.ing.com/articles/soaring-fuel-prices-complicate-aviation-sectors-recovery-from-pandemic/>
- Markovitz, G. , & Marchant, N. (2022). Why is Inflation So High and Will it Stay That Way? An Economist Explains. *World Economic Forum*. [Online]
<www.weforum.org/agenda/2022/05/inflation-rising-economist-explains/>
- Maszczyński, M. (2022). Exclusive: British Airways is So Short Staffed its Asking Pilots and Office Staff to be Cabin Crew. *Paddleyourownkanoo*. [Online]
<www.paddleyourownkanoo.com/2022/02/14/exclusive-british-airways-is-so-short-staffed-its-asking-pilots-and-office-staff-to-be-cabin-crew/>
- Mayling, S. (2021). Saga in Talks about £170m Debt Package. *Travel Weekly*. [Online]
<https://travelweekly.co.uk/news/tour-operators/saga-group-in-talks-about-170m-debt-package>
- McKercher, B. , & Chon, K. (2004). The Over-reaction to SARS and the Collapse of Asian Tourism. *Annals of Tourism Research*, 31(3), 716–719. DOI: 10.1016/j.annals.2003.11.002
- Oliveira, E. , & Panyik, E. (2015). Content, Context and Co-creation: Digital Challenges in Destination Branding with References to Portugal as a Tourist Destination. *Journal of Vacation Marketing*, 21, 53–74.
- Oxford Martin School (2020, March 25). COVID-19: Study Shows that Travel Restrictions are Most Useful in the Early and Late Phase of an Epidemic. Oxford Martin School, University of Oxford.
- Peirce, C.S. (1931). *The Collected Papers*, Vols. 1–6. Eds. Charles Hartshorne and Paul Weiss . Cambridge, MA: Harvard University Press.
- Ritchie, H. , Mathieu, E. , Rodés-Guirao, L. , Appel, C. , Giattino, C. , Ortiz-Ospina, E. , Hasell, J. , Macdonald, B. , Beltekian, D. , & Roser, M. (2020). Coronavirus Pandemic (COVID-19). *Our World in Data*. [Online] <https://ourworldindata.org/policy-responses-covid>
- Rogers, C. (1959). A Theory of Therapy, Personality and Interpersonal Relationships as Developed in the Client-centered Framework. In S. Koch (Ed.), *Psychology: A Study of a Science*. Vol. 3: Formulations of the Person and the Social Context. London: McGraw Hill.
- Russon, M.A. , & Smith, O. (2021). We're in Serious Trouble, Says Hospitality Industry. *BBC Business News*. [Online] www.bbc.co.uk/news/business-57476419
- Saga (2022). *Saga Homepage*. [Online] Saga Holidays & Cruises 2022/23 – UK. London: Worldwide I Saga Travel
- Samanta, K. (2022). Jet Fuel Price Surge Deals Heavy Blow to Fragile Air Travel Recovery. *Reuters*. [Online] www.reuters.com/markets/europe/jet-fuel-price-surge-deals-heavy-blow-fragile-air-travel-recovery-2022-03-08/
- Sautter, E.T. , & Leisen, B. (1999). Managing Stakeholders a Tourism Planning Model. *Annals of Tourism Research*, 26(2), 312–328.
- Schultz, P.W. , Nolan, J.M. , Cialdini, R.B. , Goldstein, N.J. , & Griskevicius, V. (2007). The Constructive, Destructive, and Reconstructive Power of Social Norms. *Psychological Science*, 18(5), 429–434. DOI: 10.1111/j.1467-9280.2007.01917.x
- Shaw, G. , Barr, S. , & Wooler, J. (2015). The Application of Social Marketing to Tourism. In S. McCabe (Ed.), *The Routledge Handbook of Tourism Marketing*. London: Routledge.
- Singh, D. (2022). Why Edible Oil Prices are Set to Surge Again. *Money Control*. [Online] www.moneycontrol.com/news/business/companies/why-edible-oil-prices-are-set-to-surge-again-8158711.html
- Stryker, S. (2008). From Mead to Structural Interactionism and Beyond. *Annual Review of Sociology*, 34, 15–31. DOI: 10.1146/annurev.soc.34.040507.134649

- Thaler, R. , & Sunstein, C. (2009). *Nudge* (revised edition). London: Penguin
- Thomas, D. , (2021). Inflation: UK Prices Soar at Fastest Rate for Almost Ten Years. BBC Business. [Online] www.bbc.co.uk/news/business-59316544
- Turner, J.C. , Brown, R.J. , & Tajfel, H. (1979). Social Comparison and Group Interest in Ingroup Favouritism. *European Journal of Social Psychology*, 9(2), 187–204.
- UNWTO (2022). Coronavirus Pandemic Could Cost Global Tourism \$2 Trillion this Year, [Online] <https://news.un.org/en/story/2021/11/1106712>
- Vojnovic, D.Y. (2020). Multimodal Discourse Analysis of Tourism Websites – The Promotion of Cultural Values Through the Language of Tourism. Conference: International Conference to Mark the 90th Anniversary of the English Department. Faculty of Philology, University of Belgrade, BELLS90 Proceedings, 1. DOI: 10.18485/bells90.2020.1.ch27
- Wood, J. (2022). 2 Charts that Show the Sharp Rise in Food Prices. World Economic Forum. [Online] www.weforum.org/agenda/2022/04/food-prices-fao-index-cereals-commodities-exports/
- WTTC (2021). Lessons Learnt [Online]. <https://wtcc.org/Portals/0/Documents/Reports/2021/Lessons-Learnt-%20COVID-19.pdf?ver=2021-08-19-095731-037>. Accessed 4 September 2021.
- Yeh, S.S. (2021). Tourism Recovery Strategy against COVID-19 Pandemic. *Tourism Recreation Research*, 46(2), 188–194.
- Young, S. (2020). Travel Group TUI Looks to Cut Debt after Pandemic Pushes It to \$3.6 Billion Loss. Reuters. [Online] www.reuters.com/article/us-tui-results-idUSKBN28K0IS

Sustainability and destination recovery

- Assaf, A. , & Scuderi, R. (2020). COVID-19 and the Recovery of the Tourism Industry. *Tourism Economics*, 26(5), 731–733. DOI: 10.1177/1354816620933712
- Baba, C. , & Dinu, A.C. (2020). Considerations Regarding the Effects of COVID-19 on the Tourism Market. *Theoretical and Applied Economics*, XXVII(3), 271–284.
- Bono i Gispert, O. , & Anton Clavé, S. (2020). Dimensions and Models of Tourism Governance in a Tourism System: The Experience of Catalonia. *Journal of Destination Marketing & Management*, 17, 100465. DOI: 10.1016/j.jdmm.2020.100465
- Chebli, A. , & Ben Said, F. (2020). The Impact of COVID-19 on Tourist Consumption Behaviour: A Perspective Article. *Journal of Tourism Management Research*, 7(2), 196–207. DOI: 10.18488/journal.31.2020.72.196.207
- Cooper, C.P. , & Hall, C.M. (2011). *Turismo Contemporâneo: Uma Abordagem Internacional* (1st ed.). Londres, Reino Unido: Routledge.
- Gallego, I. , & Font, X. (2021). Changes in Air Passenger Demand as a Result of the COVID-19 Crisis: Using Big Data to Inform Tourism Policy. *Journal of Sustainable Tourism*, 29(9), 1470–1489. DOI: 10.1080/09669582.2020.1773476
- Han, H. , Al-Ansi, A. , Chua, B.L. , Tariq, B. , Radic, A. , & Park, S.H. (2020). The Post-coronavirus World in the International Tourism Industry: Application of the Theory of Planned Behavior to Safer Destination Choices in the Case of US Outbound Tourism. *International Journal of Environmental Research and Public Health*, 17(18), 1–15. DOI: 10.3390/ijerph17186485
- Jiang, Y. , & Wen, J. (2020). Effects of COVID-19 on Hotel Marketing and Management: A Perspective Article. *International Journal of Contemporary Hospitality Management*, 32(8), 2563–2573. DOI: 10.1108/IJCHM-03-2020-0237
- Kourgiantakis, M. , Apostolakis, A. , & Dimou, I. (2021). COVID-19 and Holiday Intentions: The Case of Crete, Greece. *Anatolia*, 32(1), 148–151. DOI: 10.1080/13032917.2020.1781221
- Matiza, T. (2020). Post-COVID-19 Crisis Travel Behaviour: Towards Mitigating the Effects of Perceived Risk. *Journal of Tourism Futures*, 2012. DOI: 10.1108/JTF-04-2020-0063
- McCartney, G. , Pinto, J. , & Liu, M. (2021). City Resilience and Recovery from COVID-19: The case of Macao. *Cities*, 112, 103130. DOI: 10.1016/j.cities.2021.103130
- Mirehie, M. , & Cho, I. (2021). Exploring the Effects of the COVID-19 Pandemic on Sport Tourism. *International Journal of Sports Marketing and Sponsorship*. DOI: 10.1108/IJSMS-04-2021-0081

Nair, B.B. , & Sinha, S. (2020). COVID-19 and Future Travel Decisions: How Do the Destination-Choice-based Motivators Redefine Tourist's Choices? *Enlightening Tourism*, 10(2), 306–322. DOI: 10.33776/et.v10i2.4919

Orîndaru, A. , Popescu, M.F. , Alexoaei, A.P. , Căescu, Ștefan C. , Florescu, M.S. , & Orzan, A.O. (2021). Tourism in a Post-COVID-19 Era: Sustainable Strategies for Industry's Recovery. *Sustainability (Switzerland)*, 13(12), 1–22. DOI: 10.3390/su13126781

Sánchez-Rivero, M. , Rodríguez-Rangel, M.C. , & Ricci-Risquete, A. (2021). Percepción empresarial de la pandemia por COVID-19 y su impacto en el turismo: un análisis cualitativo del destino Extremadura, España. *Estudios Gerenciales*, 37(159), 265–279. DOI: 10.18046/j.estger.2021.159.4427

Sharma, G.D. , Thomas, A. , & Paul, J. (2021). Reviving Tourism Industry Post-COVID-19: A Resilience-based Framework. *Tourism Management Perspectives*, 37, 100786. DOI: 10.1016/j.tmp.2020.100786

Sigala, M. (2020). Tourism and COVID-19: Impacts and Implications for Advancing and Resetting Industry and Research. *Journal of Business Research*, 117, 312–321. DOI: 10.1016/j.jbusres.2020.06.015

UNWTO, W.T.O. (2020). Supporting Jobs and Economies through Travel and Tourism – A Call for Action to Mitigate the Socio-Economic Impact of COVID-19 and Accelerate Recovery. World Tourism Organization. https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-04/COVID19_Recommendations_English_1.pdf

Vargas, A. (2020). COVID-19 Crisis: A New Model of Tourism Governance for a New Time. *Worldwide Hospitality and Tourism Themes*, 12(6), 691–699. DOI: 10.1108/WHATT-07-2020-0066

Villacé-Molinero, T. , Fernández-Muñoz, J.J. , Orea-Giner, A. , & Fuentes-Moraleda, L. (2021). Understanding the New Post-COVID-19 Risk Scenario: Outlooks and Challenges for a New Era of Tourism. *Tourism Management*, 86. DOI: 10.1016/j.tourman.2021.104324

Inducing domestic tourism through stokvels in South Africa

Adinolfi, M.C. , Harilal, V. , & Giddy, J.K. (2021). Travel Stokvels, Leisure on Lay-by, and Pay at Your Pace Options: The Post COVID-19 Domestic Tourism Landscape in South Africa. *African Journal of Hospitality, Tourism and Leisure*, 10(1), 302–317.

Bama, H.K.N. , & Nyikana, S. (2021). The Effects of COVID-19 on Future Domestic Travel Intentions in South Africa: A stakeholder Perspective. *African Journal of Hospitality, Tourism and Leisure*, 10(1), 179–193.

Bojanic, D. (2006). Tourism Area Life Cycle Stage and the Impact of a Crisis. *ASEAN Journal of Hospitality and Tourism*, 4, 139–150.

Butler, R.W. (1980). The Concept of a Tourism Area Cycle of Evolution: Implications for Management of Resources. *Canadian Geographer*, XXIV(1), 5–12.

Department of Tourism. (2016). State of Tourism Report 2015/16. Pretoria: GCIS.

Department of Tourism. (2018). Domestic Tourism Strategy Review -Theory of Change Approach. Pretoria: GCIS.

Dludla, S. (2020, October 20). Tourism in SA Battling to Recover with New COVID-19 Surge Overseas. IOL. <https://www.iol.co.za/business-report/economy/tourism-in-sa-battling-to-recover-with-new-covid-19-surge-overseas-c07b1393-2e1e-4233-9e6d-0fdefe8d9e33>

Dube-Xaba, Z. (2021). COVID-19 Lockdown and Visitor Friends and Relatives Travellers: Impact and Opportunities. *African Journal of Hospitality, Tourism and Leisure*, 18(3), 856–862.

Enterprise Development Property Fund. (2007). Changing the LANDscape of South. www.edpf.co.za/wp/. Accessed 14 March 2021.

Experience Northern Cape. (2021). SANParks Launches Stokvel & Travel Club Programme. www.experiencenortherncape.com/visitor/blog

Golubski, C. (2020, July 18). South African Economy Struggles under the Weight of the Pandemic. <https://www.brookings.edu/blog/africa-in-focus/2020/07/18/africa-in-the-news-south-africas-economy-tensions-in-mali-and-mozambiques-liquified-natural-gas-project/>

Government Communication and Information Service. (2021). Travel Discounts for Stokvels and Travel Clubs. Pretoria: GCIS.

