



**Tourism Study Programmes
Department of Economics
Faculty of Arts
University of Colombo**

**CRISIS MANAGEMENT AND REBUILDING OF
SRI LANKA TOURISM**

**Book Chapters
Edited by**

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**INTERNATIONAL
TOURISM LEADERS' SUMMIT &
TOURISM RESEARCH CONFERENCE
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FOREWORD

This book proposes an innovative integrated approach that will provide the most effective strategies, global best practices and management insights for crisis management of tourism and most suitable strategies for successful recovery and resilience building of the industry from possible disasters and crisis. The scopes of the book chapters are various. In terms of the distribution of book chapters and gathering similar papers under a main title, the following main areas have been determined and the book chapters has been organized by taking these main topics into consideration. Sri Lanka in the global context: Introduction ,Crisis management and rebuilding of tourism development ,Crisis management in micro and SME tourism ,Tourism crisis management and community business continuity ,Tourism resilience building against crisis and integrated destination management ,Tourism supply chain and crisis management ,Post-disaster marketing for promotion of tourism ,Developing strategies for resilience rebuilding and recovery of tourism , Case studies of best practices of managing & recovering tourism business during crisis

The editors sincerely thank all contributors for your book chapters. We believe that with your support and engagement, we have accomplished our goal and look forward to publish another book in 2021.We hope that the edited book chapters will be useful to all academicians, tourism students, policy makers and industry professionals.

Editors: Crisis Management and Rebuilding of Sri Lanka Tourism

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Rssw Arachchi

1

SRI LANKA TOURISM IN GLOBAL CONTEXT

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ABSTRACT

This chapter was focused on Sri Lanka tourism in global context .The global tourism has become the 3rd highest GDP contributor to the global economy, representing more than 10.4% of total world GDP. The total international tourist arrivals have exceeded more than 1.4 billion. Global travel & tourism industry has made a paradigm-shift from Wealthy-Friendly Deluxe Travels to more Democratic Mass-Friendly Travels, and from more Westernized Travels into a Globalized Travels. Flourishing Rich and Growing Middle Income Earners are acknowledged as one of the key reasons of creating a rapid growing trend in travel and tourism demand in the globe. It has been clear that the travel & tourism sector has been one of success industries in post-war economy of Sri Lanka. The industry's growth has significantly contributed to increase the level of employment, foreign exchange earnings, government revenue and subsequently the economic growth of the country. Competitiveness of Sri Lanka Tourism can only be sustained by continuing improvement of the offerings and capabilities of the industry. Certainly, consistent marketing plans and promotional strategies through the price, quality,

image, and ensuring the sustainable tourism practices must be focused through a holistic approach. Ensuring of Integrated Quality Management Process, Value-Based Promotions, Outcome-Based Training, Projects with Result-Based Management are to be taken into consideration. Finally, the success of all these endeavours to create a higher competitiveness of Sri Lanka Tourism are mainly determined by Proficient Management, Knowledgeable Workforce, Innovative Entrepreneurship, Robust Marketing, Supper Technologies and Responsible Leadership.

Key words: *Global Tourism, Sri Lanka*

INTRODUCTION GLOBAL TOURISM

1.1. Introduction of Global Tourism

Tourism is a multifaceted and interconnected industry. It has significant backward and forward linkages with direct, indirect and induced impacts to the economy and society. By the end of 2019, global tourism has become **the 3rd highest GDP** contributor to the global economy, representing more than 10.4% of total world GDP. The total international tourist arrivals have exceeded **more than 1.4 billion** and tourist tourism receipts could exceed **more than USD 1.7 trillion**. In general, Travel & Tourism industry generates 1 in 10 jobs (319 million) worldwide. In 2019, the Travel & Tourism industry was one of the fastest growing industry in representing 3.9%, outpacing the growth of global economy (3.2%) for the eighth consecutive year (<https://www.wttc.org/economic-impact/>, 2019)

