

**How to Cite:**

Anu, A., Gautam, N., Gautam, P. K., Singh, J., Sharma, S., Kaushik, A., & Obaid, A. J. (2022). Impact of post-COVID-19 on the hospitality tourism: Impact evaluation, survive, revive and thrive. *International Journal of Health Sciences*, 6(S2), 7152–7172.  
<https://doi.org/10.53730/ijhs.v6nS2.6780>

# Impact of post-COVID-19 on the hospitality tourism: Impact evaluation, survive, revive and thrive

**Anu**

Research Scholar, UIAMS Panjab University, Chandigarh-160014, India  
Email: [anudahiya19@gmail.com](mailto:anudahiya19@gmail.com)

**Nidhi Gautam**

UIAMS Panjab University, Chandigarh-160014, India  
Corresponding author email: [nidhig121@gmail.com](mailto:nidhig121@gmail.com)

**Prashant Kumar Gautam**

UIAMS Panjab University, Chandigarh-160014, India  
Email: [prashant.k.gautam@gmail.com](mailto:prashant.k.gautam@gmail.com)

**Jagpreet Singh**

Department of Computer Science and Engineering, Indian Institute of Technology Ropar, Rupnagar - 140001, Punjab, India  
Email: [jagpreet.20csz0010@iitrpr.ac.in](mailto:jagpreet.20csz0010@iitrpr.ac.in)

**Shubham Sharma**

Department of Mechanical Engineering, IK Gujral Punjab Technical University, Main Campus-Kapurthala, Jalandhar, Punjab, 144603, India  
Email: [shubham543sharma@gmail.com](mailto:shubham543sharma@gmail.com)

**Ashu Kaushik**

Department of Computer Science and Engineering, Indian Institute of Technology Ropar, Rupnagar - 140001, Punjab, India  
Email: [ashu.20csz0012@iitrpr.ac.in](mailto:ashu.20csz0012@iitrpr.ac.in)

**Ahmed J. Obaid**

Faculty of Computer Science and Mathematics, University of Kufa, Iraq  
Email: [ahmedj.aljanaby@uokufa.edu.iq](mailto:ahmedj.aljanaby@uokufa.edu.iq)

**Abstract**---Within few weeks, when the first reported COVID-19 case in the city of Wuhan, China, the pandemic has spread quickly across nations and tourism has been regarded as the main case in the spread of corona virus worldwide. With no vaccine and limited medical facilities, it plunged the economy into various economic crisis. Both

the purchase and production has come to an end due to factory closures; travel bans and border closures. The most severe disruption of the global economy is the national quarantines and unprecedented global restrictions on traveling, bringing international travel to a standstill. As a consequence, tourism operations of many countries have been ceased in March, 2020. According to UNWTO research, 100% UNWTO countries have imposed restrictions on travelling in response to the pandemic and international tourism has completely been closed and the borders were sealed by 72% nations. Due to the cancellation of business trips, holidays, and weekend gateways, tourism industry is heavily impacted by the COVID-19 crisis. So, in this paper we have discussed the impact evaluation of COVID-19 pandemic on tourism industry and its branches. We have reviewed research papers published in 2020, OECD and UNWTO reports. We have taken top 10 tourist destinations (countries) from World Tourism Barometer, UNWTO, 2021 to compare international tourist arrivals, international tourist receipts and international tourist spending. The data shows that international tourism arrival, receipts and spending has been drastically impacted. At the same time, as in a new normal era, some nations are in a way to re-open their economies for social as well as business activities, we have developed a conceptual model for the survival, revival and thrive of tourism industry. In the end, we have concluded the paper by highlighting research limitations and future research directions.

**Keywords**--COVID-19, pandemic, tourism, conceptual model, survival, revival, thrive.

## **Introduction**

In November, 2019 when the first case of Covid-19 was reported in Wuhan, China, it has spread quickly across countries and threatened the health and lives of millions of people worldwide. With no vaccine and limited medical facilities, it plunged the economy into various economic crisis. Economically speaking, this pandemic is different as compared to previous pandemics because previous pandemics are far smaller and hit nations which are less economically dominant. But COVID-19 pandemic affects G7 plus China which are economically dominant and this time COVID-19 cases are already eight or nine times more than SARS cases. As of 5 March, 2020, 10 largest economies in the world hit hard by COVID-19 pandemic, Iran and India were exception (Baldwin & Weder, n.d.).

Corona Virus spread internationally and it affects domestic trade as well. International trade is one of the leading mechanisms for this drastic economic change (Baldwin & Weder, n.d.) and globalization can be regarded as a cause in spreading novel corona virus (Galvani et al., 2020). Both the purchase and production has come to an end due to factory closures; travel bans and border closures. When production in one industry or one nation suspended, it becomes supply shock in other industries and nations too because output of one can be used as input of other.

The most severe disruption of the global economy is the national quarantines and unprecedented global restrictions on traveling, bringing international travel to a standstill. As a consequence, tourism operations of many countries have been ceased in March, 2020. According to UNWTO research, 100% UNWTO countries have imposed restrictions on travelling in response to the pandemic and 72% have completely closed their borders to international tourism (Baum, 2020). With the cancellation of business trips, holidays, and weekend gateways, tourism industry is heavily impacted by the COVID-19 crisis. Air and sea travel are seen as the major cause of rapid spread of pandemic globally (Merler et al., 2020).

International, regional as well as local restrictions on travel has immediately affected national economies (Gössling et al., 2020), where in tourism sector is highly affected (Merler et al., 2020). As a result of crisis, international travelling has rapidly comes to minimum and many countries started imposing travel bans and have closed borders, or have introducing quarantine periods, domestic as well as international tourism has declined at faster rate over a period of weeks (Gössling et al., 2020). So, in this paper we are discussing the impact evaluation of COVID-19 pandemic on tourism industry and its branches and at the same time, as in a new normal era, some nations are in a way to re-open their economies for social as well as business activities. So, how the tourism sector will survive in this new normal era and what are the opportunities available to them and how they revive in the post COVID-19.

## **Review of Literature**

### **Pandemics and Tourism Sector**

From the past two decades, global tourism has been affected by wide range of crisis as depicted from fig.1. Major disruptive events include terror attacks in 2001, in 2003, the severe acute respiratory syndrome (SARS) has affected tourism sector and in 2008/2009, global economic crisis. But, tourism sector is among the highly affected sectors under COVID-19 pandemic (Gössling et al., 2020).