Jungwei, S. (2021). China's Domestic Tourism in Speedy Recovery as Spring Arrives. CGTN. <https://news.cgtn.com/news>. Accessed 8 September 2021.

Kabote, F. , Mamimine, P.W. , & Muranda, Z. (2017). Domestic Tourism for Sustainable Development in Developing Countries. *African Journal of Hospitality, Tourism and Leisure*, 6(2), 1–12.

Kampel, K. (2020). COVID-19 and Tourism. Charting a Sustainable, Resilient Recovery for Small States. Trade Hot Topics. London. The Commonwealth Library.

Kruczek, Z. , & Szromek, A.R. (2011). Using R.W. Butler's Model to Interpret the Development of Tourists Attractions, Based on the Example of the Salt Mine in Wieliczka. *Folia Turistica*, 25(1), 250–263.

Masihleho, B. (2020). Domestic Tourism the Answer Post COVID19? Tourism Update. www.tourismupdate.co.za/article/domestictourism. Accessed 8 September 2021.

Matiza, T. , & Kruger, M. (2021). Ceding to Their Fears: A Taxonomic Analysis of the Heterogeneity in COVID-19 Associated Perceived Risk and Intended Travel Behaviour. *Tourism Recreation Research*, 46(2), 158–174.

Muller, J. (2020). 'Zoom boom' Spark City Exodus. Business Live. www.businesslive.co.za/fm/features/. Accessed 1 February 2021.

National Stokvel Association of South Africa. (2020). Statement on Measures to Prevent COVID-19 Coronavirus Transmission. <https://nasasa.co.za/>. Accessed 14 March 2021.

Nordin, S. , & Wastlund, H. (2009). Social Capital and the Life Cycle Model: The Transformation of the Destination of Are. *Tourism*, 57(3), 259–284.

OECD. (2020). Rebuilding Tourism for the Future: COVID-19 Policy Responses and Recovery. <https://www.oecd.org>. Accessed 1 February 2021.

Orange, S. (2017, August 1). A Modern Approach to Stokvels. *Risk Africa Magazine*.

Panashe, P. (2020). Domestic Tourism to the Rescue. Mail & Guardian. <https://mg.co.za/opinion/>. Accessed 1 February 2021.

Phakathi, B. (2016). Tourism Body in Stokvel Tie-up. www.businesslive.co.za/bd/companies/transport-and-tourism/. Accessed 1 February 2021.

Phillips, X. (2020). South Africa vs Coronavirus: Billions Already Lost in Tourism. Under Pressure. www.theafricareport.com/30653/. Accessed 1 February 2021

Rogerson, C.M. , & Hoogendoorn, G. (2014). VFR travel and second home tourism: The missing link? The case of South Africa. *Tourism Review International*, 18(3), 167–178

Rogerson, C.M. , & Rogerson, J.M. (2020). COVID-19 tourism impacts in South Africa: Government and Industry Responses. *GeoJournal of Tourism and Geosites*, 31(3), 1083–1091.

Saunders, G. (2019). A Foundation for South African Tourism Growth. www.tourismupdate.co.za/news/column. Accessed 1 February 2021.

Sigala, M. (2020). Tourism and COVID-19: Impacts and Implications for Advancing and Resetting Industry and Research. *Journal of Business Research*, 117, 312–321.

Statistics South Africa. (2019). Domestic Tourism. Pretoria: StatsSA.

Stokveldeals. (2020). Stokvel Travel: The Ultimate Guide to Making Travelling Affordable. www.stokveldeals.com/article/stokvel-travel-the-ultimate-guide-to-making-travelling-affordable.php. Accessed 1 February 2021.

United Nations World Trade Organisation. (2021). Tourism Recovery Tracker. www.unwto.org/unwto-tourism. Accessed 4 September 2021.

University Cape Town (2020). Customary Saving Scheme Seldom Resort to the Law. www.law.uct.ac.za/news/customary-savings-and-law. Accessed 22 February 2021.

Uysal, M. , Woo, E. , & Singal, M. (2012). The Tourism Area Life Cycle (TALC) and its Effects on the Quality-of-Life (QOL) of Destination Community. In M. Uysal , R.R. Purdue & M.J. Sirgy (Eds.), *Handbook of Tourism and Quality-of-Life Research: Enhancing the Lives of Tourists and Residents of Host Communities*. Cham: Springer.

Woyo, E. (2021). The Sustainability of Using Domestic Tourism as a Post-COVID-19 Recovery Strategy in a Distressed Destination. *Information and Communication Technologies in Tourism*, 476–489.

Innovative marketing strategies during tourism recovery in the post-COVID-19 period in Nigeria

Agency Report (2021, March 31). Reviving Nigeria's Tourism Fortunes After COVID-19. Premium Times.

Alfaham, M.R. (2020). Mohammed bin Rashid Approves UAE Strategy for Domestic Tourism. <https://wam.ae/en/details/1395302894569>. Accessed 12 December 2020

Ayodele, A. , Ojo, P. , Kamara, H. , & Alli, M. (2013). Situational Analysis of Thomas Cook Group. Technical Report.

Bloomberg (2020). China Bolster its Dominance of Global Trade, Bloomberg News. Bloomberg.com.

Bond (2020, Jun 17). Thailand Government Grants \$720 Million Aid to Boost Domestic Tourism. <https://www.hotelierindia.com/business/11228-thailand-government-grants-720-million-aid-to-boost-domestic-tourism>

Bryson, J.M. (1988) A Strategic Planning Process for Public and Non – Profit Organisations. Long Range Planning, 21(1), 73–81

China Global Television Network (CGTN) (2020). The New Normal: Tourism. <https://newseu.cgtn.com/news/2020-07-26/The-New-Normal-Tourism-RQYCNFq5Fu/index.html>

China Daily (2020, June 15). China Offers Hope to the Global Tourism Industry. <https://www.chinadaily.com.cn/a/202009/15/WS5f602ecea3101ccd0bee0759.html>

Fife, R. , & Atkins, E. (2021, January 5). Air Canada Hires Influencers to Promote Vacation Travels Even as Federal Guidelines Urge People to Stay Home. The Globe and Mail.

Folmer, A. (2020). Home >Blog>4 Post-COVID-19 Innovations in the Tourism Industry. European Tourism Futures. www.etfi.nl/en/blo.

Future Food (2020). Food and Hospitality Trends – Five Food and Hospitality Trends for the Post – Lockdown World. <https://linkd.in/gNCC7XYMay>

Haas, S. , McClain, J. , McInerney, P. , & Timelin, B. (2020). Reimagining Consumer – Goods Innovation for the Next Normal. London: McKinsey & Company.

Harrington, R.J. , Chalhoth, P.K. , Ottenbacher, M. , & Altinay, L. (2014). Strategic Management Research in Hospitality and Tourism: Past and Future. International Journal of Contemporary Hospitality Management, 26(5), 778–808. DOI: 10.1108/IJCHM-12.2013-0576

Hassan, S.C. (2016a). Event Management – The Case of London 2012 Olympic Games Legacy Report, Submitted to the Department of Marketing, Tourism and Hospitality Management. Bedfordshire: University of Bedfordshire.

Hassan, S.C. (2016b). International Tourism Marketing: A Marketing Plan for Katsina Hotel into a New Venture, Assignment Submitted to the Department of Marketing, Tourism and Hospitality Management. Bedfordshire: University of Bedfordshire.

Hel Kafi, M.A. (2019). Strategy Development in Tourism: A Case Study on Bangladesh. Masters Report Submitted to the Department of Tourism and Hospitality, University of Dhaka in Partial Fulfillment for the Requirements for the Award of Master of Business Administration in Hospitality and Tourism.

ILO (2020). Sectoral Brief – The Impact of COVID-19 on the Tourism Sector (Revised May). Geneva: International Labour Organisation.

Jovicic, A. , & Gajic, S. (2016). Hotel Innovation and Inter-Cluster Differences. In Thematic Proceedings II, 1st International Scientific Conference. Tourism in Function of Development of the Federal Republic of Serbia. Kragujevac: University of Kragujevac, Faculty of Hotel Management and Tourism in Vrnjacka Banja.

Jovicic, D. , & Ivanovic, V. (2006). Benchmarking and Quality Managing of Tourist Destinations. Tourism and Hospitality Management, 12(2), 123–134.

Jungu, Y.G. , Ogenyi, M.A. , Bodunde, T.D. , & Saidu, A. (2021). Effects of COVID-19 Pandemic and Its Attendant Lockdown Policy on the Economy of Plateau State. International Journal of Engineering & Management Research, 11(2). DOI: 10.31033/ijemr.11.2.21

Karpova, G.A. , Kuchumova, A.V. , Voloshinova, M.V. , & Testina, Y.S. (2019, October 24–25). Digitalisation of a Tourist Destination. SPBPU IDE' 19, Saint – Petersburg, Russia.

- Kotler, P. , Bowen, J.T. , & Makens J.C. (2006). *Marketing for Hospitality and Tourism*. 4th ed. London: Pearson Prentice Hall.
- Lewandowska, L. (2014). Franchising as a Way of Creating Entrepreneurship and Innovation. *Comparative Economic Research*, 17(3). DOI: 10.2478/cer-2014-0028.
- Milano, C. , Novelli, M. , & Cheer, J.M. (2019). Overtourism and Tourismphobia: A Journey Through Four Decades of Tourism Development, Planning and Local Concerns. *Tourism Planning & Development*, 16(4), 353–357.
- Ndicunga, R. (2020). Reducing Operation Costs and Creating Green Jobs for COVID-19 Affected Tourism Industry in Rwanda. A Technical Report, April.
- Obioha, V. (2020, July 15). This Day. 'Mapping A Post – COVID-19 Landscape for Tourism, Creative Industries.' Editorial Column.
- OECD (2018). *Megatrends Shaping the Future of Tourism*. In *OECD Tourism and Policies*. Paris: OECD Publishing.
- Olimovich, D.I. , & Alinovich, F.E. (2019). The Impact of Innovations in Tourism and Hospitality. *International Multi – Lingual Journal of Science and Technology (IMJST)*, 4(9).
- Proshare Confidential (2021). *Hospitality Post COVID-19; Marketing the Future Count*, (April), 1602–8842. *Proshare Economy*, 1, 260.
- Soteriades, M. , Tyrogala, E. , & Varvaressos, S. (2009). Contribution of Networking and Clustering in Rural Tourism Business. *Tourismos*, 4(4), 35–56.
- Suleiman, M.A.B. (2020, December 12). Mohammad bin Rashid Approves UAE Strategy for Domestic Tourism – WAM/Tariq Alfaham. <https://wam.ae/en/details/1395302894569>.
- The Guardian (2020, January 14). Readers' Travel Trips – 10 of the Best Virtual Travel Experiences: Readers' Trip.
- Ungerman, O. , & Děbdková, J. (2019). Marketing Innovations in Industry 4.0 and Their Impacts on Current Enterprises. *Applied Sciences*, 9(18), 3685.
- UNWTO. (2020, June 19) 'Strong and Rapid' Governments' Response to COVID – Challenge. As Tourism Restart, UNWTO Notes.
- Xingyu, C. (2021, January 1). 2020 China's Tourism in Review: Rising from the Ashes of COVID-19. *Travel*.
- Yallop, A. , & Seraphin, H. (2020). Big Data and Analytics in Tourism and Hospitality: Opportunities and Risks. *Journal of Tourism Futures*. DOI: 10.1108/JTF-10-2019-0108.

The COVID-19 pandemic and risk analysis in tourism destinations

- Abbas, J. , Mubeen, R. , Iorember, P.T. , Raza, S. , & Mamirkulova, G. (2021). Exploring the Impact of COVID-19 on Tourism: Transformational Potential and Implications for a Sustainable Recovery of the Travel and Leisure Industry. *Current Research in Behavioral Sciences*, 2, 100033. DOI: 10.1016/j.crbeha.2021.100033.
- Aiken, M. (2000). Reflexive Modernisation and the Social Economy. *Studies in Social and Political Thought*, 2(3), 21.
- Arabadzhyan, A. , Figini, P. , & Zirulia, L. (2021). Hotels, Prices and Risk Premium in Exceptional Times: The Case of Milan Hotels during the First COVID-19 Outbreak. *Annals of Tourism Research Empirical Insights*, 2(2), 100023. DOI: 10.1016/j.annale.2021.100023.
- Arshad, M.O. , Khan, S. , Haleem, A. , Mansoor, H. , Arshad, M.O. , & Arshad, M.E. (2021). Understanding the Impact of COVID-19 on Indian Tourism Sector through Time Series Modelling. *Journal of Tourism Futures*, 1–15. DOI: 10.1108/JTF-06-2020-0100.
- Babbie, E. (2015). *Observing Ourselves: Essays in Social Research*. Long Grove, IL: Waveland Press.
- Beck, U. (1992). *Risk Society: Towards a New Modernity*. London: Sage.
- Bhaskara, G.I. , & Filimonau, V. (2021). The COVID-19 Pandemic and Organisational Learning for Disaster Planning and Management: A Perspective of Tourism Businesses from a Destination Prone to Consecutive Disasters. *Journal of Hospitality and Tourism Management*, 46, 364–375. DOI: 10.1016/j.jhtm.2021.01.011.
- Giddens, A. (1984). *The Constitution of Society: Outline of the Theory of Structuration*. Cornwall: Polity Press.

Gössling, S. , Scott, D. , & Hall, C.M. (2020). Pandemics, Tourism and Global Change: A Rapid Assessment of COVID-19. *Journal of Sustainable Tourism*, 29(1), 1–20.