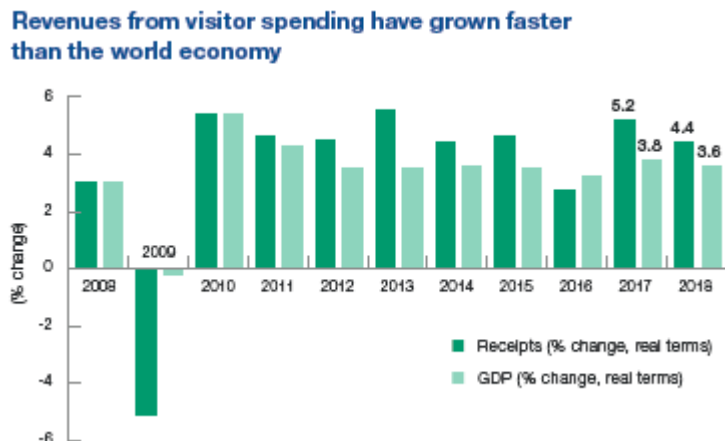
- ❖ US\$8.9 trillion contribution to the world's GDP
- ❖ 10.3% of global GDP
- ❖ 330 million jobs, 1 in 10 jobs around the world
- ❖ US\$1.7 trillion visitor exports (6.8% of total exports, 28.3% of global services exports)
- ❖ US\$948 billion capital investment (4.3% of total investment)

Figure: 01 Exports per day



Source: World Tourism Organization (UNWTO) and International Monetary Fund (IMF)(2019)

Figure 02: International Tourism Receipts and World GDP (% change)



Source: World Tourism Organization and International Monetary Fund (2019)

1.2. Evolution of Global Tourism

Global travel & tourism industry has made a paradigm-shift from Wealthy-Friendly Deluxe Travels to more Democratic Mass-Friendly Travels, and from more Westernized Travels into a Globalized Travels. Flourishing Rich and Growing Middle Income Earners are

acknowledged as one of the key reasons of creating a rapid growing trend in travel and tourism demand in the globe.

Figure 03: Economic Impacts of Travel & Tourism



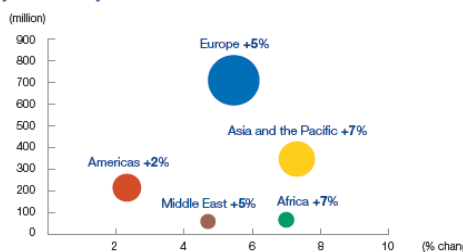
Source: <https://www.wttc.org//media/files/reports/economicimpactresearch/regions/world2019.pdf>

Moreover, the recent predicting on global tourism development evidently signposted that the utmost decisive regions of global tourism development in future will be Africa, the Middle East and Asia-Pacific while predicting a slow growth trend in tourism development in Europe and the America.

Figure 04: Regional Tourism Results

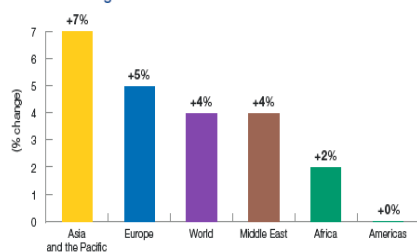
International tourist arrivals by regions, 2018

Asia and the Pacific, recorded the highest growth in arrivals, closely followed by Africa



International tourism receipts by regions, 2018 (% change)

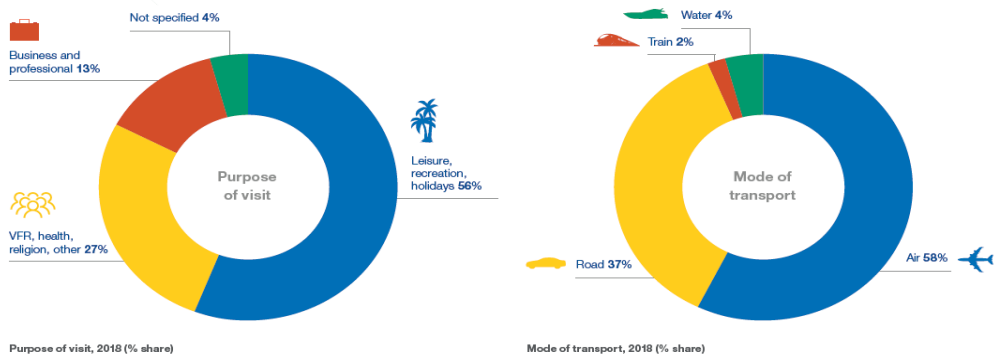
Asia and the Pacific and Europe enjoyed above-average growth in tourism earnings