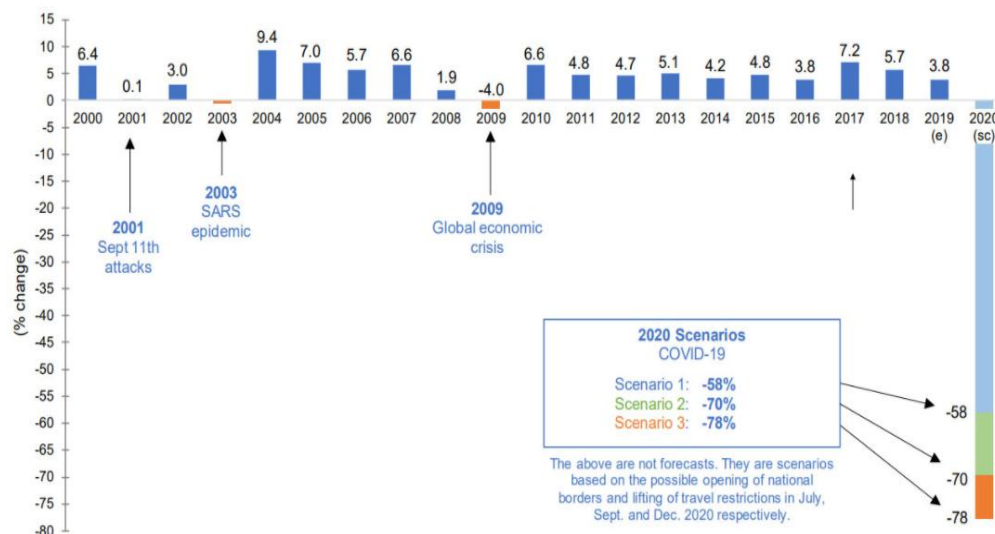


Figure 1: Impact of various crisis on global tourism form the past two decades  
 Source: UNWTO, 2020

As compared to attacks in 2001, SARS epidemic in 2003 and Global Economic Crisis in 2009, international tourist arrival is affected the most under COVID-19 pandemic in 2020. Under three different scenarios, percentage change (decline) is estimated by UNWTO as 58%, 70% and 78% respectively in July, September and December, based on the possibilities of reopening of national borders and phasing out of travel restrictions as well (As et al., 2020). As tourism sector is affected by many crises, it would not be wrong if we suggest that tourism sector is very much resilient to external shocks.

On 31 December, 2019 China has reported its first COVID-19 case to the WHO Country Office. This new virus was largely disregarded by many countries even though it was rapidly spreading in Wuhan, China. They were taking measures such as lockdown to contain the virus. But national as well as international borders were not sealed and by mid-March COVID-19 virus had been carried to all the continents and had been established in 146 countries by global air transport and by 15 April, 2020, confirmed cases approached 20 lakhs in almost 200 countries (Gössling et al., 2020). On 26 February, 2020 UNWTO and WHO had given a joint statement wherein they both will be working together in guiding travel and tourism sectors' response to COVID-19 outbreak. According to UNWTO, [...] "UNWTO and WHO stand ready to work closely with all those communities and countries affected by the current health emergency, to build for a better and more resilient future" (*NEWS RELEASE UNWTO AND WHO CALL FOR RESPONSIBILITY AND*, 2020). [...] "The International Labor Organization, a fellow UN agency of UNWTO, has raised the alarm: As many as 1.6 billion individuals worldwide" (POLOLIKASHVILI, 2020).

According to UNWTO World Tourism Barometer, there was 98 percent fall in international tourism due to COVID-19 pandemic when compared to 2019. As compared to Global Economic Crisis of 2009, there was more than three times fall

in tourist arrivals. About 300 million tourists were fallen short and US\$320 billion were lost in international tourism receipts (As et al., 2020).

Various tourism heads are co-operating voluntarily with the health sector. During this pandemic, they are providing meals to the medical personnel, quarantine space to people and holiday vouchers to the medical staff as well (OECD, 2020). Digitalization is the sector where pandemic is providing great opportunity for potential development. In tourism sector as well, digitalization is increasing by creating 'live remote' tourism & virtual tourism. There are various museums who are opening virtually to their tourists worldwide as it is in favor of SOP made during Covid-19. Digitalization is also changing work trends in tourism sector (OECD, 2020).

## **COVID-19 and Tourism**

### **Impact of COVID-19 on tourism sector**

COVID-19 has changed life of almost every nation and citizen across the globe by creating conditions on tourism and travel. Being the citizen of Global North, their right to travel has been severely curtailed by the government to stop the spread of COVID-19. Workforce in the Global North has felt the impact of tourism as the safety measures in Global North are not up-to-mark as compared to Global South (Baum, 2020; Baum et al., 2019). Now we are mentioning some areas where COVID-19 has its impact, particularly in tourism sector:

a. Closure of border:

In many countries, government were putting restrictions on the movement of people across borders. They were closing borders to visitors and their own citizen to stop the spread of COVID-19. According to a Pew Research Center analysis of border closure announcements and United Nations population data, at least 91 percent of the world's population are under restrictions to travel. Majorly, Countries are putting restrictions for those who are neither citizen nor residents, like tourists, travelling for business purpose and new immigrants. Around 39 percent are living in those nations who have completely closed the borders for non-citizens and non-residents (Phillip Connor, 2020).

b. Travel restrictions, resulting financial crunch:

Due to closure of national as well as international borders, travelling has been reduced and is totally eliminated by government. According to UNWTO research, 100% UNWTO countries have imposed restrictions on travelling in response to the pandemic and 72% have completely closed their borders to international tourism (Baum, 2020). Rail and bus services has also been reduced due to curtailment of travel. As a consequence, airline service providers as well as railways and roadways have faced and are still facing financial crunch and many of them are not able to stabilize themselves in future. Thus, government are stepping in to nationalize and renationalize airlines assets so that their future can be protected (Baum, 2020).

c. Reduction in workforce:

Tourism industry is labor intensive and is contributing 6.9 percent of employment in OECD countries. It is regarded as a leading source of

employment specially for low skilled workers by employing seasonal, part-time and temporary workers. But in the current situation, wherein COVID-19 has drastically impacting each and every sector, it has reduced the capacity for many industry branches. Tourism sector is directly affected due to the continuous impact of covid-19 over several months. In normal times, tourism sector helps in providing employment opportunities to migrant workers, old age people and students as well. Besides providing employment in major cities, they are also providing employment in remote and backward locations where alternative opportunities may not be possible. For instance, 15.7% of total employment in Iceland, 13.5% in Spain, 10.3% in Ireland, 10.0% in Greece, and 9.8% in Portugal represents the share of tourism employment (OECD, 2020).

d. Difficulties for SMEs in tourism sector:

To cope with the costs that COVID-19 entails, SMEs may be regarded as less resilient and flexible according to the OECD Policy Note on COVID-19: SME Policy responses. In the next few months, 50 percent of SMEs will not survive which could have drastic impact on the nation's economy and global growth prospects and tourism economy as well. Thus, governments are acknowledging the specific circumstances of SMEs and are framing policies to support them. There are various measures to strengthen SMEs. Government can supply more credit to SMEs so that they can revive themselves. Credit should be available to them at easy and cheap rates. There should be measures to address liquidity by deferring payments. (OECD, 2020)

e. Closure of attractions, impacting tourism

With the increased cases of Corona Virus, many of the nations have temporarily closed their museums and theatres, postponed sports games (including XXXII Olympiad in Tokyo), reduced the access to beaches and national parks and even the non-essential retail and hospitality outlets were closed which also reduced the demand of national as well as international tourism (Baum, 2020).

f. Revoking Consumer protection rights:

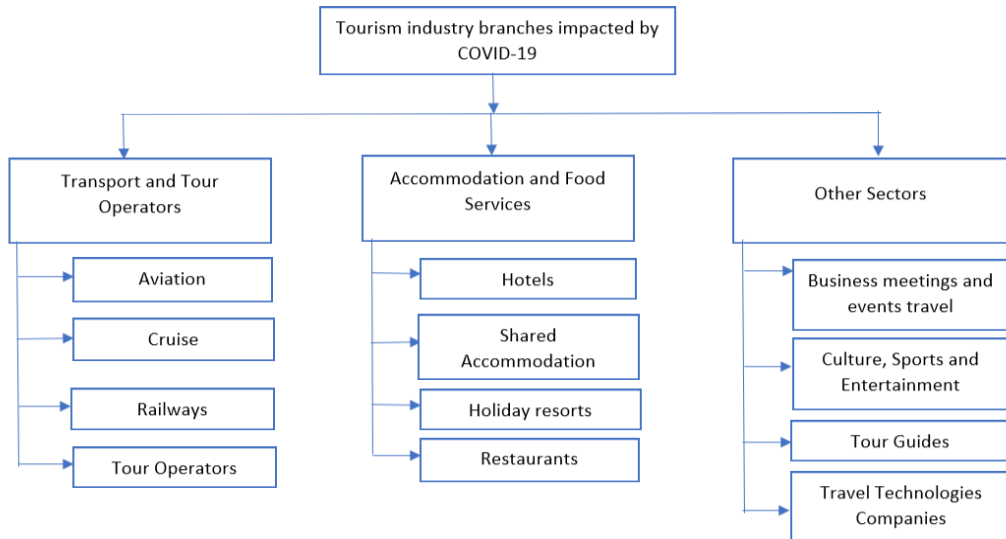
Due to the temporarily shut down of tourism industry worldwide, consumer protection has been adversely impacted. Consumer rights were temporarily suspended as the hotels, airlines and allied operators were struggling to cope with the consequence of COVID-19 and its impact on tourism industry. With the closure of hotels and airlines, issues relating to refunds, compensation and insurance were not resolved (Murray, 2020).

g. Curtailment on visiting friends and families:

Due to the closure of borders and restrictions on travelling, people were locked into their homes and they were unable to meet their friends and family who are residing in other nations. Visiting friends and families is a key market for tourism in all nations and internationally as well. But their right to travel has been curtailed by the government due to the COVID-19 pandemic. It was firstly done by the authorities in China during the lunar holidays in early 2020 and further followed by other countries too as a successive measure to reduce the impact of novel coronavirus (Baum, 2020).

### Impact of COVID-19 on selected tourism sector branches

Tourism industry is diverse in nature and highly fragmented. It covers wide range of industries and faces challenges due to its fragmented nature and multi-level. Tourism sector is interdependent therefore crisis in any one sub-sector affects the whole tourism value chain (OECD, 2020). Following chart shows the branches of tourism industry which are affected by COVID-19 pandemic:



Source: (OECD, 2020)

Table 1: Impact of COVID-19 on selected tourism sector branches

Tourism branches		Authors/ Source	Impact of COVID-19
Transport and tour operators	Aviation	(ACI, 2020)	According to Airport Council International, as of 5 May, 2020, it is estimated that there will be reduction of 4.6 billion passengers in 2020 due to Covid-19, which could result in a global loss of USD 97 billion
	Cruise	(Ito et al., 2020)	As compared to global financial crisis of 2008-09 and the Costa Concordia loss which created negative publicity of cruise industry, COVID-19 has a much stronger impact on cruise industry.

		(JANKOWICZ, 2020)	Coronavirus crisis continues to hammer the cruise industry. Carnival Cruises, which includes brands such as P&O, Princess Cruises and Cunard, is to sell 6 ships due to a loss of \$4.4 billion in the second quarter of 2020.
	Railways	(OECD, 2020)	Reduction in revenues as well as passengers as people movement is limited and discouraged.
	Tour operators	(Hanover, 2020)	Operations has been reduced because pandemic has increased organizational complexity across administrative boundaries.
Accommodation and food services	Hotels	(Djeebet, 2020)	Many hotels find themselves empty due to COVID-19.
		(OECD, 2020)	Occupancy rates in hotels were reported extremely low worldwide and they even experienced closures on large scale.
	Shared accommodations	(Schaal, 2020)	On 05 May, 2020 AirBnB announced to cut 25 percent of its payroll and will reduce its investment in hotels.
	Holiday resorts	(OECD, 2020)	Due to the novel coronavirus, it is uncertain to predict the future of beach resorts during summers in northern hemisphere.
	Restaurants	(OECD, 2020)	Food and catering service providers have limited their activity to deliver only in some places or shut down their activities. Due to the lockdown measures introduced in March has resulted in closure of 3000 clubs, 40000 cafes and around 75000 restaurants in France. This has also



			impacted one million employees.
Other sectors	Business meetings and events travel	(OECD, 2020)	Due to corona virus, companies have cancelled or suspended their business trips around the globe. Even in some cases, they have suspended travel until, 2021. Global Association of Exhibition Industry has estimated that 500 or more trade shows will be cancelled in the coming weeks which result in lose of around EUR 23 billion.
	Culture, sports and entertainment	(OECD, 2020)	Due to the cancellation of various events and shut down of facilities, organizers of museums and cultural events are facing huge financial loss. Even Tokyo 2020 summer Olympics has been postponed. Other major events have also been postponed or even cancelled. Many local festivals were also cancelled to follow the SOP made during covid-19 lockdown.
	Tour guides	(OECD, 2020)	Tour guides are also facing significant drop in their activities and reduction their income level.
	Travel technology companies	(OECD, 2020)	Due to significant slowdown in online transactions, online travel agencies as well as booking platforms are hit hard by the crisis. Global distributions systems have also faced similar issues.

