



Examining Tourism Resilience Practices as Basis for a Post-Covid 19 Recovery in the Philippines

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Abstract.

This study examined the concepts and practices of tourism resilience vis-à-vis its vulnerability from shocks and external forces such as natural disasters, climate change, catastrophic events, and virus outbreaks (SARS, Ebola, and recently, the Corona Virus or COVID-19). Espousing a grounded perspective on resilience as emerging from this new phenomenon that is yet to be explored and analyzed, several studies and theories of tourism resilience were reviewed. These are: resilience cycle or “Holling Loop”; the different types of resilience with an emphasis on adaptation and transformation; resilience as adaptation, anticipation, and preparedness from shocks. In addition, this study synthesized the different approaches of selected countries that already went through past virus outbreaks focusing on China, Taiwan, and Hong Kong’s post-SARS recovery actions, and the community resilience of Africa against the Ebola virus. From these literature reviews, insights were drawn for policy and planning considerations of the government and other stakeholders to adopt multi-level strategies that are sustainable, inclusive, adaptive, and innovative. Tourism recovery plans should also be centered on the solidarity of actions and resilience through systematic adaptation and transformation.

Kata Kunci:

Ketahanan
Pariwisata,
Rencana
Pemulihan
Pascakrisis,
Pandemi, SARS,
COVID-19

Abstrak.

Studi ini menguji konsep dan praktik ketahanan pariwisata berhadapan dengan kerentanannya dari guncangan dan kekuatan eksternal seperti bencana alam, perubahan iklim, peristiwa bencana, dan wabah virus (SARS, Ebola, dan baru-baru ini, Virus Corona atau COVID-19). Mengusung perspektif ketahanan pariwisata, sebagai sesuatu yang muncul dari fenomena baru yang belum dieksplorasi dan dianalisis, beberapa studi dan teori ketahanan pariwisata ditinjau. Ini adalah siklus ketahanan atau “*Holling Loop*”; berbagai jenis ketahanan dengan penekanan pada adaptasi dan transformasi; ketahanan sebagai adaptasi,antisipasi, dan kesiapan dari guncangan. Selain itu, penelitian ini mensintesis berbagai pendekatan dari negara-negara tertentu yang sudah melalui wabah virus masa lalu yang berfokus pada Cina, Taiwan, dan tindakan pemulihan pasca-SARS Hong Kong, dan ketahanan masyarakat Afrika terhadap virus Ebola. Dari tinjauan literatur ini, wawasan diambil untuk pertimbangan kebijakan dan perencanaan pemerintah dan pemangku kepentingan lainnya untuk mengadopsi strategi multi-level yang berkelanjutan, inklusif, adaptif, dan inovatif. Rencana pemulihan pariwisata juga harus dipusatkan pada solidaritas tindakan dan ketahanan melalui adaptasi dan transformasi yang sistematis.

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1. Introduction

Globally, the tourism industry started this year with positive projections of the increase in tourist arrivals and sustained growth based on its 2019 performance. In 2019, the global tourist arrivals reported being 1.5 billion international tourists in accordance with the report of the United Nations World Tourism Organization. The figure marked the increase of 4% in overnight tourist arrivals. In Asia, the Association of Southeast Asian Nations (ASEAN) convened in Ho Long Bay, Vietnam for the 38th ASEAN Tourism Forum last January 18, 2019, and forecasted the continuous growth of tourism industry in the region with 129 million tourist arrivals marking 7.6% increase from 2017 (TravelPulse.com, 2019). In the Philippines, the Department of Tourism reported 8,260,913 visitor arrivals in 2019 marking a new milestone compared to 7,168,467 in 2018.