Source: World Tourism Organization (UNWTO-2018)

Leisure travel is the key purpose of visit in all world regions excluding the Middle East, where visiting friends and relatives (VFR), or for health or religious purposes predominate. Air travel is the most predominant Mode of transportation when it comes to travel & tourism.

Figure 05: Purpose of Visit & Mode of Transportation



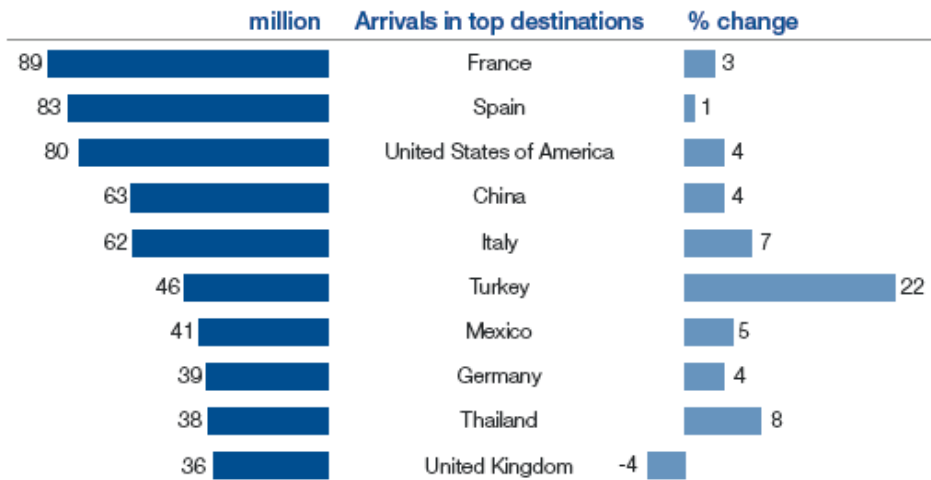
Source: World Tourism Organization (UNWTO)

1.3. International tourist arrivals & international tourism receipts

The top 10 destinations obtain 40% of worldwide arrivals. Not only the top destinations collect arrivals but also the top 10 tourism earners account for almost 50% of total tourism

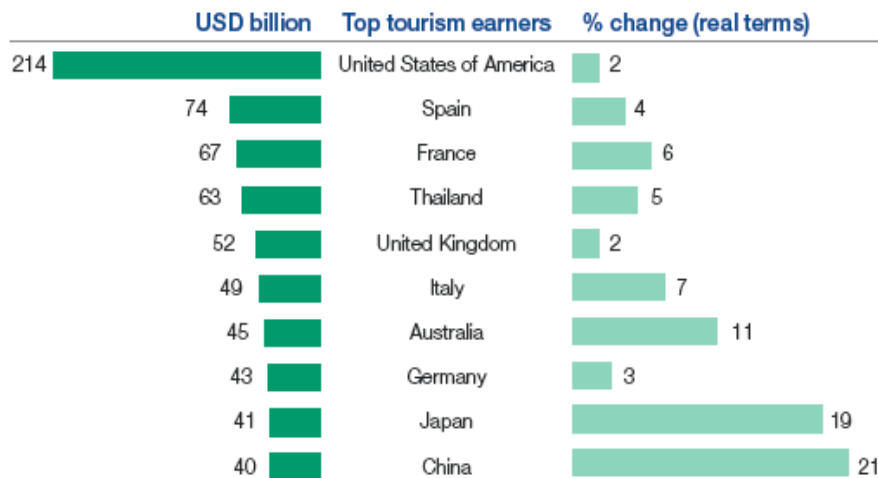
Receipts. Out of the 10 top destinations are featured in both rankings. Countries with the most tourists receive a total of 577 million visitors in 2018. The country with the highest receipts per arrival is Luxembourg followed by Australia both earning about USD 4,900 per international arrival.