### Methodology

In this paper we will review research papers published in the year 2020 on covid-19 pandemic and impact of covid-19 on tourism sector and reports published by UNWTO and OECD reports on impact of COVID-19 on different branches of tourism industry.

Furthermore, we have taken top 10 tourist destinations (countries) from World Tourism Barometer, UNWTO, 2021 as shown in the fig.2.



Figure 2: Comparison of Top 10 Tourist destinations (countries)

We have compared international tourist arrivals, international tourist receipts and international tourist spending of top 10 tourist destinations (countries) from 2019 to 2020. We have also calculated percentage change in international tourist arrivals, international tourist receipts and international tourist spending.

### **Top 10 Tourist Destinations- Affected During COVID-19 Pandemic**

According to UNWTO, we have mentioned the list of top 10 tourist destinations (Countries) on the basis of arrivals, receipts and expenditure. We have also compared top 10 destinations (Countries) before pandemic and after pandemic i.e., from 2019 to 2020. The data has shown that the percentage change in the arrivals and receipts has drastically affected.

### **Comparison of Arrivals of top 10 tourism destinations (countries) from 2019 to 2020**

Tourist arrivals fall dramatically in 2020 over the previous year 2019 due to the impact of COVID-19 pandemic. On the basis of arrival, we have compared top 10 tourist destinations before and after pandemic i.e., 2019 and 2020.

Table 2: Comparison of Arrivals of top 10 tourism destinations (countries) from 2019 to 2020.

(millions)

S.no	Countries	Arrivals (2019)	Arrivals (2020)	% Change 20/19
1	France	90.0	35.0	-61.1
2	Spain	83.5	19.0	-77.3
3	USA	79.4	19.4	-75.5
4	China	65.7	27.2	-58.6
5	Italy	64.5	25.2	-61.0
6	Turkey	51.2	15.9	-69.0
7	Mexico	45.0	24.3	-46.0
8	Thailand	39.9	6.7	-83.2
9	Germany	39.6	12.4	-68.5
10	United Kingdom	40.9	11.1	-73

Table 2 shows that there is a huge difference in arrivals between 2019 and 2020. We have compared top 10 tourist destinations (Countries) taken from world tourism barometer, UNWTO 2021. The values are shown in millions. Further we have calculated percentage change from 2019 to 2020. According to the data, Thailand has been affected the most followed by Spain and USA. China is comparatively least affected among all the 10 tourist destinations. But more than 50% arrivals were reduced in China. France is the country where tourist arrivals is maximum in both years, 2019 and 2020. but this too is in grip of COVID-19 pandemic. Percentage change in arrivals has been reduced by 61.1% in France from 2019-2020.

Figure 2 shows arrivals in top 10 tourist destinations (countries) in 2019 and 2020 in millions. We have also shown the percentage change in arrivals from 2019 to 2020. The figure 2 has shown that due to the impact of COVID-19 pandemic, arrivals rate has been reduced drastically.

### **Comparison of receipts of top 10 tourism destinations (countries) from 2019 to 2020.**

According to the world tourism barometer, UNWTO, 2021 there is a huge decrease in the receipts of top 10 tourist destinations (countries) as shown in table 3.

Table 3: Comparison of receipts of top 10 tourism destinations (countries) from 2019 to 2020

(USD Million)

S.no	Countries	Receipts 2019	Receipts 2020	% Change 20/19
1	USA	193.3	76.1	-60.6
2	Spain	79.7	18.8	-77.3
3	France	63.8	32.8	-49.6
4	Thailand	59.8	14.1	-76.2
5	United Kingdom	52.7	18.9	-64.2
6	Italy	49.6	19.8	-60.9

7	Germany	41.8	22.1	-48.2
8	China	35.8	14.2	-60.2
9	Turkey	29.8	10.2	-65.7
10	Mexico	24.6	11.3	-59.4

Table 3 shows the comparison of receipts of top 10 tourism destinations (countries) in 2019 and 2020. Due to the COVID-19 pandemic, arrival rate was significantly affected. In the same way revenue of tourism sector is adversely affected. In the top 10 tourism destinations (countries) Spain is highly affected. Revenue of Spain from tourism has been reduced by 77.3% in 2020 in comparison to 2019. USA is having the maximum revenue in both years as compared to other 9 countries. But it is also adversely affected. Revenue from tourism sector is reduced by 60.6% in USA.

According to figure 3, all the top 10 tourism destinations (countries) has affected the most due to the impact of corona virus crisis. France is the nation where tourist arrivals are maximum. But, due to covid-19, arrival rate has reduced drastically and in the same way revenue from tourism reduced by 49.6%. Spain is affected the most followed by Turkey and UK.

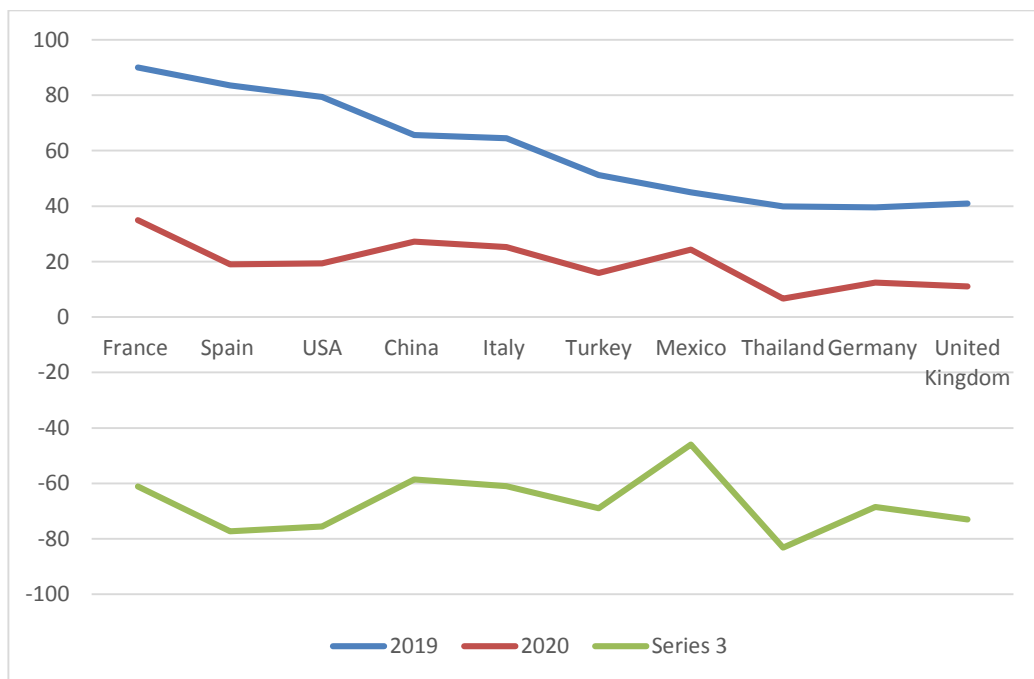


Figure 3: line graph of Comparison of Arrivals in top 10 tourism destinations (countries) from 2019 to 2020

### **Comparison of spending of top 10 tourism destinations (countries) from 2019 to 2020**

According to the world tourism barometer, UNWTO, 2021 spending of top 10 tourist destinations (countries) is dramatically affected as the whole world was

locked down during 2020. Percentage change in spending from 2019 to 2020 is shown in table 3.