Horaira, M.A. (2021). Impact of COVID-19 Pandemic on Tourism Industry: Possible Reconciliation Strategy for Bangladeshi Tourism Industry. *International Tourism and Hospitality Journal*. DOI: 10.37227/ithj-2021-03-108.

ILO (2020). Sectoral Brief – The Impact of COVID-19 on the Tourism Sector (Revised May). Geneva: International Labour Organisation.

McCartney, G. , Ung, C.O.L. , & Ferreira Pinto, J. (2021). Creating Tourism Situational Awareness during COVID-19: A Collaborative Approach between Community Pharmacists and the Tourism Industry. Available at SSRN 3913054.

Pandey, K. , Mahadevan, K. , & Joshi, S. (2021). Indian Tourism Industry and COVID-19: A Sustainable Recovery Framework in a Post-Pandemic Era. *Vision*, 3, 1–15.

Singh, A.L. , Jamal, S. , & Ahmad, W.S. (2021). Impact Assessment of Lockdown Amid COVID-19 Pandemic on Tourism Industry of Kashmir Valley, India Research in Globalization Impact Assessment of Lockdown amid COVID-19 Pandemic on Tourism Industry of Kashmir Valley, India. *Research in Globalization*, 3, 100053. DOI: 10.1016/j.resglo.2021.100053.

Soliku, O. , Kyiire, B. , Mahama, A. , & Kubio, C. (2021). Tourism Amid COVID-19 Pandemic: Impacts and Implications for Building Resilience in the Eco-tourism Sector in Ghana's Savannah Region. *Heliyon*, 7(9), e07892. DOI: 10.1016/j.heliyon.2021.e07892.

Tsui, K.W.H. , Fu, X. , Chen, T. , Lei, Z. , & Wu, H. (2021). Analyzing Hong Kong's Inbound Tourism: The Impact of the COVID-19 Pandemic. *IATSS Research*, 45(4), 440–450. DOI: 10.1016/j.iatssr.2021.11.003.

UNWTO. (2020). Impact Assessment of the COVID-19 Outbreak on International Tourism UNWTO. www.unwto.org/impact-assessment-of-the-covid-19-outbreak-on-international-tourism

Williams, M. (2020, May 19). Coronavirus Class Divide- the Jobs Most at Risk of Contracting and Dying from COVID-19. *The Conversation*. <https://theconversation.com/coronavirus-class-divide-the-jobs-most-at-risk-of-contracting-and-dying-from-covid-19-138857>

WTO (2020). www.unwto.org/impact-assessment-of-the-covid-19-outbreak-on-international-tourism

Yin, S. (2016). Sustainable City Tourism in Developing Countries: Malaysia Experience. Malaysia Sustainable Cities Program, Working Paper Series. Massachusetts Institute of Technology.

Searching for a break from the drudgery of daily din

Aceron, R.M. , Del Mundo, L.C. , Restar, A.S.N. , & Villanueva, D.M. (2018). Travel and Tour Preferences of Millennials. *Journal of Economics and Management Sciences*, 1(2), 141.

Agustina, N.K.W. (2018). Analysis of Preferences and Patterns of Millennial Travelers to Bali. *Jurnal Kepariwisata*, 17(3), 1–4.

Ahn, Y.J. , Lee, B.C. , & Lee, S.K. (2020). Analysis of Korean millennials' Travel Expenditure Patterns: An Almost Ideal Demand System Approach. *Asia Pacific Journal of Tourism Research*, 25(1), 3–14.

Baniamin, H.M. , Rahman, M. , & Hasan, M.T. (2020). The COVID-19 Pandemic: Why are Some Countries Coping More Successfully Than Others?. *Asia Pacific Journal of Public Administration*, 42(3), 153–169.

Berger, D.O. (2013). On Means, Ends, and Millennials. *Missio Apostolica*, 12.

Cabreja, K.M. (2017). Meet the Millennials: On the Spirituality Fence (Doctoral dissertation, University of Southern California).

Cheer, J.M. (2020). Human Flourishing, Tourism Transformation and COVID-19: A Conceptual Touchstone. *Tourism Geographies*, 22(3), 514–524.

Chu, S. , Deng, T. , & Cheng, H. (2020). The Role of Social Media Advertising in Hospitality, Tourism and Travel: A Literature Review and Research Agenda. *International Journal of Contemporary Hospitality Management*, 32(11), 3419–3438.

Chung, N. , Han, H. , & Koo, C. (2015). Adoption of Travel Information in User-generated Content on Social Media: The Moderating Effect of Social Presence. *Behaviour & Information Technology*, 34(9), 902–919.

- Cox, D. , & DeVeaux, A.T. (2019, December 12). Millennials are Leaving Religion and Not Coming Back. *Five Thirty Eight*.
- Dillette, A.K. , Benjamin, S. , & Carpenter, C. (2019). Tweeting the Black Travel Experience: Social Media Counternarrative Stories as Innovative Insight on #TravelingWhileBlack. *Journal of Travel Research*, 58(8), 1357–1372.
- Dwivedi, A. , & Lewis, C. (2020). How Millennials' Life Concerns Shape Social Media Behaviour. *Behaviour & Information Technology*, 1–18.
- Fotis, J.N. (2015). *The Use of Social Media and its Impacts on Consumer Behaviour: The Context of Holiday Travel* (Doctoral dissertation, Bournemouth University).
- Fox, D. , & Xu, F. (2017). Evolutionary and Socio-cultural Influences on Feelings and Attitudes Towards Nature: A Cross-cultural Study. *Asia Pacific Journal of Tourism Research*, 22(2), 187–199.
- Frederick, W.C. (2018). *Corporate Social Responsibility: From Founders to Millennials*. In *Corporate Social Responsibility*. Bingley: Emerald Publishing Limited.
- Gilli, M. , & Palmisano, S. (2021). Spiritual Seekers in Esoteric Tourism Contexts. The Damanhur Community in Italy. *Journal of Tourism and Cultural Change*, 1–13.
- Gössling, S. , Scott, D. , & Hall, C.M. (2020). Pandemics, Tourism and Global Change: A Rapid Assessment of COVID-19. *Journal of Sustainable Tourism*, 29(1), 1–20.
- Huppert, F.A. (2009). Psychological Well-being: Evidence Regarding its Causes and Consequences. *Applied Psychology: Health and Well-Being*, 1(2), 137–164.
- Irimiás, A.R. , & Mitev, A.Z. (2020). Lockdown Captivity: The Wish to Break Out and Travel. *Current Issues in Tourism*, 1–4.
- Ivanova, M. , Ivanov, I.K. , & Ivanov, S. (2020). Travel Behaviour after the Pandemic: The Case of Bulgaria. *Anatolia*, 1–11.
- Kamata, H. (2021). Tourist Destination Residents' Attitudes towards Tourism during and after the COVID-19 Pandemic. *Current Issues in Tourism*, 1–16.
- Ketter, E. (2020). Millennial Travel: Tourism Micro-trends of European Generation Y. *Journal of Tourism Futures*, 7(2), 192–196.
- Krishnamurti, J. (1929). Truth is a Pathless Land. <https://jkrishnamurti.org/about-dissolution-speech>
- Lim, W.M. , & To, W.M. (2021). The Economic Impact of a Global Pandemic on the Tourism Economy: The Case of COVID-19 and Macao's Destination-and Gambling-dependent Economy. *Current Issues in Tourism*, 1–12.
- McCartney, G. (2020). The Impact of the Coronavirus Outbreak on Macao. From Tourism Lockdown to Tourism Recovery. *Current Issues in Tourism*, 1–10.
- McDonald, N.C. (2015). Are Millennials Really the 'Go-nowhere' Generation?. *Journal of the American Planning Association*, 81(2), 90–103.
- Miguéns, J. , Baggio, R. , & Costa, C. (2008). Social Media and Tourism Destinations: TripAdvisor Case Study. *Advances in tourism research*, 26(28), 1–6.
- Molteni, F. , Ladini, R. , Biolcati, F. , Chiesi, A.M. , Dotti Sani, G.M. , Guglielmi, S. , ..., & Vezzoni, C. (2021). Searching for Comfort in Religion: Insecurity and Religious Behaviour during the COVID-19 Pandemic in Italy. *European Societies*, 23(Supp. 1), S704–S720.
- Montgomery, R.D. , Schwarz, B.J. , & Mitchell, M.A. (2016). Examining the Cross-Cultural Dimensionality of Prestige Sensitivity: An Empirical Analysis of Chinese and American Millennials. *Journal of East-West Business*, 22(2), 118–143.
- Moran, R. (2017). Workplace Spirituality in Law Enforcement: A Content Analysis of the Literature. *Journal of Management, Spirituality & Religion*, 14(4), 343–364.
- Parra-López, E. , Gutiérrez-Taño, D. , Diaz-Armas, R.J. , & Bulchand-Gidumal, J. (2012). *Travellers 2.0: Motivation, Opportunity and Ability to Use Social Media*. *Social Media in Travel, Tourism and Hospitality: Theory, Practice and Cases*, 171–187.
- Percy, M. (2019). Sketching a Shifting Landscape: Reflections on Emerging Patterns of Religion and Spirituality among Millennials. *Journal for the Study of Spirituality*, 9(2), 163–172.
- Pfeiffer, D. , Pearthree, G. , & Ehlenz, M.M. (2019). Inventing What Millennials Want Downtown: Housing the Urban Generation in Low-density Metropolitan Regions. *Journal of Urbanism: International Research on Place Making and Urban Sustainability*, 12(4), 433–455.
- Qiao, G. , Zhao, X.L. , Xin, L. , & Kim, S. (2021). Concerns or Desires Post-Pandemic: An Extended MGB Model for Understanding South Korean Residents' Perceptions and Intentions to Travel to China. *International Journal of Environmental Research and Public Health*, 18(5),

2542.

- Qin, M. , Liu, X. , & Zhou, X. (2020). COVID-19 Shock and Global Value Chains: Is There a Substitute for China?. *Emerging Markets Finance and Trade*, 56(15), 3588–3598.
- Richards, G. , & Morrill, W. (2020). Motivations of Global Millennial Travelers. *Revista Brasileira de Pesquisaem Turismo*, 14(1), 126–139.
- Ruggeri, K. , Garcia-Garzon, E. , Maguire, Á., Matz, S. , & Huppert, F.A. (2020). Well-being is More Than Happiness and Life Satisfaction: A Multidimensional Analysis of 21 Countries. *Health and Quality of Life Outcomes*, 18(1), 1–16.
- Sehlikoglu, S. , & Karakas, F. (2016). We Can Have the Cake and Eat it Too: Leisure and Spirituality at 'Veiled' Hotels in Turkey. *Leisure studies*, 35(2), 157–169.
- Sigala, M. , Christou, E. , & Gretzel, U. (Eds.). (2012). *Social Media in Travel, Tourism and Hospitality: Theory, Practice and Cases*. London: Ashgate Publishing, Ltd.
- Sperry, L. (2016). Secular Spirituality and Spiritually Sensitive Clinical Practice. *Spirituality in Clinical Practice*, 3(4), 221.
- Suar, D. , Jha, A.K. , Das, S.S. , & Alat, P. (2019). The Structure and Predictors of Subjective Well-being among Millennials in India. *Cogent Psychology*, 6(1), 1584083.
- Turner, V. , & Turner, E. (1978). *Introduction: Pilgrimage as a Liminoid Phenomenon. Image and Pilgrimage in Christian Culture: Anthropological Perspectives* (pp. 1–39). New York: Columbia University Press.
- UNSDG. (2020). *COVID-19 and Transforming Tourism*. Geneva: United Nations
- UNWTO (2011, October 11). *International Tourists to hit 1.8 billion by 2030*.
<https://www.unwto.org/archive/global/press-release/2011-10-11/international-tourists-hit-18-billion-2030>
- UNWTO (2022). *About Us*. <https://www.unwto.org/about-us>
- Watts, G. (2016). *The Personal Politics of Spirituality: On the Lived Relationship between Contemporary Spirituality and Social Justice among Canadian Millennials* (Doctoral dissertation).
- Withers, M. , Henderson, S. , & Shivakoti, R. (2021). International Migration, Remittances and COVID-19: Economic Implications and Policy Options for South Asia. *Journal of Asian Public Policy*, 1–16.
- World Health Organization. (2001). *The World Health Report 2001: Mental Health: New Understanding, New Hope*. Geneva: WHO.

Turkey's tourism recovery process during COVID-19

- Aliperti, G. , & Cruz, A. (2019). Investigating Tourists' Risk Information Processing. *Annals of Tourism Research*, 79. DOI: 10.1016/j.annals.2019.102803.
- Atlas Big. (2017, February). www.atlasbig.com/tr/ulkelerin-turizm-gelirleri. Accessed 18 February 2022.
- Becken, S. , & Loehr, J. (2021). Asia – Pacific Tourism futures Emerging from COVID-19 Recovery Responses and Implications for Sustainability. *Journal of Tourism Futures*, 1–14. DOI: 10.1108/JTF-5-2021-0131.
- Bozkurt, G. (2019). *Yerel ve Mekânsal Dinamiklerin Turizm Temelli Girişimcilik Üzerine Etkileri: Marmaris Yerleşmesindeki Girişimcilik Yapısı ve Girişimciliği Etkileyen Faktörlerin Çözümlemesi*, Gazi Üniversitesi Fen Bilimleri Enstitüsü, Şehir ve Bölge Planlama Ana Bilim Dalı (Unpublished PhD thesis).
- Chica, M. , Hernández, J.M. , & Bulchand-Gidumal, J.A (2021). Collective Risk Dilemma for Tourism Restrictions under the COVID-19 Context. *Scientific Reports*, 11, 5043. DOI: 10.1038/s41598-021-84604-z.
- Cihangir, E. , & Demirhan, Ö. (2021). Van Tarihi Peynirciler Çarşısı'nın Turizm Sektörü ve Yerel Turizm Girişimciliği Açısından Restorasyon ve COVID-19 Sürecinde Değerlendirilmesi. *Kent Akademisi*, 14(3), 705–727.
- Cihangir, E. , Şeremet, M. , & Cihangir-Çamur, K. (2022). Turkey at the Crossroads: A Study in Tourism Re-Alignment and Geopolitics. *Geography*, 3, 1–15.
- Cihangir-Çamur, K. , Şeremet, M. , Cihangir E. , & Özer, B., (2021). *Kış Destinasyonlarında Başarı İçin Stratejik Planlama: Kayseri-Erciyes Kayak Merkezi Hikayesinden Çıkarımlar*,

Destinasyon Konulu Güncel Araştırmalar-I, 494–508.