These forecasts dramatically changed with the industry's vulnerability to uncontrollable external forces such as climate change, natural disasters, and/or the spread of epidemics such as the Ebola, SARS, and the recently reported, Corona Virus (COVID-19). In the last part of December 2019, China first reported to the World Health Organization (WHO) a new strain of the respiratory disease was reported in Wuhan Province in China. On January 20, 2020, the World Health Organization raised the Public Health Emergency of International Concern concerning this new disease (WHO, 2020). According to the report of McLeod (2020), the virus has spread in more than a hundred countries in all six continents with thousands of victims. Many are sick and dying.

Resilience has emerged as an important concept in the tourism industry (Becken, 2013; Biggs, Hall & Stoeckl, 2012; Dahles & Susilowati, 2015; Lew, 2014; Strickland-Munro, Allison, & Moore, 2010). The tourism sector is one of the most vulnerable industries caused by this pandemic with countries closing their borders, imposing travel bans from international visitors resulting in massive cancellation of flights. The UNWTO (2020) estimates a decline of 20% to 30% in the international arrival. This can be translated to more or less 450 billion dollars (US) in the international tourism revenue which is almost one-third of the global tourist receipts amounting to the US 1.5 trillion dollars. The COVID-19 outbreak has brought the world to unparalleled and unforeseen impact in societies and economies with the growing risks of a global economic recession and massive jobs lay-offs around the world.

Pandemic is foreseen to have more severe impacts on many businesses especially the travel and tourism industry sector. An article by Wasjolek & Su (2020) in Morningstar's view, "When Will Travel and Tourism Recover?", cited Dufry (DUFN) and Amadeus (ASN) reports that the recovery time concerning the effects of the previous epidemics will normalize after a period of seven months.

The author further stated that aggressive containment measures to help contain the virus spread that will lead to lesser long-term negative economic implications. The airline industry based on the data from Amadeus and SABRE, two global distribution systems (GDS) for airline booking noted that the GDS industry saw a revenue drop in a range of 10% during the first two-quarters of the 2003 SARS outbreak, followed by stabilization in the second half of the year (flat revenue year over year) and then 5.5%-6% growth in 2004 recovery.

The resilience of the travel and tourism industry in the past reflects that while the impact of the COVID-19 pandemic is more severe and long term, the tourism and travel industry will recover. From this standpoint, it is important to understand tourism resilience, how countries affected by health crises in the past were able to counter tourism's vulnerability from external forces. What is resilience? One of the earliest resilience models is from C. F. "Buzz" Holling, an ecologist, proposed the theory of resilience which emphasized the interdependence of systems of society, economies, and the environment (Cochrane, 2010).

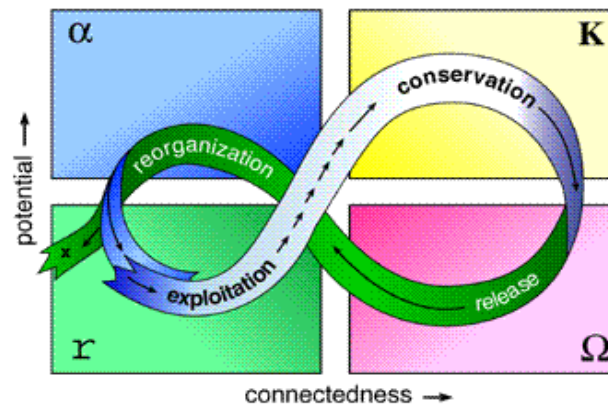


Figure 1. The Resilience Cycle or 'Holling Loop'

Source: Cochrane (2010).