Table 4: Comparison of spending of top 10 tourism destinations (countries) from 2019 to 2020.

(EUR Billion)

S.no	Countries	Exp. 2019	Exp. 2020	% Change 20/19
1	China	227.4	222.9	-48.7
2	USA	120.2	117.8	-70.8
3	Germany	83.3	81.6	-56.9
4	UK	64.2	62.9	-70.0
5	France	46.1	45.2	-47.0
6	Russian federation	32.3	31.7	0.0
7	Australia	32.1	31.5	-81.0
8	Canada	32.0	31.3	-65.8
9	Rep. of korea	29.2	28.7	0.0
10	Italy	27.0	26.6	-64.7

Table 4 shows that among the top 10 tourist destinations, Australia has spent 81% less in 2020 as compared to 2019 as showed in the fig.4. China is on the top in spending in tourism sector but it is also affected by the covid-19 pandemic. Expenditure of China in tourism sector reduced by 48.7% in 2020 compared to 2019 according to world tourism barometer, UNWTO, 2021.

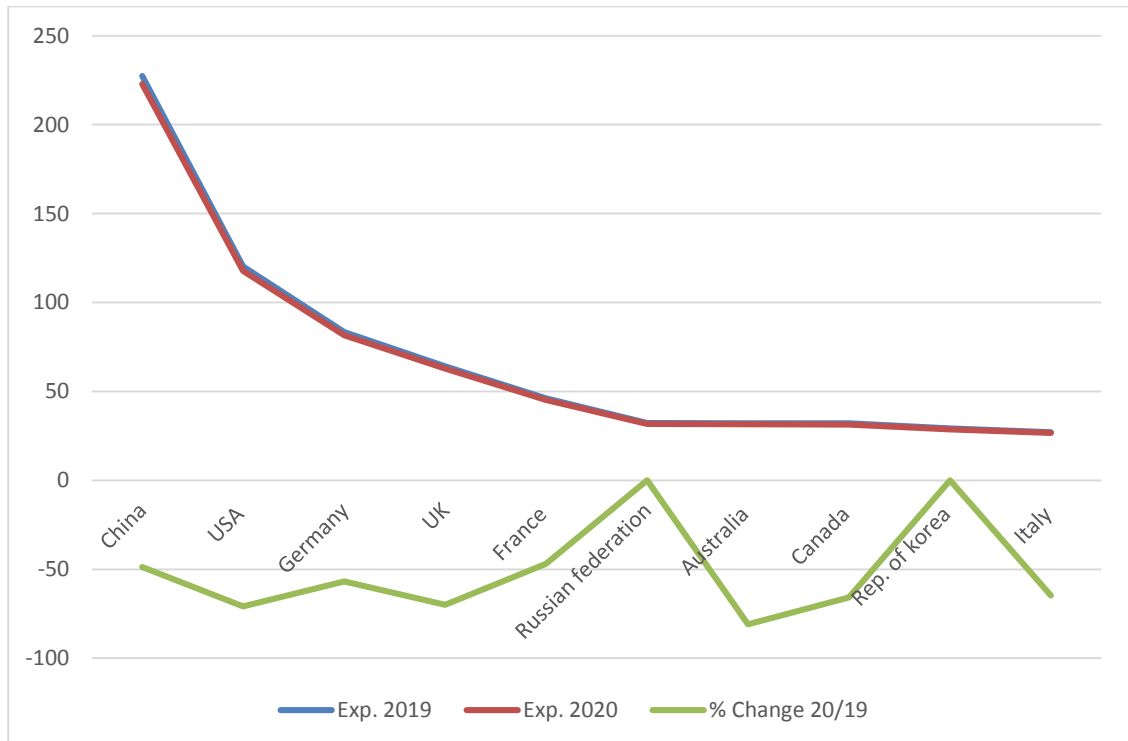


Figure 4: line graph of Comparison of spending in top 10 tourism destinations (countries) from 2019 to 2020

According to fig.5 spending in tourism sector has also been dramatically affected due to lockdown, travel bans and border closures. All the top 10 tourism destinations (countries) have been affected the most in the year 2020. Australia, USA, UK, Canada has spent less as compared to other nations in 2020 compared to 2019.

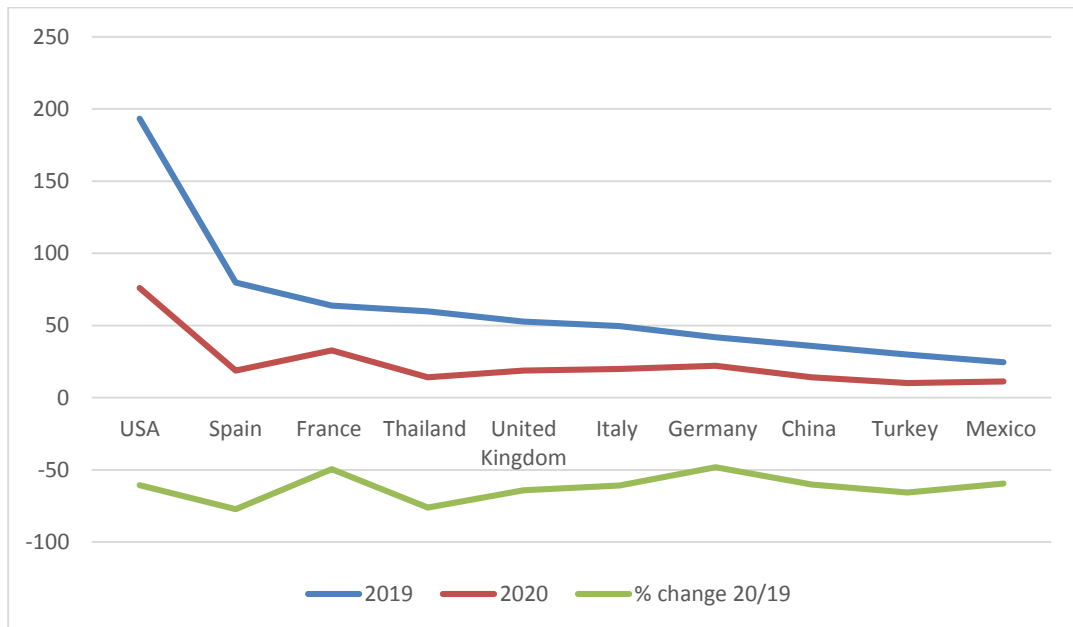


Figure 5: line graph of Comparison of receipts in top 10 tourism destinations (countries) from 2019 to 2020