Erdoğanaras, F. , Cihangir-Çamur, K. , Görer-Tamer, N. , & Mercan, K. (2020). COVID-19, Mahalle, Müşterekler, Kentsel Yaşam ve Halk Sağlığı. *Türk Coğrafya Dergisi*, 76, 115–128.

Fotiadis A. , Polyzos S. , Tzung-Cheng T.C. , & Huan, T.C. (2020). The Good, the Bad and the Ugly on COVID-19 Tourism Recovery. *Annals of Tourism Research*, 87. DOI: 10.1016/j.annals.2020.103117.

Hartman, S. , Wielenga, B. , & Heslinga, J.H. (2020). The Future of Tourism Destination Management: Building Productive Coalitions of Actor Networks for Complex Destination Development. *Journal of Tourism Futures*, 6(3), 213–218, DOI: 10.1108/JTF-11-2019-0123.

Kemperman, A. (2021). A Review of Research into Discrete Choice Experiments in Tourism: Launching. *Annals of Tourism Research*. DOI: 10.1016/j.annals.2020.103137.

KTB (Kültür ve Turizm Bakanlığı) (2007). 2023 Türkiye Turizm Stratejisi. Ankara: Kültür ve Turizm Bakanlığı.

Poulaki, I. , & Nikas I.A. (2021). Measuring Tourist Behavioral Intentions after the First Outbreak of COVID-19 Pandemic Crisis. Prima Facie Evidence from the Greek Market. *International Journal of Tourism Cities*, 7(3), 845–860. DOI: 10.1108/IJTC-09-2020-0218

Şeremet M. (2016). Geographical Education in Turkey: Challenges and Opportunities. *Geography*, 101(3), 146–155. DOI: 10.1080/00167487.2016.1209398.

Şeremet M. , Cihangir E. , & Cihangir-Çamur K. (2022). An Evaluation of Turkey's Nature-Based Tourism Agenda: Policy, Planning, and Management. In A. Mandić & K.S. Valia (Eds.), *The Routledge Handbook of the Nature-based Tourism Development*. London: Routledge.

Seyedabolghasemi, M.A. , Kilic, H. , Avci, T. , Eluwole, K.K. , & Lasisi, T.T. (2022). Residents' Perceptions of Sustainable Tourism Destination Recovery: The Case of Northern Cyprus. *Land*, 2022(11), 94. DOI: 10.3390/land11010094.

Shaen C. , Marina E. , Brian L. , & John F.O. (2021). When Lightning Strikes Twice: The Tragedy-induced Demise and Attempted Corporate Resuscitation of Malaysia Airlines. *Annals of Tourism Research*, 87. DOI: 10.1016/j.annals.2020.103109.

UNWTO (2022). World Tourism Organization. International Tourism Highlights. www.unwto.org/doi/book/10.18111/9789284422456.

Yeh, S. (2021). Tourism Recovery Strategy against COVID-19 Pandemic. *Tourism Recreation Research*, 46(2), 188–194. DOI: 10.1080/02508281.2020.1805933

Zhang, H. , Song, H. , Wen, L. , & Liu, C. (2021). Forecasting Tourism Recovery Amid COVID-19. *Annals of Tourism Research*, 87, 103149. DOI: 10.1016/j.annals.2021.103149.

Restore, reorient, and reinvigorate

Baldwin, C. , & Ross, H. (2020). Beyond a Tragic Fire Season: A Window of Opportunity to Address Climate Change? *Australasian Journal of Environmental Management*, 27(1), 1–5

BBL (2020). Annual Report 2019–2020. Australia: Queensland.

BBL (2021a). Annual Report 2020–2021. Australia: Queensland.

BBL (2021b). Reflect Reconciliation Action Plan: Reset – Reimagine – Recreate. Australia: Queensland.

BBL (n.d.). Binna Burra Lodge. www.binnaburralodge.com.au/

Berbekova, A. , Uysal, M. , & Assaf, G. (2021). A Thematic Analysis of Crisis Management in Tourism: A Theoretical Perspective. *Tourism Management*, 104342.

Binna Burra Lodge. (2020). Recovery PALs for Binna Burra [Media Release].

www.binnaburralodge.com.au/wp-content/uploads/2020/02/Media-Release-Feb-2020.pdf

Binna Burra Lodge. (2021). Binna Burra Joins the Global Sustainable Tourism Council (GSTC). [Media Release]. <https://www.binnaburralodge.com.au/news/binna-burra-joins-the-global-sustainable-tourism-council-gstc/>

Brown, D. , Stacey, P. , & Nandhakumar, J. (2008). Making Sense of Sensemaking Narratives. *Human Relations*, 61(8), 1035–1062.

Cappelen, A. , Falch, R. , Sorensen, E. , & Rungodden, B. (2021). Solidarity and Fairness in Times of Crisis. *Journal of Economic Behaviour and Organisation*, 186, 1–11

- Casto, C.A. (2014). *Crisis Management: A Qualitative Study of Extreme Event Leadership* (PhD thesis, Kennesaw State University, Kennesaw, GA).
- Christianson, M.K. , & Barton, M.A. (2021). Sensemaking in the Time of COVID-19. *Journal of Management Studies*, 58(2), 572–576.
- Cohen, E. , & Neal, M. (2010). Coinciding Crises and Tourism in Contemporary Thailand. *Current Issues in Tourism*, 13(5), 455–475.
- Cotterell, D. , & Gardiner, S. (2019). Bushfire at Binna Burra Lodge: A case study. Griffith Institute for Tourism. www.griffith.edu.au/__data/assets/pdf_file/0027/926433/Binna-Burra-case-study_FINAL-GIFT-Website.pdf
- Cretney, R. (2018). Beyond Public Meetings: Diverse Forms of Community Led Recovery Following Disaster. *International Journal of Disaster Risk Reduction*, 28, 122–130
- Day, J. , & Noakes, S. (2021). Ecotourism and Climate Change. In D. Fennel (Ed.), *Routledge Handbook of Ecotourism* (pp. 216–230). London: Routledge.
- Day, J. , Sydnor, S. , Marshall, M. , & Noakes, S. (2021). Ecotourism, Regenerative Tourism, and the Circular Economy – Emerging Trends and Ecotourism. In D. Fennel (Ed.), *Routledge Handbook of Ecotourism* (pp. 23–36). London: Routledge.
- Demiroz, F. , & Haase, T. W. (2019). The Concept of Resilience: A Bibliometric Analysis of the Emergency and Disaster Management Literature. *Local Government Studies*, 45(3), 308–327.
- Gössling, S. , Scott, D. , & Hall, C.M. (2020). Pandemics, Tourism and Global Change: A Rapid Assessment of COVID-19. *Journal of Sustainable Tourism*, 29(1), 1–20.
- Hofmann, J. , Altreiter, C. , Flecker, J. , Schindler, S. , & Simsa, R. (2019). Symbolic Struggles Over Solidarity in Times of Crisis: Trade Unions, Civil Society Actors and the Political Far Right in Austria. *European Societies*, 21(5), 649–671
- Kayes, D.C. (2004). The 1996 Mount Everest Climbing Disaster: The Breakdown of Learning in Teams. *Human Relations*, 57(10), 1263–1284.
- Lin, Y. , Kelemen, M. , & Tresidder, R. (2018). Post-disaster Tourism: Building Resilience through Community-led Approaches in the Aftermath of the 2011 Disasters in Japan. *Journal of Sustainable Tourism*, 26(10), 1766–1783
- Mair, J. , Ritchie, B. , & Walters, G. (2016). Towards a Research Agenda for Post-disaster and Post-crisis Recovery Strategies for Tourist Destinations: A Narrative Review. *Current Issues in Tourism*, 19(1), 1–26
- Maitlis, S. (2005). The Social Processes of Organizational Sensemaking. *Academy of Management Journal*, 48(1), 21–49.
- Maitlis, S. , & Christianson, M. (2014). Sensemaking in Organizations: Taking Stock and Moving Forward. *Academy of Management Annals*, 8, 57–125.
- Margo, E. (2020). Towards Recovery: Renewal and Reorientation as Regional Strategies for a Post-COVID-19 Era, Orkestra. www.orkestra.deusto.es/en/latest-news/news-events/beyondcompetitiveness/1924-towards-recovery-renewal-reorientation-regional-strategies-post-covid-19-era
- OECD (2021). *The Territorial Impact of COVID-19: Managing the Crisis and Recovery across Levels of Government*. OECD. Oecd.org/coronavirus
- Olcott, G. , & Oliver, N. (2014). Social Capital, Sense-Making and Recovery from Disaster: Japanese Companies and the March 2011 Earthquake. *California Management Review*, 56(2), 5–22.
- Page, S. , Song, H. , & Wu, D.C. (2012). Assessing the Impacts of the Global Economic Crisis and Swine Flu on Inbound Tourism Demand in the United Kingdom. *Journal of Travel Research*, 51(2), 142–153.
- Rastegar, R. , Higgins-Desbiolles, F. , & Ruhanen, L. (2021). COVID-19 and a Justice Framework to Guide Tourism Recovery. *Annals of Tourism Research*, 103161
- Revsan, R.W. (1982). What is Action Learning? *Journal of Management Development*, 1(3), 64–75.
- Ritchie, B.W. , & Jiang, Y. (2019). A Review of Research on Tourism Risk, Crisis and Disaster Management: Launching the Annals of Tourism Research Curated Collection on Tourism Risk, Crisis and Disaster Management. *Annals of Tourism Research*, 79, 102812.
- Robert, K.H. , Madsen, P. , & Desai, V. (2007). Organizational Sensemaking during Crisis. In C.M. Pearson , C. Roux-Dufort , & J.A. Clair (Eds.), *International Handbook of Organizational Crisis Management* (1st ed., pp. 107–122). London: Sage.

- Roepstorff, K. (2020). A Call for Critical Reflection on the Localisation Agenda in Humanitarian Action. *Third World Quarterly*, 41(2), 284–301
- Roth, R.J. (1997). Insurable Risks, Regulation, and the Changing Insurance Environment. In H.F. Diaz , & R.S. Pulwarthy (Eds.), *Hurricanes: Climate and Socioeconomic Impacts* (pp. 261–272). New York: Springer.
- Schultz, T. , & Barnett, B. (2020). *Binna Burra Strategic Visions, Masterplan, and RAP Background Summary Report*. Queensland: Binna Burra.
- Tomassini, L. , & Cavagnaro, E. (2020). The Novel Spaces and Power-geometries in Tourism and Hospitality after 2020 Will Belong to the 'Local'. *Tourism Geographies*, 22(3), 713–719
- Tourism and Events Queensland. (2021). *Domestic Tourism Snapshot*. Queensland: Tourism and Events Queensland
- van der Giessen, M. , Langenbusch, C. , Jacobs, G. , & Cornelissen, J. (2021). Collective Sensemaking in the Local Response to a Grand Challenge: Recovery, Alleviation and Change-oriented Responses to a Refugee Crisis. *Human Relations*, 75(5), 903–930.
- Wall, I. , & Hedlund, K. (2016). Localisation and Locally-led Crisis Response: A Literature Review, Swiss Agency for Development and Cooperation. www.local2global.info
- Weick, K.E. (1993). The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster. *Administrative Science Quarterly*, 38, 628–52.
- Weick, K.E. (1995). *Sensemaking in Organizations*. London: Sage.
- Weick, K.E. , Sutcliffe, K.M. , & Obstfeld, D. (2005). Organizing and the Process of Sensemaking. *Organization Science*, 16(4), 409–421.
- Wut, T.M. , Xu, J. , & Wong, S. (2021). Crisis Management Research (1985–2020) in the Hospitality and Tourism Industry: A Review and Research Agenda. *Tourism Management*, 85, 104307.