The figure above presents a loop cycle, where resilience starts from “re-organization” when there is a rapid change after a destabilizing event with regeneration and renewal of societal structures. This is followed by “exploitation” or an emergence of a new system, new institutions, and new political, cultural, and social relationships. The next cycle is “conservation”, where new structures are gradually constructed as new stable states that are interconnected leading to rigidity and inflexibility. This new stable state will reach the cycle of “release” made by a disturbance event or series of events that destabilize the existing systems releasing the rigidity of structures, leading to the rapid change that will again go through the cycle of resilience. Another theory of resilience distinguishes that there are different types of resilience (Twigger-Ross *et al.*, 2011):

- Resilience as resistance – holding the line, preparing for the last disaster. This is useful when it prepares people for a hazard but not so useful when the hazard is not as anticipated and has no plan for evacuation.
- Resilience as bounce-back – getting back to normal. This is useful in terms of optimistic rhetoric. Not so useful because it can be unrealistic and can lead to the reproduction of vulnerabilities.
- Resilience as an adaptation – adjusting to a new normal...accepting that your world has changed which should ensure that vulnerabilities are not reproduced. It can be hard for people to accept living with hazards.
- Resilience as transformation-transforming to meet future threats. Radical change (physical, social, psychological, economic) in the face of current or future hazards owned by individuals and communities (of all types).

The authors pointed out that a proactive concept of resilience is adaptation and transformation. Resilience should also be inclusive and encompassing; meaning, it should not just rely on a handful of experts but also enable the involvement of stakeholders at different levels. There are varied perspectives on tourism resilience that relates to this concept of adaptation and transformation such as the studies made by Dahles & Susilowati (2015) which identified the attributes of resilient tourism enterprises, namely, survival, adaptation, and innovation. The adaptive aspect of tourism resilience is reflected in its recovery, or “the ability of social, economic or ecological systems to recover from tourism induced stress” (Tyrrell & Johnston, 2008, p.16).

Recovery is attributed to anticipation and preparedness from “shocks”, both expected and unexpected, and its direct and indirect impacts. These “shocks” are results of political crises, sanitary disasters, terrorist attacks, industrial risks, digital economy, and the blurring effect on tourist behaviors (Paraskeva, Altinay, McLean & Cooper, 2013).

Another study pointed out that the tourism industry is particularly prone to external forces or shocks. To quote: “The tourism industry is particularly prone to external shocks such as wars, disease, extreme weather conditions (cyclones, tornadoes, mudslides, hurricanes, droughts and so on), elections, adverse publicity, terrorist attacks, transport accidents, pollution, earthquakes, volcanic eruptions, political events, strikes (for example, airline strikes), electricity shortages, recessions and fluctuations in economic conditions” (George, 2013).

From a long term perspective, the anticipation of these shocks is essential to the sustainability of the tourism sector (Hallegate, 2014). In the regional studies of Foster (2012, p. 29), “resilience is the ability of a region to anticipate, prepare for, respond to, and recover from a disturbance”. In economics, “resilience is the capacity to reduce the vulnerability of economies to crises and strengthening their capacity to absorb and overcome severe shocks while supporting strong growth” (OECD, 2015). As a point of departure, this research is an attempt to examine the tourism resilience practices of countries affected by outbreaks as the basis for gaining insights on possible directions towards a post-COVID 19 recovery of the Philippine tourism industry. These practices were viewed as cases and each case has its own systems, governance and government, capabilities, and limitations. Lew (2014) pointed out that the link between tourism and resilience has been observed and developed more on case studies rather than theoretical constructs. The resilience of the tourism sector primarily relies on the organizations’ adaptation and innovation abilities.

Literary analysis is framed on the grounded theory of describing and analyzing the existing literature (Glaser & Strauss, 1967; Tie, Chun Ylona, Birks, Melanie, Francis & Karen, 2019). The tourism resilience practices of other countries in this study are limited and specific to how the virus outbreak affected the tourism industry and their efforts and actions towards recovery. The resilience models and theories mentioned earlier presented an overview of tourism resilience as a concept and it will be examined below as practiced. The concepts and practices are evolving, emerging, and developing just as the pandemic is a new and developing phenomenon with far severe and widespread impacts that are yet to be explored and analyzed. This study hopes to contribute to the body of knowledge on tourism resilience as a basis for policy development and intervention strategies for the sustainable recovery of the Philippines’ tourism sector amidst the COVID-19 pandemic.