### Word Clouds of Impact of COVID-19 on tourism and its branches

According to fig.6, tourism sector has been closed due to the COVID-19 pandemic. Government has put on various restrictions on the movement of people. International borders have been closed in the mid-March. Many airlines have closed their operations or shut down their operations entirely which affects employment as well. Many SMEs in tourism industry have also been affected.



Figure 6: Word cloud of tourism sector

According to fig.7, sub-sectors in tourism has also been affected due to COVID-19 pandemic. Hotels, restaurants, meetings and events, cruise, aviation and railways have been drastically affected. Moreover, cultural and sports events have also been postponed. Tokyo 2020 Summer Olympics is also postponed due to COVID-19. Business of tour guides is also affected.



Figure 7: Word cloud of sub-sectors of tourism

### **How tourism sector will survive in the new normal era?**

The COVID-19 pandemic has continuously affected tourism sector. Businesses are now focused on proactively designing short term plans to survive in this crisis. Industries are now working with governments, as the crisis is evolving, to identify the key areas which can be prioritized and to facilitate recovery in the medium as well as in long term. The crisis has presenting tourism sector to rethink for the more sustainable growth and resilient future.

According to Tourism Economics, international tourism may likely to take 2-3 years for recovery but domestic tourism may recover in 2021 (OECD, 2020). Conditions under which tourism sector is going to resume its activities is a major concern. Moreover, will it be feasible for the businesses to resume activities under restrictions? This is also a cause of concern. In response to this, many industrial actors have been proposing new operating standards and protocols, restoring travelers' confidence, ensuring social distance and meeting cleanliness and hygiene standards.

The COVID-19 pandemic is not the first crisis that hit the travel and tourism industry. It has emerged from many crises in the past. However, loss sustained by the tourism and travel industry due to COVID-19 will be more as compared to previous crises (Online, 2020). It is the biggest challenge that tourism industry is facing. Government as well as industry stakeholders are proactively taking initiative to survive, revive and thrive the tourism industry. In several nations' businesses are still in survival mode. As the pandemic has widespread effect on the tourism sector, government is being approached to develop and to introduce policy measures for the financial relief and survival of suffering businesses. In longer run, the more attractions would be social distancing requirements, consumer demand for contactless services, self-services and personalized

experiences. The use of autonomous robots to perform the task of waiters may also become more prevalent.

The present review has summarized the impact of COVID-19 on global tourism industry and its sub-branches and developed a conceptual model to survive, revive and thrive the tourism sector as exhibited in the fig.8. Based on the impact of novel corona virus on tourism sector, a conceptual model divided into three phases has been developed: survival, revival and thriving. In the short-term, the focus should be on survival of industry. Rather than focusing on international tourism, the government and industry stakeholders should focus on survival of domestic tourism first so as to gain confidence and trust of travelers (Mathur, 2020).

### The Conceptual Model for the Survive, Revive and Thrive of Tourism Industry

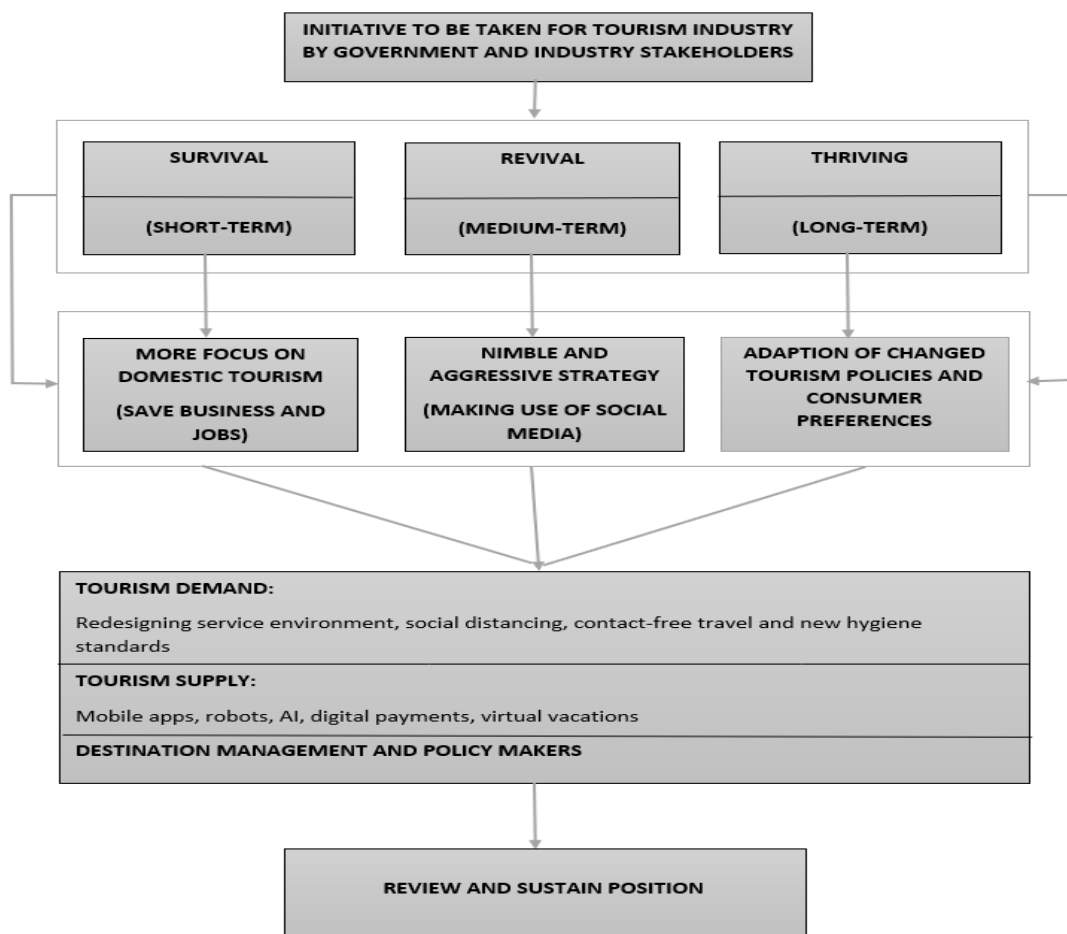


Figure 8: The conceptual model for the survival, revival and thriving: Tourism industry



In the survival phase, the real challenge is to save the business and workforce. Due to the closure of international as well as domestic borders, people were restricted to travel. From the largest aviation industry to the smallest hotels, everyone has been impacted. Many of them were in a situation to shutdown completely as they have no earnings. They were unable to pay huge rent for the hotel buildings. Moreover, tourism sector is a labor-intensive sector. Due to the lockdown, many employees were given less pay or jobless. So, this is the real challenge in short-term to survive the tourism industry back by saving the business of the tourism and its sub-branches- cruise, hotels, shared accommodations, tour guides, aviation, restaurants and railways and to regain the strength of employees.