Building trust among tourists in the post-COVID-19 period

- Addo, P.C. , Jiaming, F. , Kulbo, N.B. , & Liangqiang, L. (2020). COVID-19: Fear Appeal Favoring Purchase Behavior towards Personal Protective Equipment. *The Service Industries Journal*, 40(7–8), 471–490. DOI: 10.1080/02642069.2020.1751823
- Alonso-Almeida, M. , Marimon, F. , & Bernardo, M. (2013). Diffusion of Quality Standards in the Hospitality Sector. *International Journal of Operations & Production Management*, 33(5), 504–527. DOI: 10.1108/01443571311322706
- Alonso-Almeida, M.M. , Rodríguez-Antón, J.M. , & Rubio-Andrada, L. (2012). Reasons for Implementing Certified Quality Systems and Impact on Performance: An Analysis of the Hotel Industry. *The Service Industry Journal*, 32, 919–936, DOI: 10.1080/02642069.2010.545886.
- Bagur-Femenías, L. , Celma, D. , & Patau, J. (2016). The Adoption of Environmental Practices in Small Hotels. Voluntary or Mandatory? An Empirical Approach. *Sustainability*, 8, 695, DOI: 10.3390/su8070695.
- Benavides-Chicón, C.G. , & Ortega, B. (2014). The Impact of Quality Management on Productivity in the Hospitality Sector. *International Journal of Hospitality Management*, 42, 165–173. DOI: 10.1016/j.ijhm.2014.07.004
- Berry, L.L. , Carbone, L.P. , & Haeckel, S.H. (2002). Managing the Total Customer Experience. *MIT Sloan Management Review*, 43(3), 85–89.
- Carimentrand, A. , & Ballet, J. (2004). Le commerce équitable entre éthique de la consommation et signes de qualité. *Proceedings Agroindustria Rural y Territorio*, December 2004, 1–4.
- Chathoth, P.K. , & Olsen, M.D. (2003). Strategic Alliances: A Hospitality Industry Perspective. *International Journal of Hospitality Management*, 22(4), 419–434. DOI: 10.1016/j.ijhm.2003.07.001
- De Rosa, M. , Lanzilotta, B. , Perazzo, I. , & Vigorito, A. (2020). Las políticas económicas y sociales frente a la expansión de la pandemia de COVID-19: aportes para el debate. Aportes y análisis en tiempos de coronavirus. Montevideo: University of the Republic of Uruguay.
- Flick, U. (2009). *The Sage Qualitative Research Kit: Collection*. London: SAGE Publications Limited.

- Kruesi, M. , Kim, P.B. , & Hemmington, N. (2017). Evaluating Foreign Market Entry Mode Theories from a Hotel Industry Perspective. *International Journal of Hospitality Management*, 62, 88–100. DOI: 10.1016/j.ijhm.2016.12.005
- Kuo, H.I. , Chen, C.C. , Tseng, W.C. , Ju, L.F. , & Huang, B.W. (2008). Assessing Impacts of SARS and Avian Flu on International Tourism Demand to Asia. *Tourism Management*, 29(5), 917–928. DOI: 10.1016/j.tourman.2007.10.006
- Manuj, I. , & Mentzer, J.T. (2008). Global Supply Chain Risk Management Strategies. *International Journal of Physical Distribution & Logistics Management*, 38(3), 192–223. DOI: 10.1108/09600030810866986
- Ortega, E.M.P. , Guilló, J.J.T. , Moliner, J.P. , Azorín, J.F.M. , & Gamero, M.D.L. (2013). Certificación en calidad, resultados empresariales y estructura organizativa en el sector hotelero español. *Intangible Capital*, 9(1), 199–224.
- Reznik, A. , Gritsenko, V. , Konstantinov, V. , Khamenka, N. , & Isralowitz, R. (2020). COVID-19 Fear in Eastern Europe: Validation of the Fear of COVID-19 Scale. *International Journal of Mental Health and Addiction*, 1–6. DOI: 10.1007/s11469-020-00283-3
- Rodríguez-Antón, J.M. , & Alonso-Almeida, M.M. (2011). Quality Certification Systems and their Impact on Employee Satisfaction in Services with High Levels of Customer Contact. *Total Quality Management*, 22(2), 145–147. DOI: 10.1080/14783363.2010.529640
- Rodríguez-Anton, J.M. , Alonso-Almeida, M.M. , & Rubio-Andrada, L. (2011). Shedding More Light on the Impacts of Quality Certified Systems in Small Service Enterprises: A Multidimensional Analysis. *African Journal of Business Management*, 5(19), 7911–7922. DOI: 10.5897/AJBM11.531
- Rodríguez-Sánchez, J.L. , Mora-Valentín, E.M. , & Ortiz-de-Urbina-Criado, M. (2019). Human Resource Management in Merger and Acquisition Planning. *Journal of Organizational Change Management*, 33(1), 16–28.
- Sangpikul, A. , & Kim, S. (2009). An Overview and Identification of Barriers Affecting the Meeting and Convention Industry in Thailand. *Journal of Convention & Event Tourism*, 10(3), 185–210. DOI: 10.1080/15470140903131822
- Segarra-Oña, M.A. , Peiró-Signes, A. , Rohit, V. , & Miret-Pastor, L. (2012). Does Environmental Certification Help the Economic Performance of Hotels? Evidence from the Spanish Hotel Industry. *Cornell Hospitality Quarterly*, 53, 242–256. DOI: 10.1177/1938965512446417
- Sutherland, I. , Sim, Y. , & Lee, S.K. (2021). Impacts of Quality Certification on Online Reviews and Pricing Strategies in the Hospitality Industry. *International Journal of Hospitality Management*, 93. DOI: 10.1016/j.ijhm.2020.102776
- Tapper, R. , & Font, X. (2004). *Tourism Supply Chains. Report of a Desk Research Project for The Travel Foundation*. Leeds: Metropolitan University.
- Valceschini, E. , & Nicolas, F. (1995). La dynamique économique de la qualité agro-alimentaire. In F. Nicolas & E. Valceschini (Eds.), *Agroalimentaire: une économie de la qualité* (pp. 15–37). Paris: Inra Economica.
- von Friedrichs Grängsjö, Y. , & Gummesson, E. (2006). Hotel Networks and Social Capital in Destination Marketing. *International Journal of Service Industry Management*, 17(1), 58–75. DOI: 10.1108/09564230610651589
- Yin, R.K. (1998). The Abridged Version of Case Study Research. In L. Bickman & D.J. Rog (Eds.), *Handbook of Applied Social Research Methods* (pp. 229–259). Thousand Oaks, CA: Sage Publications.
- Zhang, X. , Song, H. , & Huang, G.Q. (2009). Tourism Supply Chain Management: A New Research Agenda. *Tourism Management*, 30(3), 345–358. DOI: 10.1016/j.tourman.20

Judging the resilience of online learning for hospitality courses during COVID-19

- Bhutia, P.D. (2020). An Online Academy for Tourism Studies Launched – ET Travel World. [ETTravelWorld.com](https://travel.economicstimes.indiatimes.com/news/education/institutesonline-academy-for-tourism-studies-launched/76887460).
<https://travel.economicstimes.indiatimes.com/news/education/institutesonline-academy-for-tourism-studies-launched/76887460>. Accessed 29 July 2021.

- Chhetri, S. , & Dambhare, A. , & Kakkar, P. (2020). A Study on Evaluating The Satisfaction Level of Indian Hospitality Students with Online Education System During COVID Pandemic. https://www.researchgate.net/profile/Ankit-Dambhare/publication/347910271_A_STUDY_ON_EVALUATING_THE_SATISFACTION_LEVEL_OF_INDIAN_HOSPITALITY_STUDENTS_WITH_ONLINE_EDUCATION_SYSTEM_DURING_COVID_PANDEMIC/links/5fe6f214299bf140884418d3/A-STUDY-ON-EVALUATING-THE-SATISFACTION-LEVEL-OF-INDIAN-HOSPITALITY-STUDENTS-WITH-ONLINE-EDUCATION-SYSTEM-DURING-COVID-PANDEMIC.pdf
- Dani, R. , Kukreti, R. , Negi, A. , & Kholiya, D. (2020). Impact of COVID-19 on Education and Internships of Hospitality Students. *International Journal of Current Research and Review*, 86–90. DOI: 10.31782/ijcrr.2020.sp54
- Di Pietro, G. (2017). The Academic Impact of Natural Disasters: Evidence from L'Aquila Earthquake. *Education Economics*, 26(1), 62–77. DOI: 10.1080/09645292.2017.1394984
- EHL. (2020). A Look into the Future: Hospitality Management Studies after COVID-19. *Hospitality News & Business Insights* by EHL. <https://hospitalityinsights.ehl.edu/future-hospitality-education-after-COVID-19>
- Honey, M. , & Gilpin, R. (2009). *Tourism in the Developing Countries-promoting Peace & Reducing Poverty*. Washington, DC: US Institute of Peace.
- Kumar, M. (2014). Hospitality Education in India- Present Status, Challenges & Opportunities. *African Journal of Hospitality, Tourism & Leisure*, 3(2), 1–12.
- Lei, S.I. , & So, A.S. (2021). Online Teaching and Learning Experiences during the COVID-19 Pandemic – Comparing Teacher and Student Perceptions. *Journal of Hospitality & Tourism Education*, 33(3), 148–162. DOI: 10.1080/10963758.2021.1907196
- Maitra, R. (2021). Adoption and Implementation of Digital Transformation for the Sustainability of Tourism and Hospitality Business in India. *Journal of Services Research*, 21(1), 88–111.
- Mill, R. , & Morrison, A. (1999). *The Tourism System: An Introductory Text*. 3rd ed. Iowa: Kendall/Hunt Publishers.
- Milton, T. , & Moyeenudin, H.M. (2022). A Meta-Analysis on Online Classes for Hotel Management Students at Chennai During COVID-19. In S. Fong , N. Dey , & A. Joshi (Eds.), *ICT Analysis and Applications. Lecture Notes in Networks and Systems*, Vol. 314. Singapore: Springer. DOI: 10.1007/978-981-16-5655-2_57
- Naik, P. (2020). Hospitality Education: During and Post COVID-19. In V. Zutshi , N. Chowdhary , A. Singh , & P. Lakhawat (Eds.), *Rebuilding Tourism & Hospitality Sectors: COVID-19 Crisis, Policy Solutions & the Way Forward* (pp. 114–122). New Delhi: Bharti Publications.
- Nunnally, J.C. (1978). *Psychometric Theory*. 2nd ed. New York McGraw-Hill.
- Pencarelli, T. (2019). The Digital Revolution in the Travel and Tourism Industry. *Information Technology & Tourism*, 22(3), 455–476.
- Raheem, B.R. (2020). The Role of E-Learning in COVID-19 Crisis. *International Journal of Creative Research Thoughts*, 8(3), 3135–3138.
- Sciarini, M. , Beck, J. , & Seaman, J. (2012). Online Learning in Hospitality and Tourism Higher Education Worldwide: A Descriptive Report as of January 2012. *Journal of Hospitality & Tourism Education*, 24(2–3), 41–44. DOI: 10.1080/10963758.2012.10696668
- Semley, N. , Horner, S. , & Brunt, P. (2017). *Research Methods in Tourism, Hospitality and Events Management*. Research Methods in Tourism, Hospitality and Events Management. London: Sage.
- Sigala, M. (2004). Investigating the Factors Determining E-learning Effectiveness in Tourism & Hospitality Education. *Journal of Hospitality and Tourism Education*, 16(2), 11–21. DOI: 10.1080/10963758.2004.10696789
- TOI-Online. (2020, March 16). Govt Announces Closure of All Educational Establishments Across India till March 31. *The Times of India*. [https://timesofindia.indiatimes.com/home/education/news/govt-announces-closure-of-all-educational-establishments-across-india-till-march-31/articleshow/74659627.cms#:~:text=NEW%20DELHI%3A%20The%20government%20of,the%20spread%20of%20coronavirus%20infection](https://timesofindia.indiatimes.com/home/education/news/govt-announces-closure-of-all-educational-establishments-across-india-till-march-31/articleshow/74659627.cms#:~:text=NEW%20DELHI%3A%20The%20government%20of,the%20spread%20of%20coronavirus%20infection.). Accessed 28 January 2021.
- UNESCO. (2020). Education: From Disruption to Recovery. Govt. Announces Closure of all Educational Establishments across India. Accessed 28 January 2021.
- Vohra, M. (2020). How the Corona Crash Hit Indian Financial Markets in March 2020–6 Charts – Views on News from Equitymaster. www.equitymaster.com/detail.asp?date=04%2F02%2F2020&story=4&title=How-Corona-Crash-

The use of food delivery applications in the restaurant industry during the COVID-19 crisis

- Abrahám, J. , & Wang, J. (2017). Novel Trends of Using ICTs In The Modern Tourism Industry. *Czech Journal of Social Science, Business and Economics*, 6(1).
- Albuquerque, H. , Ramazanova, M. , Borges, I. , Silva, F.M. , & Marques, J. (2022). Analysis of the Consumer Behaviour Regarding the Use of Online Food Delivery Apps during COVID-19 Sanitary Restrictions in Portugal. In *Advances in Tourism, Technology and Systems* (pp. 385–396). Singapore: Springer.
- Andraz, J.M. , & Rodrigues, P.M. (2016). Monitoring Tourism Flows and Destination Management: Empirical Evidence for Portugal. *Tourism Management*, 56, 1–7.
- Brochado, D. , Silva, C. , Silva, S. , & Azevedo, D. (2021). Digital Technologies to Minimize the Impact of the COVID-19 Pandemic in Restaurant Sector. In *4th International Conference on Tourism Research* (pp. 92–100). London: Academic Publishing.
- de Freitas, I.V. , Sousa, C. , & Ramazanova, M. (2021). Historical Landscape Monitoring through Residents' Perceptions for Tourism: The World Heritage Porto City. *Tourism Planning & Development*, 18(3), 294–313.
- Feshari, M. (2017). The Role of ICT Indices In tourism Demand of Iran (the FMOLS co-Integrating Approach). *Iranian Journal of Economic Studies*, 5(2), 209–221.
- Kim, W.G. , Lee, Y.-K. , & Yoo, Y.-J. (2006). Predictors of Relationship Quality and Relationship Outcomes in Luxury Restaurants. *Journal of Hospitality & Tourism Research*, 30(2), 143–169.
- Magano, J. , & Cunha, M.N. (2020). Digital Marketing Impact on Tourism in Portugal: A Quantitative Study. *African Journal of Hospitality, Tourism and Leisure*, 9(1), 1–19.
- Morozov, M. , & Morozova, N. (2019). Innovative Staff Training Strategies for the Tourism and Hospitality Industry. *5th International Conference on Economics, Marketing, Law and Education: Advanced in Economics, Business and Management Research*, 110, 1–4.
- Mundy, S. (2018). Competition Heats up in India's Online Food Delivery Market. *Financial Times*. <https://www.ft.com/content/365617e6-f239-11e8-ae55-df4bf40f9d0d>
- Oliveira, E. (2014). The Tourism Potential of Northern Portugal and its Relevance for a Regional Branding Strategy. *Advances in Hospitality and Tourism Research (AHTR)*, 2(2), 54–78. <http://static.dergipark.org.tr/article-download/dd06/30d9/c250/imp-JA93YC93RB-0.pdf>
- Rehman, O.U. , Liu, X. , Rauf, A. , Slama, M.B. , & Amin, W. (2020). Internet Tradition and Tourism Development: A Causality Analysis on BRI Listed Economies. *Tourism Economics*, 26(6), 926–957.
- Shehzad, K. , Liu, X. , Rauf, A. , Arif, M. , Mazhar, S. , Sohail, N. , & Amin, W. (2019). Revolutionising Tourism Development in China: An Effective Role of ICT and Western Silk Road Project. *Asia Pacific Journal of Tourism Research*, 24(9), 965–977.
- Sigala, M. (2004). Integrating and Exploiting Information and Communication Technologies (ICT) in Restaurant Operations. *Journal of Foodservice Business Research*, 6(3), 55–76.
- Yüksel, A. , & Yüksel, F. (2003). Measurement of Tourist Satisfaction with Restaurant Services: A Segment-based Approach. *Journal of Vacation Marketing*, 9(1), 52–68.