2. Tourism Resilience Practices

Countries around the world have responded to epidemiological diseases by exploring different strategies and recovery plans to address the effects of the crises. The researchers focused on the responses of China, Taiwan, Hong Kong, and South Africa against Severe Acute Respiratory Syndrome (SARS) and Ebola Virus Disease (EVD). This study utilized literary synthesis on how different countries addressed these virus outbreaks and their actions and response towards tourism’s recovery.

2.1. *China: Crisis, Governance and Rapid Tourism Recovery*

The SARS outbreak started in mid-November in 2002 at Foshan, a city southwest of Guangzhou in Guangdong Province. Thornton (2009) noted that given the history of emerging infectious diseases in the region, the appearance of a SARS-type epidemic could reasonably have been anticipated, if not predicted. The study pointed that their response to a health crisis is reflective of their governance and the type of government—report on the new disease at that time was considered “top secret”, there was a media blackout, and official silence.

Thornton (2009) further pointed as the SARS case demonstrates, the complex relationship between crisis and governance. To quote: While the rhetoric of crisis may indeed improve the speed and scope of policy implementation and reduce the “central-field” gap in the short term, it bears noting that

crises are themselves discursively constructed by leaders, who frame them in a manner conducive to their particularistic interests and needs and in accordance with their perceptions”.

Thus, the politics of governance is inherent to the crisis response. The SARS epidemic could have been an opportunity for policy reforms and institutional changes reaching the regional and community levels but the author observed little progress on this. To quote: “Despite Premier Wen’s reflection that “one important inspirational lesson” which he drew from the SARS crisis was the impact of “uneven development between the urban and rural areas, and imbalance between economic development and social progress”, little progress has been made toward rebuilding the redistributive capacity of the Chinese state.”

In another study, Zeng & De Lacy (2003) saw the SARS crisis of 2003 as an example of a short-term, sporadic crisis that created a series of significant effects both detrimental and beneficial to tourism in China especially in nature-based tourism and its related rural communities. The effect of SARS on the Chinese economy was described as short, but extreme:

- China’s economic growth in the second quarter of 2003 posted an increase in the GDP by 6.7%, 3.2% lower than the growth in the previous quarter which is 9.9%. This was the lowest GDP growth recorded since 1992.
- The estimated loss in tourism income because of SARS was US\$4.83–7.24 billion for Beijing (BIESD, 2003; Hai *et al.*, 2003), and US\$16.90 billion for the country (Hai *et al.*, 2003) (as cited by Zeng *et.al.*, 2003).
- Although tourism growth in China grew in the first quarter of 2003 from mid-April, both international and domestic tourism growths were stagnant, and all tourism-related businesses were affected.
- For instance, though most of the recreation areas and natural attractions, such as nature reserves, forest parks, and scenic areas are located in rural areas and outside the center of the SARS epidemic, most of these establishments were also closed as part of the governments’ efforts to control the virus outbreak.
- The authors pointed “rational recovery strategy” rather than a rapid recovery for the SARS crisis was necessary which takes on a progressive sustainable approach to recover from the crisis rather than a recovery strategy that aims to rapidly compensate for the economic losses. The recovery will take on an “ordered sequence” of gradual resumption of businesses that will need “specific recovery policies and strategies” starting from local, to external, and then to international market demand to counter confusion and disorder from both the visitors and businesses.

Though there were challenges for recovery of existing businesses, the SARS crisis also opened new travel motivations towards nature-based areas which may pave the way for tourism development in nature-based areas: natural landscapes, including nature reserves, forest parks, and other related areas which are potential gains of rural areas.

2.2. *Hong Kong’s Tourism Industry Response to SARS Effects.*

As mentioned earlier, SARS is atypical pneumonia from the coronavirus family that was first experienced in China and the epidemic reached Hong Kong in March 2003. Hong Kong’s Department of Health recorded 1750 cases from March 11 to June 6. During the same period, 286 people died because of the disease (Department of Health, 2003).