In the revival phase, a nimble and aggressive strategy must be used by the government as well as industry stakeholders to promote tourism. By making fullest use of technology and social media, the domestic tourism must be promoted. By hosting best global conferences and conventions to send message that the country is safe to travel. After assuring survival of the business in short-run, the focus would be on to revive the tourism sector by promoting tourism. In the thriving phase, the tourism industry would focus on changed policies. New policies would be made that would work in the post-COVID-19. Consumer preferences and tourism policies would be expected for achieving greater sustainability and community orientation in the long-run.

Lockdown have been ended in many of the nations, and traveling has also been started to kickstart the economy. China is among the first nation to start domestic travel (Yu, 2020). The Baltic states are creating a "travel bubble", which allows citizens to travel freely between them. Even New Zealand and Australia have also committed to introducing a trans-Tasman, named as "COVID-safe travel zone", as soon as it's safe to do so. Nepal, which had launched a promotional program 'Visit Nepal 2020', will continue with its distinctive brand image of adventure-based tourism. The neighbouring Maldives, a popular destination in South Asia too, have opened up its borders to welcome international visitors from July 15, 2020. Despite of increase in number of COVID-19 cases, Indian government is also thinking that tourism will play an important role in reviving the economy (Sharma, 2020). The tourism ministry in India has launched a webinar series named as 'Dekho Apna Desh' (see your country). This series was hosted by experts who share key information on more than 12 destinations. Whether in the short-term, medium-term or in the long-term, it is necessary to rethink beyond tourism in terms of tourism demand, tourism supply and destination management and policy makers.

Tourism demand: younger generation is more interested in travelling post COVID-19. They will prefer to travel under restrictions as social distancing technology solutions, contact-free travel, new hygiene standards and social distancing norms will be going to rule the travel and tourism industry. Overall service environment will be changed with social distancing norms. These changes will further influence the comfort and pleasure of travelers and tourism industry as well.

Tourism supply: Tourism industry have to follow social distancing norms and new protocols made by tourism industry to align themselves with the new normal world. Tourism business has to ensure the safety of their employees and customers. They have also take care of their brand image and cash liquidity as well. They also have to redesign travelers' experience in the post COVID world. Many tourism businesses would be promoting themselves by showcasing hygiene certificates issued to them by health associations. Tourism and sub-branches of tourism will be re-engineering their operations to make them contact-less or contact-free. Mobile apps to be promoted for check-ins, check-outs, room keys, mobile payments and for booking as well, self-services for in-room requirements, virtual vacations or virtual reality of a destination. There should be robots which assist tourism sector in providing services for reception, museums and food delivery. For better communication with customers artificial intelligence-enabled websites and chatbox should be used. Furthermore, sdigital payments would be initiated and human disinfectors and sanitization would be properly done.

Destination management and policy makers: After the pandemic outbreak, destination management approaches that were centered on the traditional approach for enhancing visitors' experiences and attractions, image building etc. are not adequate. Thus, in such a scenario, the industry plays an important and essential role in communicating with the government that is initiating to support the industry. Destination management also requires the government to address the needs of tourism businesses which include lifting travel restrictions, restoring traveller confidence and, physical protection of tourists. Also, stimulating demand, minimizing the economic impact of covid on businesses and employees by providing stimulus packages and interventions such as tax reliefs, subsidies, deferred payments, measures that support SMEs, and support destinations to ensure the viability and continuity of tourism business. Monitoring of the impact of COVID-19 on tourism and its sub-branches which are in the most significant distress should be properly done so as to respond to it quickly and make necessary efforts for its recovery. Dialogue between the industry and government should be a priority to ensure targeted and efficient responses measures. This is different for coronavirus, as it has generated policy impact as well unlike other crisis which have only generated institutional interest, specifically in tourism sector. Thus, the last and the most important step in the conceptual model is to review and sustain position.

### **Future Directions and Limitations**

In this paper, we have discussed the impact evaluation of COVID-19 pandemic on tourism industry and its branches. We have taken top 10 tourist destinations (countries) from World Tourism Barometer, UNWTO, 2021 to compare international tourist arrivals, international tourist receipts and international tourist spending and at the same time, as in a new normal era, some nations are in a way to re-open their economies for social as well as business activities, we have developed a conceptual model for the survival, revival and thrive of tourism industry. The model has been divided in three phases of survival for short-term, revival for medium-term and thrive for long-term. Both the government and industry stakeholder's role are important to revive the tourism sector which was

drastically hit by the COVID-19 pandemic outbreak. Research can be done on the conceptual model that will include macro as well as micro variables of economics. Furthermore, impact of loss of tourism industry due to corona virus on the economy of a nation or worldwide can be evaluated. The study has not used any data set to justify the impact of COVID-19 on tourism sector. Research can be done to compare the impact of COVID-19 on tourism sector with the results of datasets. Furthermore, each and every sub-branch of tourism sector like, restaurants, hotels, shared accommodations, tour operators, railways, cruise etc. will be explored.

## Conclusion

Tourism is regarded as an important part of every nation's economy. During this time, coronavirus has drastically affected this sector and have immense impact on the nation's economy. Many countries have drastically impacted due to lockdowns, closer of borders and travel bans. Their international tourist arrivals, receipts and spending have fallen dramatically. Many nations have entered into a new phase in fighting with the coronavirus and at the same time they have to manage the re-opening of the tourism sector. But this is not that easy. It will be very complex and challenging task, and quantifying the impact on the tourism on economy is difficult. Thus, an evolutionary pathway towards the transformation of tourism exists alongside in competition with other potential development pathways. The time has come to take this opportunity to rethink the future course of tourism more sustainably.