The COVID-19 pandemic and (re)considerations of occupational stress in New York City's hospitality industry

- Alunan, A. (2021). What It's Like to Be a Restaurant's 'Vaccine Bouncer'. *Eater New York*. <https://ny.eater.com/2021/12/14/22834678/vaccine-mandate-restaurant-workers-host-safety-nyc>.
- Bakker, A.B. , Demerouti, E. , Sanz Vergel, A. (2014). Burnout and Work Engagement: The JD-R Approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 389–411.

Cho, J.J. , Kim, J.Y. , Chang, S. , Fiedler, N. , Koh, S. , Crabtree, B. , Kang, D. , Kim Y. , & Choi, Y. (2008). Occupational Stress and Depression in Korean Employees. *International Archives of Occupational and Environmental Health*, 8(1), 47–57.

Elovainio, M. , Kivimäki, M. , & Vahtera, J. (2002). Organizational Justice: Evidence of a New Psychosocial Predictor of Health. *American Journal of Public Health*, 92(1), 105–108.

Feldman, A.E. (2021). As Supply Chain Problems Drive Prices Up, New York City Food Sellers Try to Manage. *New York One Spectrum News*. www.ny1.com/nyc/all-boroughs/business/2021/11/19/as-supply-chain-problems-drive-prices-up-new-york-city-food-sellers-try-to-manage.

Hart, P.M. , & Cooper, C.L. (2002). Occupational Stress: Toward a More Integrated Framework. In N. Anderson , D.S. Ones , H.K. Sinangil , & C. Viswesvaran (Eds.), *Handbook of Industrial, Work and Organization Psychology*, Vol. 2. London: Sage Publications Inc.

Hur, K. (2022). Restaurateur Says He Spends Around \$750,000 on Security to Deal with Unruly Diners. *CNBC*. www.cnbcm.com/2022/02/16/restaurateur-says-he-spends-around-750000-on-security-to-deal-with-unruly-diners.html.

Hwang, J. , Lee, J. , Park, S. , Chang, H. , & Kim, S. (2014). The Impact of Occupational Stress on Employee's Turnover Intention in the Luxury Hotel Segment. *International Journal of Hospitality and Tourism Administration*, 15(1), 60–77.

Karatepe, O.S. , & Tizabi, L.Z. (2011). Work-related Depression in the Hotel Industry: A Study in the United Arab Emirates. *International Journal of Contemporary Hospitality Management*, 23(5), 608–623.

Krantz, G. , & Östergren, P.O. (2000). Common Symptoms in Middle Aged Women: Their Relation to Employment Status, Psychosocial Work Conditions and Social Support in a Swedish Setting. *Journal of Epidemiology & Community Health*, 54(3), 192–199.

Lazarus, R. , & Folkman, S. (1984). *Stress, Appraisal and Coping*. London: Springer Publishing.

Li, Z. , Yu, Z. , Huang, S. , Zhou, J. , Yu, M. , & Gu, R. (2021). The Effects of Psychological Capital, Social Capital, and Human Capital on Hotel Employees' Occupational Stress and Turnover Intention. *International Journal of Hospitality Management*, 98, 103046.

Lippert, J.F. , Furnari, M.B. , & Kriebel, C.W. (2021). The Impact of the COVID-19 Pandemic on Occupational Stress in Restaurant Work: A Qualitative Study. *International Journal of Environmental Research and Public Health*, 18, 10378.

Moses, D. (2021). Fight, Don't Starve: NYC Restaurant Workers Threaten Mass Exodus Amid Omicron Unless Paid Livable Wage. *AMNY The Villager*. www.amny.com/news/nyc-restaurant-workers-threaten-mass-exodus-amid-omicron/.

Murray-Gibbons, R. , & Gibbons, C. (2007). Occupational Stress in the Chef Profession. *International Journal of Contemporary Hospitality Management*, 19(1), 32–42.

NYC Hospitality Alliance. (2022). Industry Statistics. <https://www.thenycalliance.org/industry-statistics/>

O'Neill, J. , & Davis, K. (2011). Work Stress and Well-being in the Hotel Industry. *International Journal of Hospitality Management*, 30, 385–390.

Olszewski, S. (2021). NYC Food Delivery Workers Face a 'Harrowing World'. *Cornell Chronicle*. <https://news.cornell.edu/stories/2021/09/nyc-food-delivery-workers-face-harrowing-world>.

Parker, D. , & DeCotiis, T. (1983). Organizational Determinants of Job Stress. *Organizational Behavior & Human Performance*, 32(2), 160–177.

Pruitt-Young, S. (2021). 3 Tourists Allegedly Attacked a Restaurant Hostess Who Asked for Vaccine Proof at a Restaurant. *NPR*. www.npr.org/sections/coronavirus-live-updates/2021/09/17/1038392877/new-york-tourists-attack-hostess-restaurant-vaccine?t=1645271614481.

Rehman, N. , & Mubashar, T. (2017). Job Stress, Psychological Capital and Turnover Intentions in Employees of the Hospitality Industry. *Journal of Behavioral Science*, 27, 27–57.

Ross, G.F. (1995). Work Stress and Personality Measures among Hospitality Industry Employees. *International Journal of Contemporary Hospitality Management*, 6, 9–13.

Ross, G.F. (2005). Tourism Industry Employee Work Stress – A Present and Future Crisis. *Journal of Travel and Tourism Marketing*, 19(2–3), 133–147.

Said, R.M. , & El-Shafei, D.A. (2021). Occupational Stress, Job Satisfaction, and Intent to Leave: Nurses Working on Front Lines during COVID-19 Pandemic in Zagazig City, Egypt. *Environmental Science and Pollution Research*, 28(7), 8791–8801.

Sonmez, S. , Apostolopoulos, Y. , Lemke, M.K. , & Hsieh, Y.C. (2020). Understanding the Effects of COVID-19 on the Health and Safety of Immigrant Hospitality Workers in the United States. *Tourism Management Perspectives*, 35, 100717.

Tsui, P.L. (2021). Would Organizational Climate and Job Stress Affect Wellness? An Empirical Study on the Hospitality Industry in Taiwan during COVID-19. *International Journal of Environmental Research and Public Health*, 18, 10491.

Vatankhah, S. , Bouzari, M. , & Safavi, H. (2020). Unraveling the Fuzzy Predictors of Stress at Work. *International Journal of Organizational Analysis*, 29(2), 277–300.

Wang, C.J. (2020). Managing Emotional Labor for Service Quality: A Cross-level Analysis among Hotel Employees. *International Journal of Hospitality Management*, 88, 102396.

World Health Organization. (2020). Occupational Health: Stress at the Workplace. www.who.int/news-room/q-a-detail/occupational-health-stress-at-the-workplace.

Yang, C. , Guo, N. , Wang, Y. , & Li, C. (2019). The Effects of Mentoring on Hotel Staff Turnover: Organizational and Occupational Embeddedness as Mediators. *International Journal of Contemporary Hospitality Management*, 31(10), 4086–4104.

Yousaf, S. , Rasheed, M.I. , Hameed, Z. , & Luqman, A. (2019). Occupational Stress and its Outcomes: The Role of Work-social Support in the Hospitality Industry. *Personnel Review*, 49(3), 755–773.

Community-based tourism as a post-COVID-19 development strategy in agricultural communities

Aguilar Gavira, S. , & Barroso Osuna, J.M. (2015). La triangulación de datos como estrategia en investigación educativa. *Píxel-Bit. Revista de Medios y Educación*, 47, 73–88

Álamo, M. , Bagnulo, C. , Cabanilla, E. , & Molina, E. (2015). Community Based Tourism Contribution to Strengthen the Food Sovereignty Principle in Ecuador Siembra. Universidad Central de Ecuador, Quito DOI: 10.29166/siembra.v2i1.1440

Bernal, J.A.H. (2010). Desarrollo de habilidades cognitivas con aprendizaje móvil: un estudio de casos. *Comunicar: Revista científica iberoamericana de comunicación y educación*, 34, 201–209.

Cárdenas, M. , Guzmán, J.J. , & Hernández-Aguilera, J.N. (2020). La Crisis del coronavirus: un llamado y oportunidad para inversiones más sostenibles. New York: Centro de Política Energética global Universidad de Columbia.

García, C. (2016). Turismo Comunitario en Ecuador ¿Quo vadis? *Estudios y Perspectivas en Turismo*, 25(4), 597.

Jaime, P.V. , Casas, J.C. , & Soler, D. (2018). Desarrollo rural a través del turismo comunitario. *Análisis del valle y cañón de colca. Gestión Turística*, 15, 1–20. DOI: 10.4206/gest.tur.2011.n15-01

Morales Zamorano, L.A. , Cabral Martell, A. , Aguilar Valdes, A. , Velasco Aucly, L. , & Holguin Moreno, O. (2015). Agroturismo y competitividad, como oferta diferenciadora: el caso de la ruta agrícola de San Quintín, Baja California. *Revista mexicana de agronegocios*, 37, 185–196.

UN Brundtland Commission. (1987). *Report of the World Commission on Environment and Development: Our Common Future*. Washington, DC: United Nations.

Rendon, H.J. (2020). *Plan de desarrollo 2020–2023, Por Amor a Jardín: Bienestar para todos* Alcalde, Jardín Antioquia.

Tamayo y Tamayo, M. (2004). *El proceso de la investigación científica*. Chihuahua: Limusa.

Recovery of hotel occupancy using risk management of supply chains in the COVID-19 pandemic context at the US–Mexico border

Alfonso-Rodríguez, J. (2016). Evaluating the dynamics and impact of terrorist attacks on tourism and economic growth for Turkey. *Taylor & Francis Online*, 9, 56–81.