SARS epidemic has profoundly affected the tourism around the world. The huge impact was due to the issuance of the World Health Organization of emergency travel advisory raising international attention for travelers, health professionals, and health-related authorities because of the limited knowledge about the nature and transmission of the disease (WHO, 2003). As a result of this advisory

and the spread of the virus, Hong Kong's tourism industry suffered huge losses because of the bulk of flight cancellations, tour packages, MICE, and reservations in hotel. Tourism is Hong Kong's second-largest economic contributor sharing 77.42 billion HK dollars in 2002 (Hong Kong Tourist Association, 2004). SARS crisis pulled the country's tourism GDP down to 41% causing 27,000 people lost their jobs.

Though SARS was a short-term crisis, it caused a drastic impact on Hong Kong and other countries' economies. Many tourism-related entities reduced their workforce to salvage their operations. On the other hand, this epidemic generated several positive outcomes in the tourism industry from the research conducted by Cheung, Law & Lo (2007).

Increased in health and sanitation awareness. To ensure the health and safety of guests and employees, all were required to undergo infrared thermal scanning before entering the facilities. Thorough cleaning of the rooms and public areas were imposed by applying disinfectants. Employees working in the Food and Beverage Department were also required to wear face masks and gloves while preparing the food of the guests.

Effective cost control measures. Several tourism-related businesses adapted several cost-cutting schemes to keep their operations. Hotels required their staff to take no-pay leave and advance leave of seven to ten days per month between April and June. They also imposed the rotation of work with their employees and took the opportunity for cross-section training. Some restaurants stopped serving buffets to reduce costs.

Creative marketing strategies during and after SARS. Hotels converted their room into temporary offices for their corporate clients who have employees who were needed to work during the SARS epidemic. They were housed by hotels to avoid further contamination. Tourism businesses strengthened their packages to attract domestic clients because international visitors were still scared to travel. Most hotels offered lower rates for their high-yield corporate clients for a short period in order to encourage their clients to travel. Some offered "life-skill programs" to secondary schools. The program has lessons about courses on dining etiquette and extensive English language training taught by college teachers from the UK.

Heightened employees' morale. Many employees were cooperative about the no-pay leave imposed by many tourism businesses. Some establishments allowed their employees the freedom to decide on the number of their days with no-pay leave. Some employees with stable financial status and with no families to support voluntarily reduced their workdays. Their morale remained high because of the establishments' effort to reduce costs rather than to remove employees.

Best practices continued. Tourism-related establishments continued their standard practices, especially in hotels. The industry increased precautionary measures and standards and sanitation. *Increase the cohesiveness of the industry.* During the SARS epidemic, unity in the tourism industry was evident. The Hong Hotel Association, in alliance with the Hong Kong Tourism Board launched the "Be Our Guest" campaign. According to HKHA (2003), this is the first universal hotel campaign in Hong Kong's tourism industry history.

2.3. Taiwan's Tourism Industry Post-SARS Recovery

In Taiwan, Chi-Kuo, Cherng & Hsiu-YuLee (2010) concluded significant findings related to the recovery of the tourism sector from the SARS epidemic. They used the cusp catastrophe model by Huan *et al.* (2004) and Ruiter *et al.* (2001) to interpret the sudden change and recovery phenomenon (with hysteresis) of tourist arrivals due to the SARS crisis and to describe how changes are related to the levels of two independent variables. The authors concluded three sets of observations as the SARS epidemic impacted the tourism industry. Taiwan, in early July, was removed from the SARS-affected list of WHO. Taiwan aggressively launched special promotional campaign to revive their tourism sector. They targeted their top tourist visitors, Hong Kong citizens, by giving the special

promotional packages. The number of visitors from Hong Kong jumped to 21, 288 in August compared to 13, 470 in July. Their visitor's from the USA also climbed up to 4, 541 in August compared to 480 in May of the same year. However, Japanese tourists did not recover until after a year of the removal of Taiwan from the list of SARS-affected countries. This tourist behavior is regarded as fear or perceived risk causes precaution action (Huan *et al.*, 2004, Ruiter *et al.*, 2001). The Japanese tend to be more alert, sensitive and cautious because there was no reported case of SARS in their country. Each country has different driving forces and recovery pattern from catastrophe.