## References

- ACI. (2020). Economic impact assessment of COVID-19 on the airport business. *ACI Advisory Bulletin, May*.
- As, C., Counts, U., Cost, T. H. E., & Standstill, O. F. (2020). *TOURISM NEWS RELEASE IMPACT OF COVID-19 ON GLOBAL TOURISM MADE*. April 2020, 33–34.
- Baldwin, R., & Weder, B. (n.d.). *Economics in the Time of COVID-19*.
- Baum, T. (2020). *Hospitality , tourism , human rights and the impact of COVID-19*. 32(7), 2397–2407. <https://doi.org/10.1108/IJCHM-03-2020-0242>
- Baum, T., Thi, N., Hai, T., & Baum, T. (2019). Applying sustainable employment principles in the tourism industry: righting human rights wrongs? *Tourism Recreation Research*, 44(3), 371–381. <https://doi.org/10.1080/02508281.2019.1624407>
- Djeebet, H. (2020). *What is the Impact of COVID-19 on the Global Hospitality Industry?* <https://www.hospitalitynet.org/opinion/4098062.html>
- Galvani, A., Lew, A. A., Perez, M. S., Galvani, A., Lew, A. A., Sotelo, M., & Covid-, P. (2020). COVID-19 is expanding global consciousness and the sustainability of travel and tourism. *Tourism Geographies*, 22(3), 567–576. <https://doi.org/10.1080/14616688.2020.1760924>
- Gössling, S., Scott, D., Hall, C. M., Gössling, S., Scott, D., & Pandemics, C. M. H. (2020). Pandemics , tourism and global change : a rapid assessment of COVID-19. *Journal of Sustainable Tourism*, 0(0), 1–20. <https://doi.org/10.1080/09669582.2020.1758708>

- Hanover. (2020). *TUI Group ready to resume travel activities / Pandemic halts strong start to financial year 2020 / Global realignment and cost reductions decided / Group transformation to be accelerated.* <https://www.tuigroup.com/en-en/media/press-releases/2020/2020-05-13-h1-20>
- Ito, H., Hanaoka, S., & Kawasaki, T. (2020). Transportation Research Interdisciplinary Perspectives The cruise industry and the COVID-19 outbreak. *Transportation Research Interdisciplinary Perspectives*, 5, 100136. <https://doi.org/10.1016/j.trip.2020.100136>
- JANKOWICZ, M. (2020). *Carnival is selling 6 cruise ships after a \$4.4 billion loss, a sign of the industry's bleak future in the coronavirus pandemic.* <https://www.businessinsider.in/stock-market/news/carnival-is-selling-6-cruise-ships-after-a-4-4-billion-loss-a-sign-of-the-industrys-bleak-future-in-the-coronavirus-pandemic/articleshow/76463048.cms>
- Mathur, S. (2020). 'Domestic tourism to recover before international ... Leisure tourism will rebound faster than business travel.' *The Times of India.* <https://timesofindia.indiatimes.com/blogs/return-of-the-native/domestic-tourism-to-recover-before-international-leisure-tourism-will-rebound-faster-than-business-travel/>
- Merler, S., Pastore, A., Mu, K., Rossi, L., & Sun, K. (2020). *The effect of travel restrictions on the spread of the 2019 novel coronavirus (COVID-19) outbreak.* 400(April), 395–400.
- Murray, W. (2020). Wednesday briefing: Airlines and travel firms deny refunds. *The Guardian.* <https://www.theguardian.com/world/2020/apr/22/wednesday-briefing-airlines-and-travel-firms-deny-refunds>
- NEWS RELEASE UNWTO AND WHO CALL FOR RESPONSIBILITY AND. (2020). 34, 28020.
- OECD. (2020). *Tourism Policy Responses to the coronavirus (COVID-19).* <https://www.oecd.org/coronavirus/policy-responses/tourism-policy-responses-to-the-coronavirus-covid-19-6466aa20/>
- Online, F. (2020). *Travel, tourism sector has emerged from many crises in past; here's what makes coronavirus different.* <https://www.financialexpress.com/industry/travel-tourism-sector-has-emerged-from-many-crises-in-past-heres-what-makes-coronavirus-different/1922357/>
- Phillip Connor. (2020). More than nine-in-ten people worldwide live in countries with travel restrictions amid COVID-19. *Pew Research Centre.* <https://www.pewresearch.org/fact-tank/2020/04/01/more-than-nine-in-ten-people-worldwide-live-in-countries-with-travel-restrictions-amid-covid-19/>
- POLOLIKASHVILI, Z. (2020). *WORLD TOURISM STATEMENT GENERAL Message from Madrid: No Time to Waste as Lost Working Hours Devastate Lives.* May, 28020.
- Schaal, D. (2020). *Airbnb Cuts 25 Percent of Workforce and Downsizes Hotel Investments.* [https://skift.com/2020/05/05/airbnb-cuts-25-percent-of-workforce-and-downsides-hotel-investments/?utm\\_campaign=Weekly Review Newsletter&utm\\_medium=email&\\_hsmi=87650460&\\_hsenc=p2ANqtz--St8\\_8EJ5ohFjleyBFQXI1jh33xXgLMsoP6hZTLwGd8LzrGe55lmG22aTW6e2KGQtCse6C&utm\\_content=87650460&utm\\_source=hs\\_email](https://skift.com/2020/05/05/airbnb-cuts-25-percent-of-workforce-and-downsides-hotel-investments/?utm_campaign=Weekly+Review+Newsletter&utm_medium=email&_hsmi=87650460&_hsenc=p2ANqtz--St8_8EJ5ohFjleyBFQXI1jh33xXgLMsoP6hZTLwGd8LzrGe55lmG22aTW6e2KGQtCse6C&utm_content=87650460&utm_source=hs_email)

- Sharma, A. (2020). Centre, states must plan for post-Covid tourism: PM Modi. *The Economic Times*. <https://economictimes.indiatimes.com/news/politics-and-nation/centre-states-must-plan-for-post-covid-tourism-pm-modi/articleshow/75707903.cms?from=mdr>
- Yu, W. E. S. S. P. S. J. (2020). The way back: What the world can learn from China's travel restart after COVID-19. *McKinsey and Company*. <https://www.mckinsey.com/industries/travel-logistics-and-transport-infrastructure/our-insights/the-way-back-what-the-world-can-learn-from-chinas-travel-restart-after-covid-19>
- <https://www.e-unwto.org/doi/pdf/10.18111/9789284422456>
- [https://www.wto.org/english/tratop\\_e/envir\\_e/unwto\\_barom21.pdf](https://www.wto.org/english/tratop_e/envir_e/unwto_barom21.pdf)