- Arvis, J. , Mustra, M. , Ocala, L. , Shepherd, B. , & Saslavky, D. (2010). *Connecting to Compete. Trade Logistics in the Global Economy*. Washington, DC: World Bank.
- Barrientos, J. (2007). *Teoría de las contingencias aplicada al diseño de las estructuras organizacionales: Taxonomía y nuevas contribuciones*. Argentina: UBA.
- Barrientos, J. (2013). La gestión como variable interviniente en la teoría de las Contingencias. *Ciencias Administrativas*, 2, 21–32.
- Berrones, L. (2017). Choferes del autotransporte de carga en México: investigaciones sobre condiciones laborales y la cadena de suministro. *Transporte y Territorio*, 17, 251–266.
- Bringas, N. y Verduzco, B. (2008). La construcción de la frontera norte como destino turístico en un contexto de alertas de seguridad. *Región y Sociedad*, 20(42), 3–36.
www.scielo.org.mx/scielo.php?script=sci_arttext&pid=S1870-39252008000200001&lng=es&tlng=es
- Bureau of Land Management, Esri, HERE, Garmin, USGS, NGA, EPA, USDA, NPS. (2022). *Delegaciones Tijuana*.
<https://www.arcgis.com/apps/View/index.html?appid=e32b4f59544a450fbc3abfbef3ef620c>
- Bureau of Transportation. (2017). *Transportation Statistics Annual Report 2016*.
www.bts.gov/content/transportation-statistics-annual-report-2016
- Calderón, M. , Roark, G. , Urrutia, S. , Paravié, D. , & Rohvein, C. (2017). Metodología para la clasificación y Diagnóstico de Cadenas de Suministro. *Revista Ciencias Estratégicas*, 25(38), 279–298.
- Ceron H. , & Silva, U. (2017). La relación entre un proxy de la dinámica de la inseguridad pública y el turismo internacional a México: un análisis econométrico. *El Periplo Sustentable*, 33, 105–131.
- Cervantes, A. (2016). Impacto de la imagen de México en el turismo y las inversiones: Evidencias contradictorias [Conference] XXI Congreso Internacional de Contaduría Administración en Informática.
- Chacón, Y. (2015). Colombia, la política de recuperación del turismo entre el 2002 y el 2014: el caso exitoso de arribo de turistas argentinos. [Trabajo de grado]. Argentina: UBA.
- Chakraborty, K. (1997). Sustained Competitive Advantage: A Resource-based Framework. *Journal in Advances Competitiveness Research*, 1, 32–63.
- Chandler, A. (1977). *Strategy and Structure: Chapters in the History of the Industrial*. Englewood: Enterprise Press
- Chang-Hee, C. (2005). *Tijuana-San Diego: Globalization and the Transborder Metropolis* Department of Urban Design and Planning. USA: UW.
- Christopher, M. (1998). *Logistics and Supply Chain Management – Strategies for Reducing Cost and Improving Service*. 2da ed. London: Financial Times.
- Cisneros, J. (2014). Cómo vivir en la violencia: Reflexión crítica sobre la violencia actual. *El Cotidiano*, 187, 83–99.
- CNET. (2019). El turismo ante la cancelación de la inversión en promoción, Impacto macroeconómico y alternativas de políticas públicas. <https://amdetur.org.mx/wp-content/upload/2019/03/2019-estudios-cnet.pdf>
- Consejo Nacional de Seguridad Pública. (2018). *Informe de Actividades*. Mexico City: Gobierno de Mexico.
- Correa-Espinal, A. , & Gómez-Montoya, R. (2010). Seguridad en la cadena de suministro basada en la norma ISO 28001 para el sector carbón, como estrategia para su competitividad. *Boletín de Ciencias de la Tierra*, 28, 39–49.
- Costa, J. , & González, M. (2020). Criminalidad, seguridad pública y turismo en la zona fronteriza de ciudad Juárez, México. *Estudios Fronterizos*, 21, 1–26.
- Dilla, A. (2015). Transborder Urban Complex in Latin America. *Revista Estudios fronterizos*, 31, 1–16.
- Donaldson, L. (1987). Strategy and Structural Adjustment to Regain Fit and Performance: In Defense of Contingency Theory. *Journal of Management Studies*, 24(1), 1–24.
- Donaldson, L. (2006). *The Contingency Theory of Organizational Design: Challenges and Opportunities*. Cham: Springer.
- Donaldson, L. (2015). Structural Contingency Theory. In J.D. Wright (Ed.), *International Encyclopedia of the Social & Behavioral Sciences* (pp. 609–614). London: Elsevier.
- Donner, M. , & Kruk, C. (2009). *Supply Chain Security Guide*. Washington, DC: World Bank.

- Duran, L. (2021). La crisis de turismo. Bogota: Red Forbes.
- El COLEF. (2020). Observatorio Turístico de Baja California. El Colegio de la Frontera Norte. www.datatur.sectur.gob.mx/
- Fisher, R. , McPhail, R. , You, Y. , & Ash, M. (2014.) Using Social Media to Recruit Global Supply Chain Managers. *International Journal of Physical Distribution and Logistics Management*, 44(8–9), 635–645.
- García-Santiago, F. (2006). La Gestión de la Cadena de Suministros: Un enfoque de integración global de procesos. *Visión Gerencial*, 1, 53–62.
- Gómez-Cedeño, M. , Castán-Farrero, J.M. Guitart, L. , & Matute-Vallejo, J. (2015). Impact of Human Resources on Supply Chain Management and Performance. *Industrial Management & Data Systems*, 115(1), 129–157.
- Guardia Estatal de Seguridad e Investigación (2020). Incidencia delictiva por zonas. Rosarito: Gobierno de Baja California.
- Hoffman, N. (2000). An Examination of the Sustainable Competitive Advantage Concept: Past, Present and Future. *Academy of Marketing Science Review*, 4, 1–20.
- INEGI. (2020). Censo de Población y Vivienda. Mexico City: México.
- Johnson, E. , & Pyke, D. (2000). Supply Chain Management. In *Encyclopedia of Operations Research and Management Science* (pp. 1–31). Cham: Springer.
- Johnson, J. , & Wood, D. (1996). *Contemporary Logistic* (6th ed.). New York, NY: Prentice Hall.
- Kada, N. , & Kiy, R. (2004). *Blurred Borders: Trans-boundary Impacts & Solutions in the San Diego-Tijuana Border Region*. National City, CA: International Community Foundation.
- Ledhesma, M. (2017). *Gestión de Crisis en Turismo*. (Archivo PDF). www.academia.edu/32256641/Gesti%C3%B3n_de_Crisis_en_Turismo
- Maroto, J. (2017). La masacre de Gran Bassan: Impacto económico y social del terrorismo en Costa de Marfil. *Revista Brasileña de planeación y desenvolvimiento*, 6(3), pp. 445–468.
- Monfort, V. (2002). Estrategia Competitiva y Desempeño en la Industria Hotelera Costera: Evidencias empíricas en Benidorm y Peñíscola. *Cuadernos de Turismo*, 10, 7–22.
- Montes, G. , & Bernabé, S. (2020). The Impact of Violence on Tourism to Rio de Janeiro. *International Journal of Social Economics*, 47(4), 425–443.
- Morgan-Medina, J. , Cuamea-Velázquez, O. , Estrada-Gaxiola, A. , Ferreira-Cury, M. , & Stremel-Barros, L. (2019). Caracterización del visitante transfronterizo y su consumo: comparativo entre Tijuana (México) y Foz do Iguazu (Brasil) (Unpublished research). Mexico: UABC.
- Niebuhr, A. , & Stiller, S. (2002). *Integration Effects in Border Regions, A Survey of Economic Theory and Empirical Studies*. Germany: HIIIE.
- Pereira-Moliner, J. , Pertusa-Ortega, E. , Tarí Maria, J. , López-Gamero, D. , & Molina-Azorin, J. (2016). Organizational Design, Quality Management and Competitive Advantage in Hotels. *Contemporary Hospitality Management*, 28(4), 1–43.
- Piñera, D. (2021). *Historia Mínima de Tijuana. XXIV Ayuntamiento de Tijuana 2021–2024*.
- Rea, L. , & Parker, R. (1991). *Methods of Analysis in Public and Urban Affairs: Survey research, A Practical Guide*. San Diego: Collegiate Publication Service.
- Ríos-Vázquez, A. , & López-Vizcarra, J. (2018). Seguridad e Imagen en Garita Internacional de Cruce Peatonal: Retos para usuarios y turismo. *Revista Global de Negocios*, 6(6), 1–18.
- Roldán, Andrés-Rosales, Sánchez-Mitre, L. , & Cruz, J. (2018). Insecurity and its Impact on Tourism in Guerrero: A Spatial Approach, 1999–2014. *Revista de Relaciones Internacionales, Estrategia y Seguridad*, 13(1), 147–162.
- Saavedra, R. (2015). *Contingencia o Planeamiento*. Lima: Asociados.
- SANDAG. (2012). *Traded Industry Clusters in the San Diego region*. San Diego: San Diego Association for Governments.
- Schulz, S. , Luthans, K. , & Messersmith, J. (2014). Psychological Capital: A New Tool for Driver Retention. (Online). *International Journal of Physical Distribution & Logistics Management*, 44(8–9), 621–634.
- SECTUR. (2015). *La Agenda para la Competitividad de Destinos Turísticos 2013–2018*. México: Secretaría de Turismo.
- SECTUR. (2019). *Reporte Monitoreo Hotelero. Resultados preliminares*. México: Secretaría de Turismo.
- SECTUR. (2020). *Glosario de términos*. México: Secretaría de Turismo.

- Serrano-López, A. , Freire-Chaglla, S. , Sanmartin, I. , & Espinoza-Figueroa, F. (2018). Recesión en la ocupación hotelera a partir de tres acontecimientos: terremoto, cierre de aeropuerto, construcción de tranvía. Caso cuenca (Ecuador). Cuadernos de Turismo, 42, 465–479. <https://dialnet.unirioja.es/servlet/articulo?codigo=6788190>
- SRE. (2018). Hoja informativa, Frontera México-Estados Unidos. México: Secretaría de Relaciones Exteriores.
- Stadtler, H. , & Kilger, C. (2005). Supply Chain Management and Advanced Planning. 3rd ed. New York: Springer
- Statistics Research Department, (2021). COVID-19 en México: impacto en el sector turístico 2020. Secretaría de Turismo, Gobierno de México. Mexico: CDMX.
- Stopino, M. (2014). Diccionario de política. Mexico: Siglo XXI.
- Taboada, M. (2017). Violencia, terrorismo y turismo: Hacia nuevos paradigmas a la hora de viajar. [Trabajo de grado]. Argentina: UBA.
- Tohry, F. (2016, March 21). Terrorismo: Las deficiencias del turismo. On-line.
- Torres, E. , Ramírez, R. , & Rodríguez, B. (2014). La Crisis Económica en el Sector Turístico: Un análisis de sus efectos en la costa del sol. Análisis Turístico, 18(2), 11–18.
- Torres, J. (2019). La seguridad en la cadena de suministros como estrategia de competitividad de las organizaciones. Colombia: UCC.
- Trubetskoy, S. (2016). US-Mexico Border Cities. https://sashat.me/2016/12/14/mexicos-urban-pileups/Ciudades_fronterizas_EUA-México,_de_Oeste_a_Este_Dossier. Revista de la Universidad de México. July, 2018. www.revistadelauniversidad.mx/articulos/b954fb99-4f98-484a-9621-dd3dea58899e/ciudades-fronterizas-eua-mexico
- UN. (2021). El impacto del COVID-19 en el turismo costará cuatro billones de dólares a la economía mundial. Asuntos Económicos. Geneva: United Nations.
- Vargas-Hernández, J. , & Reza, N., (2010), January 27). Study on Entrepreneurship and Role of Government in Enhancing Entrepreneurship by Establishing Small and Medium Enterprises, SMEs and Start-Ups. <https://ssrn.com/abstract=1543204> or DOI: 10.2139/ssrn.1543204
- Vázquez, F. (2015). Repasando la frontera hispano-portuguesa: conflicto, interacción y cooperación transfronteriza. Estudios Fronterizos, 16(31), 65–89.
- WTO. (2020). Directrices Globales para Reabrir el Turismo. Madrid: United Nations World Tourism Organisation.

Virtual tourism and digital communication in the context of the post-pandemic scenario

- Adachi, R. , Cramer, E.M. , & Song, H. (2020). Using Virtual Reality for Tourism Marketing: A Mediating Role of Self-presence. The Social Science Journal, 1–14.
- Anjo, A.M. , Sousa, B. , Santos, V. , Lopes Dias, Á. , & Valeri, M. (2021). Lisbon as a Literary Tourism Site: Essays of a Digital Map of Pessoa as a New Trigger. Journal of Tourism, Heritage & Services Marketing (JTHSM), 7(2), 58–67.
- Bec, V. , Moyle, B. , Schaffer, V. , & Timms, K. (2021). Virtual Reality and Mixed Reality for Second Chance Tourism. Tourism Management, 83, 104256.
- Choi, J. , Ok, C. , & Choi, S. (2016). Outcomes of Destination Marketing Organization Website Navigation: The Role of Telepresence. Journal of Travel & Tourism Marketing, 33(1), 46–62.
- Ferreira, J. , & Sousa, B. (2020). Experiential Marketing as Leverage for Growth of Creative Tourism: A Co-creative Process. In Á. Rocha , A. Abreu , J. de Carvalho , D. Liberato , E. González , & P. Liberato (Eds.), Advances in Tourism, Technology and Smart Systems. Smart Innovation, Systems and Technologies (pp. 567–577). Singapore: Springer.
- Gao, L. , Bai, X. , & Park, A. (2017). Understanding Sustained Participation in Virtual Travel Communities from the Perspectives of its Success Model and Flow Theory. Journal of Hospitality and Tourism Research, 41(4), 475–509.
- Guo, Y. , & Barnes, S. (2011). Purchase Behavior in Virtual Worlds: An Empirical Investigation in Second Life. Information & Management, 48(7), 303–312.
- Hyun, M.Y. , & O'Keefe, R.M. (2012). Virtual Destination Image: Testing a Telepresence Model. Journal of Business Research, 65(1), 29–35.