In any disaster, the first to do in the destination country is to control, monitor and restore the order as soon as possible. Immediate response and comprehensive planning is needed from the authorities or agencies to avoid the total fall of the tourism industry and to minimize the crisis' effects. The sooner the actions, the faster the recovery of the return of the inbound tourist. Measures must be created to cope with these two splitting factors by formulating promotional strategies: *Macro Strategy targeted to the general public*. To induce the travelers' confidence to a destination, they must be assured of their security, health and safety. To enhance the public perception, extensive campaigns must be done through mass media. Such action will improve the perception of the tourists in a destination easing the fear/risk. *Micro strategy targeted to individuals*. To reduce the fear/risk, intensive marketing efforts must be created through segmented and individualized marketing channels so as to help make up his/her mind to come earlier. This can be done by offering tour package incentives and other promotional options.

2.4. *Africans Countries: Tourism Industry Post-EVD Recovery*

Liberia, Sierra Leone, and Guinea communities were struck by the Ebola virus disease from 2014 to 2016 which infected 28,000 people and had over 4,800 casualties. A study conducted by Alonge, Sonkarlay, Gwaikolo, Fahim, and Peters (2019) made a systematic analysis of resilience at the community level, the behavior changes of the local communities, and the interventions of public health systems to flatten the epidemic. Through systematic analysis of interviews with key stakeholders, the results of the study indicated that. *First*: Community ownership of the problem. The strong bonds and ties among community members gave them a sense of "community ownership of the problem" which led to collective actions to contain the spread of the disease. Community ownership means employing a bottom-up approach to address the health crisis. An example given was that many communities had their own response initiatives and mitigation measures against the EVD even before the government and international organizations' efforts to contain the virus.

Second: Strong bonds as social capital. The authors pointed that strong bonds are framed on social capital which has been defined as 'the rules, norms, obligations, reciprocity, and trusts embedded in social relations, social structures and society's institutional arrangements, which enable members to achieve their individual and community objectives.' The affinity of belonging to a group within the community such as religious groups and clans strengthened their sense of kinship in order to collectively work together to contain and mitigate the spread of the EVD. And the *last*: Community Resilience to address health shocks. This finding showed that community resilience may also supplement traditional public health tools in emergency preparedness and recovery from health shocks, and how social capital may be reinforced within communities. While the study does not undermine the crucial role of their national government and health agencies in charge of addressing the EDV, it stressed the importance of community resilience, including leadership and social capital, in addressing health shocks like EVD.

Another study by Maphanga & Henama (2019) made an in-depth literary analysis of the impact of the EDV in the tourism industries in South Africa. The authors presented the critical role of the different stakeholders from the national, provincial, and local government levels. The EDV crisis should be managed by different sectors such as tourism, tour operators, health, etc. The study

mentioned the WHO recommendations to put in place timely early warning systems for early public health interventions.

The WHO recommendations include: *Early Warning System*. Alexander *et al.*, (2014: 26) as cited by (Maphanga & Henama, 2019) stated that an early-warning system will require a multi-level effort from the international to the community levels. To quote: The community-driven wildlife surveillance plan should be designed with participatory approaches, driven by traditional leaders in partnership with a close geographic country government. Government and community should own the process at both national and local levels.”