Figure 06: Top ten destinations by international tourist arrivals, 2018



Source: World Tourism Organization (UNWTO)

Figure 07: Top 10 Destinations by International Tourism Receipts, 2018



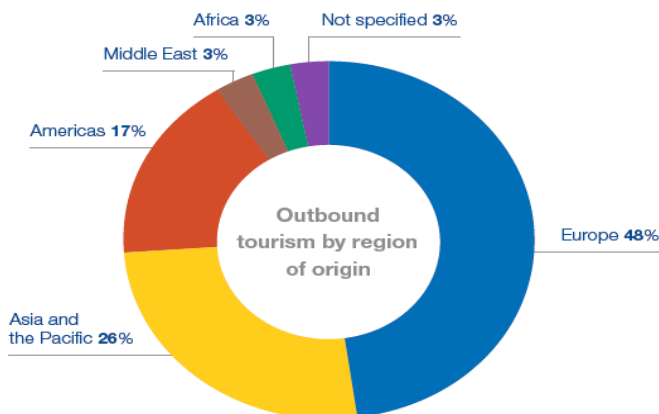
Source: World Tourism Organization (UNWTO)

1.4. Outbound Tourism

France, the Russian Federation and Australia showed the highest progress in spending. Europe accounts for almost 1 in 2 trips in the world. China remains the world's prime spender, with one fifth of international tourism spending, followed by the United States. China is the highest outbound tourist generator in global tourism at present. The number of trips made by Chinese people to other countries or regions reached nearly 150 million trips while representing the world's highest outbound tourism spending– nearly US\$ 290 billion in 2019. On the other hand, India has become one of the fastest growing outbound travel markets in the world. In 2019, there were more than 25 million outbound tourist departures from India.

Currently, Asia is one of the most powerful growing forces in global tourism. For an instance, between January and August 2019 outbound travel from Asia rose by 6%. This Asian growth performance will continue for coming years. It has already exceeded the growth rate of global tourism in average. Asia and the Pacific (+6%) recorded 343 million international tourist arrivals in 2018. Arrivals in South-East Asia grew 7%, followed by North-East Asia (+6%) and South Asia (+5%). Oceania showed more moderate growth at +3% (UNWTO, 2019). Per trip, Asian travellers spend considerably higher than the other nationalities, despite shorter stays

Figure 8: Outbound Tourism by Region of Origin, 2018 (% share)



Source: World Tourism Organization (UNWTO-2019)

02. Sri Lankan Tourism

2.1 Sri Lanka Tourism: An Overview

It has been clear that the travel & tourism sector has been one of success industries in post-war economy of Sri Lanka. The industry's growth has significantly contributed to increase the level of employment, foreign exchange earnings, government revenue and subsequently the economic growth of the country.

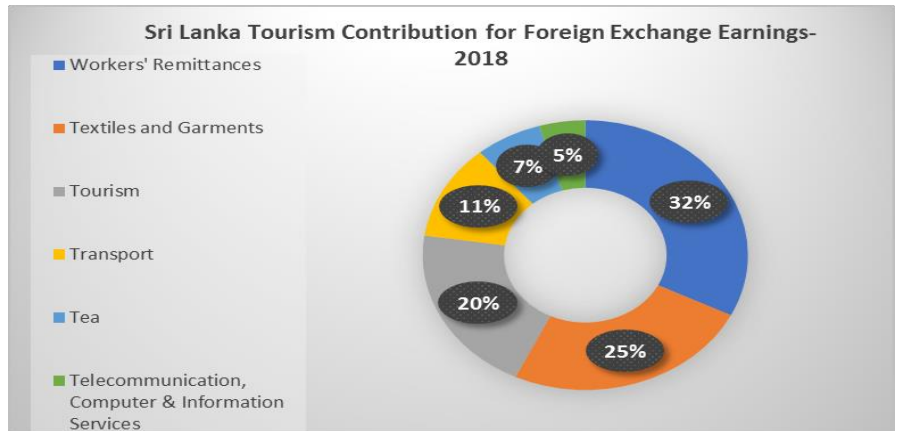
The National Policy Framework: Vistas of Prosperity and Splendour has clearly indicated People-Centric Sustainable Tourism Development. It highlights the suitable initiations that can attract different types of tourists to the entire range of accommodation facilities from five-star hotels to those staying in people's houses (homestays). Developing Sri Lanka Tourism as an environment- and domestic-culture-friendly industry with an Extensive People's Active Participation is emphasised by the National Policy Framework (NPF) to ensure sustainable development of the industry. It is expected to increase Seven Million of International Tourist Arrivals to Sri Lanka.