- Jacobson, J. , Gruzd, A. , & Hernández-García, Á. (2020). Social Media Marketing: Who is Watching the Watchers? *Journal of Retailing and Consumer Services*, 53, 101774.
- Leung, F.F. , Gu, F.F. , & Palmatier, R.W. (2022). Online Influencer Marketing. *Journal of the Academy of Marketing Science*, 1–26.
- López García, J.J. , Lizcano, D. , Ramos, C.M. , & Matos, N. (2019). Digital Marketing Actions That Achieve a Better Attraction and Loyalty of Users: An Analytical Study. *Future Internet*, 11(6), 130.
- Martins, C.S. , Ferreira, A.C. , Pereira, C.S. , & Sousa, B.B. (2022). Virtual Tourism and Challenges in a Post-Pandemic Context. In C. Ramos , S. Quinteiro , & A. Gonçalves (Eds.), *ICT as Innovator Between Tourism and Culture* (pp. 122–137). London: IGI Global. DOI: 10.4018/978-1-7998-8165-0.ch008
- Maurer, C. (2015). Digital Divide and its Potential Impact on Cultural Tourism. In *Cultural Tourism in a Digital Era* (pp. 231–241). Cham: Springer.
- Moita, P. (2017). e-Business em Turismo. In F. Silva & J. Umbelino (Eds.), *Planeamento e Desenvolvimento Turístico* (pp. 159–171). Lisboa: Lidel.
- Nayyar, A. , Mahapatra, B. , Le, D. , & Suseendran, G. (2018). Virtual Reality (VR) & Augmented Reality (AR) Technologies for Tourism and Hospitality Industry. *International Journal of Engineering & Technology*, 7(2.21), 156–160.
- Neuburger, L. , Beck, J. , & Egger, R. (2018), The 'Phygital' Tourist Experience: The Use of Augmented and Virtual Reality in Destination Marketing. In M. Camillieri (Ed.), *Tourism Planning and Destination Marketing* (pp. 183–202). New York: Emerald Publishing Limited.
- Perinotto, A. , Mota, D. , & Ferreira, H. (2018). As Mídias Sociais e os Influenciadores Digitais na Promoção de Destinos Turísticos. *Anais Brasileiros de Estudos Turísticos*. DOI: 10.34019/2238-2925.2018.v8.3213.
- Pestek, A. , & Sarvan, M. (2021). Virtual Reality and Modern Tourism. *Journal of Tourism Futures*, 7(2), 245–250.
- Rafael, C. , & Almeida, A. (2014). Impacto da informação online na formação da imagem de destino virtual. *Dos Algarves: A Multidisciplinary E-journal*, 23, 27–50.
- Ramalho, B. (2019). O Papel dos Influenciadores Digitais Portugueses na Promoção de um Destino Turístico. *Vila do Conde: Politécnico do Porto*.
- Silva, J. (2018). *Marketing digital e Redes Sociais no Turismo: O caso do Município de Ovar*. Aveiro: Universidade de Aveiro.
- Simas, D. , & Júnior, A. (2018). Sociedade em Rede: Os Influencers Digitais e a Publicidade Oculta nas Redes Sociais. *Revista de Direito, Governança e Novas Tecnologias*, 4(1), 17–32.
- Sousa, B. , & Silva, M. (2019). Creative Tourism and Destination Marketing as a Safeguard of the Cultural Heritage of Regions: The Case of Sabugueiro Village. *Revista Brasileira de Gestão e Desenvolvimento Regional*, 15(5), 78–92.
- Subawa, N.S. , Widhiasthini, N.W. , Astawa, I.P. , Dwiatmadja, C. , & Permatasari, N.P.I. (2021). The Practices of Virtual Reality Marketing in the Tourism Sector, A Case Study of Bali, Indonesia. *Current Issues in Tourism*, 24(23), 3284–3295.
- Sussamann, S. , & Vanhegan, H.J. (2000). Virtual Reality and the Tourism Product: Substitution or Complement? *ECIS 2000 Proceedings*. 117. <http://aisel.aisnet.org/ecis2000/117>. Accessed 1 January 2021.
- Taufer, L. , & Ferreira, L.T. (2019). Realidade Virtual no Turismo: Entretenimento ou Mudança de Paradigma?. *Rosa dos Ventos*, 11(4), 908–921.
- Wu, D. , Weng, D. , & Xue, S. (2016), Virtual Reality System as an Affective Medium to Induce Specific Emotion: A Validation Study. *Electronic Imaging*, 2016(4), 1–6
- Yung, R. , & Khoo-Lattimore, C. (2019). New Realities: A Systematic Literature Review on Virtual Reality and Augmented Reality in Tourism Research. *Current Issues in Tourism*, 22(17), 2056–2081.
- Yung, R. , Khoo-Lattimore, C. , & Potter, L.E. (2021). Virtual Reality and Tourism Marketing: Conceptualizing a Framework on Presence, Emotion, and Intention. *Current Issues in Tourism*, 24(11), 1505–1525.

COVID-19 and changing realities in the food & beverage sector

- Agarwal, P. (2021). Shattered but smiling: Human resource management and the wellbeing of hotel employees during COVID-19. *International Journal of Hospitality Management*, 93, 102765.
- Alonso-Almeida, M. d. M. , Bremser, K. , & Llach, J. (2015). Proactive and Reactive Strategies Deployed by Restaurants in Times of Crisis: Effects on Capabilities, Organization and Competitive Advantage. *International Journal of Contemporary Hospitality Management*, 27(7), 1641–1661.
- American Hotel & Lodging Association. (2020). COVID-19's Impact on the Hospitality Industry. www.ahla.com/covid-19s-impact-hotel-industry
- Askey, A.P. , Taylor, R. , Groff, E. , & Fingerhut, A. (2018). Fast Food Restaurants and Convenience Stores: Using Sales Volume to Explain Crime Patterns in Seattle. *Crime & Delinquency*, 64(14), 1836–1857.
- Batat, W. (2020a). How Michelin-starred Chefs are being Transformed into Social Bricoleurs? An Online Qualitative Study of Luxury Foodservice during the Pandemic Crisis. *Journal of Service Management*, 32(1), 87–99.
- Batat, W. (2020b). Pillars of Sustainable Food Experiences in the Luxury Gastronomy Sector: A Qualitative Exploration of Michelin-starred Chefs' Motivations. *Journal of Retailing and Consumer Services*, 57, 102255.
- Boakye, E.A. , Zhao, H. , Ahia, B.N.K. , & Damoah, M.A. (2020). Mitigating the Socio-Economic Impacts of COVID-19; Role of Governments in Sub-Saharan Africa, Fiscal and Monetary Policy Perspectives. *Open Journal of Social Sciences*, 8(11), 300.
- Braun, V. , & Clarke, V. (2006). Using Thematic Analysis in Psychology. *Qualitative Research in Psychology*, 3(2), 77–101.
- Bucak, T. , & Yiğit, S. (2021). The Future of the Chef Occupation and the Food and Beverage Sector after the COVID-19 Outbreak: Opinions of Turkish chefs. *International Journal of Hospitality Management*, 92, 102682.
- Byrd, K. , Her, E. , Fan, A. , Almanza, B. , Liu, Y. , & Leitch, S. (2021). Restaurants and COVID-19: What are Consumers' Risk Perceptions about Restaurant Food and its Packaging during the Pandemic? *International Journal of Hospitality Management*, 94, 102821.
- Confederation of Indian Industry. (2020). Impact of COVID-19 on Hospitality Sector -Estimated Revenue Losses. [www.cii.in/PublicationDetail.aspx?enc=6/lnra7c1XIKPU005MvJtWcrtv6LPYFaLazELIKJ5I=de Freitas, R.S.G. , & Stedefeldt, E. \(2020\). COVID-19 Pandemic Underlines the Need to Build Resilience in Commercial Restaurants' Food Safety. *Food Research International*, 136, 109472.](http://www.cii.in/PublicationDetail.aspx?enc=6/lnra7c1XIKPU005MvJtWcrtv6LPYFaLazELIKJ5I=de Freitas, R.S.G. , & Stedefeldt, E. (2020). COVID-19 Pandemic Underlines the Need to Build Resilience in Commercial Restaurants' Food Safety. Food Research International, 136, 109472.)
- Delwiche, J. (2004). The Impact of Perceptual Interactions on Perceived Flavor. *Food Quality and Preference*, 15(2), 137–146.
- Dornenburg, A. , & Page, K. (1996). *Culinary Artistry*. Canada: John Wiley & Sons.
- Esteves, J.M. (2014). Economic Crisis and the Image of Portugal as a Tourist Destination: The Restaurants' Perspective. *Worldwide Hospitality and Tourism Themes*, 14.
- Fernandes, N. (2020). Economic Effects of Coronavirus Outbreak (COVID-19) on the World Economy. IESE Business School Working Paper No. WP-1240-E
- Ghiani, E. , Galici, M. , Mureddu, M. , & Pilo, F. (2020). Impact on Electricity Consumption and Market Pricing of Energy and Ancillary Services during Pandemic of COVID-19 in Italy. *Energies*, 13(13), 3357.
- Gursoy, D. , & Chi, C.G. (2020). Effects of COVID-19 Pandemic on Hospitality Industry: Review of the Current Situations and a Research Agenda. *Journal of Hospitality Marketing & Management*, 29(5), 527–529.
- Hakim, M.P. , Zanetta, L.D.A. , & da Cunha, D.T. (2021). Should I Stay, or Should I Go? Consumers' Perceived Risk and Intention to Visit Restaurants during the COVID-19 Pandemic in Brazil. *Food Research International*, 141, 110152.
- Higgins-Desbiolles, F. (2020). Socialising Tourism for Social and Ecological Justice after COVID-19. *Tourism Geographies*, 22(3), 610–623.

Holland, S. (2021, February 15). 2021: The Year When the Customer is Not Always Right. ET Hospitality World. <https://hospitality.economicstimes.indiatimes.com/news/speaking-heads/2021-the-year-when-the-customer-is-not-always-right/80921939>

IANS. (2020). Coronavirus Impact: The Impact of COVID-19 on the Hospitality Sector. <https://timesofindia.indiatimes.com/business/india-business/the-impact-of-covid-19-on-the-hospitality-sector/articleshow/75290137.cms>

IBEF Knowledge Centre. (2020, December 3). Future of Indian Food and Beverage Industry Post-Pandemic. www.ibef.org/blogs/future-of-indian-food-and-beverage-industry-post-pandemic

Jeffery, R.W. , Baxter, J. , McGuire, M. , & Linde, J. (2006). Are Fast Food Restaurants an Environmental Risk Factor for Obesity? *International Journal of Behavioral Nutrition and Physical Activity*, 3(1), 1–6.

Kaushal, V. , & Srivastava, S. (2021). Hospitality and Tourism Industry Amid COVID-19 Pandemic: Perspectives on Challenges and Learnings from India. *International Journal of Hospitality Management*, 92, 102707.

Keast, R. , Dalton, P. , & Breslin, P.A. (2004). Flavor Interactions at the Sensory Level. In A.J. Taylor & D.D. Roberts (Eds.), *Flavor Perception* (pp. 228–255). Oxford: Blackwell Scientific.

Kim, J. , Kim, J. , Lee, S.K. , & Tang, L.R. (2020). Effects of Epidemic Disease Outbreaks on Financial Performance of Restaurants: Event Study Method Approach. *Journal of Hospitality and Tourism Management*, 43, 32–41.

Lakshmi, B. , & Shareena, P. (2020). Impact of COVID 19 on the Restaurants. *Journal of Interdisciplinary Cycle Research*, 12(8), 1327–1334.

Marat, E. (2009). Labor Migration in Central Asia: Implications of the Global Economic Crisis. *Silk Road Studies Program*. Washington, DC: Institute for Security and Development Policy.

McBride, A.E. , & Flore, R. (2019). The Changing Role of the Chef: A Dialogue. *International Journal of Gastronomy and Food Science*, 17, 100157.

Menon, S. (2021, May 8). India COVID: How Bad is the Second Wave? The BBC. www.bbc.com/news/56987209

Nhamo, G. , Dube, K. , & Chikodzi, D. (2020). Restaurants and COVID-19: A Focus on Sustainability and Recovery Pathways. In *Counting the Cost of COVID-19 on the Global Tourism Industry* (pp. 205–224). New York: Springer.

Paul, M.T.V. , & Devi, U.N. (2021). Managing Mental & Psychological Wellbeing Amidst COVID-19 Pandemic: Positive Psychology Interventions. *arXiv preprint arXiv:2104.11726*.

Qiu, J. , Shen, B. , Zhao, M. , Wang, Z. , Xie, B. , & Xu, Y. (2020). A Nationwide Survey of Psychological Distress among Chinese People in the COVID-19 Epidemic: Implications and Policy Recommendations. *General psychiatry*, 33(2), e100213.

Rizou, M. , Galanakis, I.M. , Aldawoud, T.M. , & Galanakis, C.M. (2020). Safety of Foods, Food Supply Chain and Environment within the COVID-19 Pandemic. *Trends in Food Science & Technology*, 102, 293–299.

Rosenthal, M. (2020). Fauci: COVID-19 Worst Pandemic in 100 Years. www.idse.net/COVID-19/Article/10-20/Fauci-COVID-19-Worst-Pandemic-in-100-Years/60937

Ruhlman, M. (2006). *The Reach of a Chef: Beyond the kitchen*, Vol. 1. New York: Penguin Books.

Small, D.M. , Jones-Gotman, M. , Zatorre, R.J. , Petrides, M. , & Evans, A.C. (1997). Flavor Processing: More than the Sum of its Parts. *Neuroreport*, 8(18), 3913–3917.

Tandon, R. (2020). The COVID-19 Pandemic, Personal Reflections on Editorial Responsibility. *Asian Journal of Psychiatry*, 50, 102100.

Tewari, S. (17 May 2020). Travel and Tourism Industry in Shock with No Relief Measures from Govt. *The Mint*. www.livemint.com/news/india/travel-and-tourism-industry-in-shock-with-no-relief-measures-from-govt-11589722537599.html

Tiwari, A. (2021, April 26). Tourism and Hospitality Industry Urges Centre to Release SEIS Aid. *CNBC*. www.cnbctv18.com/business/tourism-and-hospitality-industry-urges-centre-to-release-seis-aid-9063881.htm

Tuncer, T. , & Akoğlu, A. (2020). Food Safety Knowledge of Food Handlers Working in Hotel Kitchens in Turkey. *Food and Health*, 6(2), 67–89.

UNWTO. (2021). *International Tourism and COVID-19*. www.unwto.org/international-tourism-and-covid-19

WTO. (2020). *Tourism and COVID-19*. www.unwto.org/tourism-covid-19

Zopiatis, A. (2010). Is It Art or Science? Chef's Competencies for Success. *International Journal of Hospitality Management*, 29(3), 459–467.