The second: External Financial Support. The governments of West Africa, Guinea, Liberia, and Sierra Leone sought financial support to implement their outbreak plan. As part of crisis management, all affected countries were asked to form a National Task Force for Ebola Outbreak Response and declared the Ebola virus disease epidemic as a national health emergency (WHO: 6). Such a plan advocates for the establishment of public awareness about EVD, its risk factors for transmission as well as its prevention and control among the populations affected (WHO, 2014:8).

And the third: *Collaboration between and among stakeholders.* The authors reinforced the point of Binagwaho (2014) for a collaborative approach by relevant sectors in addressing a health crisis such as the health, tourism, transport, home affairs, and international relations sectors. In conclusion, the authors surmised that the 2014-2015 Ebola outbreak in West Africa posed challenges from the health sector in containing the disease amidst the population, poverty, and social unrest happening in the region. They called for a more integrative approach to address low source areas where there are major gaps in knowledge about the disease which also leads to obstruction of operational plans to address it. Disease outbreaks such as the EDV negatively affect the tourism growth of a destination, and they called on the African governments to work together with driven “by Pan Africanism”, which means more capable states helping other sister nations in ending the Ebola outbreak.

3. Insights and Future directions: Tourism Recovery in the Philippines

The Philippines recorded its first case of COVID19 positive patient last January 30, 2020. Following the Department of Health’s (DOH) report that the disease reached community or local transmission, Philippine President Rodrigo Duterte declared the country under the “State of Public Health Emergency” through Proclamation No. 922 last March 8. On March 16, the President declared the entire Luzon area in the Philippines under an “Enhanced Community Quarantine” (ECQ) which restricts the unnecessary movements of people with exceptions to health workers and frontliners. The ECQ seized the business and school operations and the public were advised to stay at home, practice good hygiene and observe “social distancing” to “flatten the curve”.

Thereafter, the President issued Republic Act 11459, An Act Declaring the Existence of a National Emergency Arising from the Coronavirus Disease 2019 (COVID-19) otherwise known as the Bayanihan to Heal as One-Act. Among the provisions of the act is the granting of emergency powers to the President to respond to the crisis brought by the pandemic (Section 4).

The ECQ was first issued until April 12, 2020. On April 6, the President accepted the recommendation of the Inter-Agency Task Force (IATF) to extend the Luzon ECQ until April 30, 2020. At present, there are 4,076 cases, 124 recoveries and 203 deaths from the COVID-19 pandemic and the number of new cases continues to rise daily. The business operations are severely affected and amongst the most affected is the travel and tourism industry. For instance, Philippine Airlines, the country’s premier airline suspended temporarily its international flights from 26 March to 14 April 2020 while all domestic flights were cancelled since March 17 (Philippineairlines.com, 2020). In

another news, 1Aviation Groundhandling Services Corp., a firm servicing the ground operations of airlines are laying off 400 employees brought about by the pandemic (Inquirer.net, 2020).

The Philippine Department of Tourism has proactively responded to the COVID-19 pandemic by securing 11, 549 hotel rooms for the accommodation of returning OFWs who are required to have the 14-day quarantine upon arrival to the country. The Department has also provided several foreign tourists who were stranded in different provinces caused by the travel restrictions imposed by the government. The government will also provide a PHP27.1-billion package to the tourism sector to cushion its impact on the industry, which is seen to have suffered the most.

Based from the discussion on tourism resilience as a concept and as practice, the following are some of the insights which the government, tourism business sectors, and the community may consider as critical points towards the country's recovery from this pandemic:

- a. As we have learned from the cases discussed, anticipation and preparedness are crucial in the tourism's recovery from the shocks brought by the pandemic. The Philippine Department of Tourism's proactive response of providing assistance to OFWs and foreign tourists as well as the governments' financial assistance package for the tourism sector is timely and commendable. We can only surmise that at this point, a concrete and strategic tourism recovery plan is already in the pipeline.
- b. We hope that this recovery plan will factor in strategies that are sustainable, adaptive, inclusive, and innovative. Sustainable strategies take into consideration the long term impacts and implications of any policy, development plans, or actions to the environment, the economy, and society. Adaptive approaches are situated and responsive to the fast-changing tourism landscape during and after this pandemic. An inclusive mindset factors in the different key stakeholders in the decision-making process such as the business owners and workforces in the different tourism sectors such as food and lodging, travel operations, transportation, recreation, attractions, and the like in both the urban and rural areas. Assistance projects should also extend to the small and medium enterprises (SMEs), and laid-off employees. Innovation in the context of resilience calls for tourism transformation, it looks into the possibilities of developing new tourism products and services, new tourism activities, attractions, and destinations based on the changing motivation, needs, and behavior of the tourists and the industry as a whole.
- c. Another key tourism resilience approach is for the government and the different stakeholders to put aside their particularistic interests and work together in solidarity for a faster and more progressive tourism recovery. For instance, businesses may share their best practices in terms of maximizing their resources and minimizing their revenue losses. Employee welfare and cost-saving measures to minimize job loss should also be considered. Businesses may also collaborate instead of competing with each other. Through solidarity, the tourism and hospitality sectors rallying behind any tourism marketing and promotional campaigns that the government will implement post-COVID 19 will be more cohesive and effective.
- d. Community resilience plays a vital role in the recovery phase of a destination. They can be considered as one of the core elements in fortifying a post-crisis recovery plan. The community's trust in the governing authorities must be kept strong to properly address the shocks of the crisis. With this, the resistance or refusal of the communities in addressing this pandemic, and in the future, its tourism recovery can be minimized if not eliminated. The value of social capital and strong local community leadership will result in a more efficient and effective execution of the post-crisis recovery plan which will further strengthen the resilience of the community.

4. Conclusion

At this point, it is hard to predict or assess, the length of time it will take to flatten the curve of the coronavirus in the Philippines and in the world. Hence, it will take a longer time before situations will go back to “normal” and it may also take a much longer time for the tourism industry to recover. The tourism industry and different stakeholders should anticipate and prepare for the short and long term impacts of the pandemic through a tourism recovery plan that is multi-level (global, national, and community levels), sustainable, inclusive, adaptive, and innovative. Tourism resilience will depend on the governments’ good governance and transparency as its actions and decisions are crucial in handling this health crisis. For instance, governments’ travel policies will form people’s travel behavior in relation to health, safety, and security.

Tourism resilience also calls for the different key stakeholders to work together at different levels towards recovery. Roles and ways of doing business will be defined or redefined, as resilience in the context of this pandemic, cannot be resisted and there is no bouncing back to the state of the tourism industry to where it was before. New ways of living and doing things will evolve. For instance, the health and sanitation practices spurned from this health crisis such as social distancing, frequent hand washing, and living a more healthy lifestyle will most likely be the new norm post-COVID19. Tourism resilience will be reflected in the various means and forms of systematic adaption and transformation that the government and its people will employ to addresses this health crisis and, moving forward, towards tourism recovery. Travel and tourism have endured wars and catastrophic events in the past, and with effective resilient strategies, we are bound to recover from this pandemic.

Future Directions. This literary synthesis examined the different concepts and practices of tourism resilience. The tourism industry resilience and post-crisis recovery of the selected countries – China, Taiwan, Hong Kong, and South Africa showed varied recovery strategies during and after the crises. With the current situation of the Philippines under the ECQ because of COVID-19, the country’s tourism industry is highly impacted because of the mass cancellations in airlines, hotels, resorts, MICE, travel agencies and other related sectors. The total impact and resilience assessment can be done after this crisis. Therefore, the researchers’ are planning to continue this study considering the after-crisis resilience assessment and post-COVID-19 recovery plan. The future directions of this study may investigate the capacity of the county in addressing this kind phenomenon basing from the actions and strategies of the government, tourism business sectors, and the community.

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