2.1. Key Performance of Sri Lanka Tourism

- Sri Lanka was ranked as the Top Best Destination Country for travel in 2019 by Lonely Planet
- The recovery of Sri Lanka Tourism has come back within between 5-6 month duration, though the Easter Sunday Terror Attacks could weaken the industry.
- Performance of the Industry – Year 2019
 - ❖ No of Tourist Arrivals = 1,913,702
 - ❖ Tourism Income = Nearly US\$ 3.6 billion
 - ❖ No of Rooms = 38,908
 - ❖ Average Daily Expenditure Per Tourist = Nearly US\$175
 - ❖ Average Duration of Stay of Tourists = 11 days
 - ❖ Direct Contribution of Tourism to the GDP = Approximately 5%
 - ❖ Tourism Employment = Around 440,000 jobs; 5% of total employment of the country
 - ❖ Most Vital Market Segments = Asia and Pacific became the largest source of tourist traffic to Sri Lanka with 56%;

Top five international tourist generating markets: India, China, United Kingdom, Germany and Russia.

Figure 09: Sri Lanka Tourism Contribution for Foreign Exchange Earning 2018



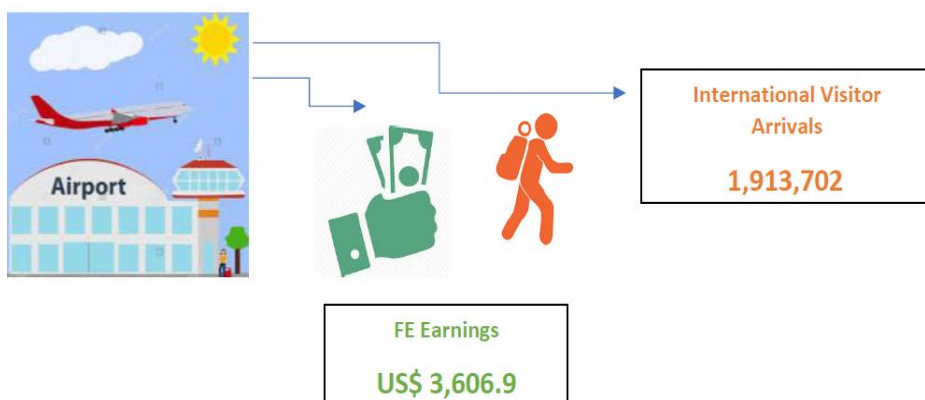
Sources: SLTDA (2018) and Central Bank (2018)

From 2009 to 2018, tourist arrivals increased by nearly 475% while foreign exchange earnings of tourism increased by nearly 1150%. On the similarly, level of direct and indirect employment (total employment) increased by nearly 200% while formal accommodation capacity increased by approximately 70%.

As a result of this remarkable performance, Sri Lanka Tourism has now become the 3rd Highest Foreign Exchange Earner of the country, leading to reduce the current burning deficit of the Trade Account in the Balance of Payment of the country.

2.2. Volume and Value of Sri Lankan Tourism Demand

Tourist arrivals to Sri Lanka during the year 2019 amounted to 1,913,702 recording a decline of 18 % since 2018. Reported number of nights spent in 2019 by international tourists was 19,902,501, showing a decline of 21% with an average duration of 10.4 nights. (Annual statistical report 2019)



Tourism was the third largest foreign exchange earner for the country in 2019 & significantly contributing to the Sri Lankan economy. Foreign exchange earnings from the tourism sector decreased to 13.7% of the total foreign exchange earnings.

The official tourist receipts for 2019 were estimated at Rs. 646,362 million, the total tourist receipts were estimated to be US\$ 3,606.9 million. The per capita tourist receipts per day amounted to 181.2 US\$.

Table 01: Foreign Exchange Earnings

Year 2018 (a)				2019 (b)			
Sector	FE Earnings (Rs. Million)	As a Share of Total FE Earnings (%)	Rank	Sector	FE Earnings (Rs. Million)	As a Share of Total FE Earnings (%)	Rank
Workers' Remittances	1,138,124	25.5	1	Workers' Remittances	1,200,766	25.4	1
Textiles and garments	865,975	19.4	2	Textiles and garments	1,000,713	21.2	2
Tourism	711,961	15.9	3	Tourism	646,362	13.7	3
Transport	402,806	9.0	4	Transport	418,205	8.9	4
Tea	231,750	5.2	5	Tea	240,637	5.1	5
Telecommunication, Computer &	161,389	3.6	6	Telecommunication,	188,313	4.0	6

Information Services				Computer & Information Services			
Rubber products	142,298	3.2	7	Rubber products	154,854	3.3	7
Petroleum products	101,467	2.3	8	Petroleum products	93,194	2.0	8
Food beverages & tobacco	75,060	1.7	9	Food beverages & tobacco	79,989	1.7	9
Machinery and mechanical appliances	70,609	1.6	10	Machinery and mechanical appliances	71,495	1.5	10
Others	570,504	12.8	Others		625,132	13.2	
Total	4,471,942	100.0	Total		4,719,660	100.0	

Sources: Annual Statistical Report SLTDA 201

2.3. Market share of Sri Lanka Tourism

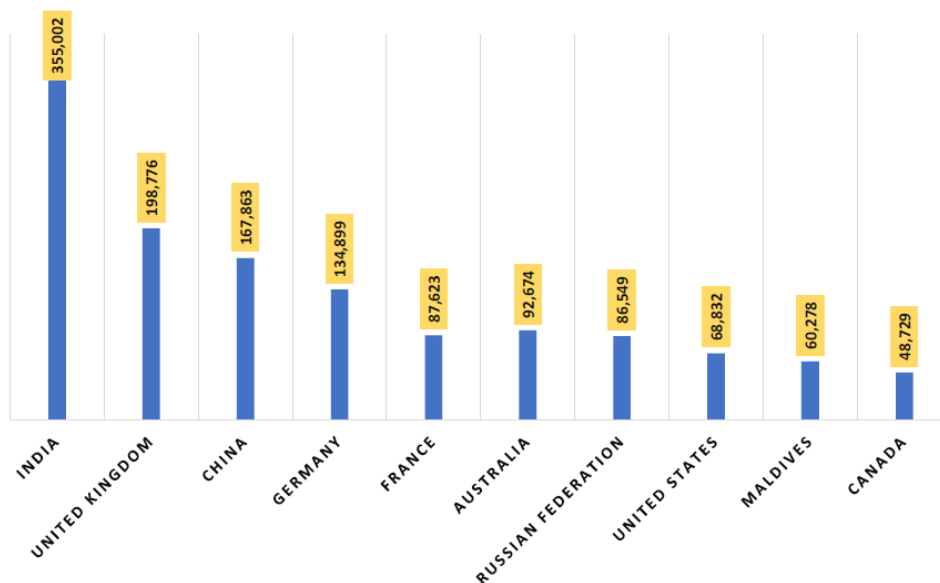
Europe is the largest regional market represented in foreign arrivals in the year 2019.

Table 02: Tourist Arrivals by Region – 2018 & 2019

Region	2018	2019	19/18
AMERICAS	137,626	127,423	(7.4)
AFRICA	14,873	15,094	1.5
ASIA & PACIFIC	1,091,800	839,470	(23.1)
EUROPE	1,017,861	887,572	(12.8)
MIDDLE EAST	71,636	44,143	(38.4)
	2,333,796	1,913,702	(18.0)

Source: Annual Statistical Report SLTDA 2019

Figure 10: Top Ten Source Markets – 2019



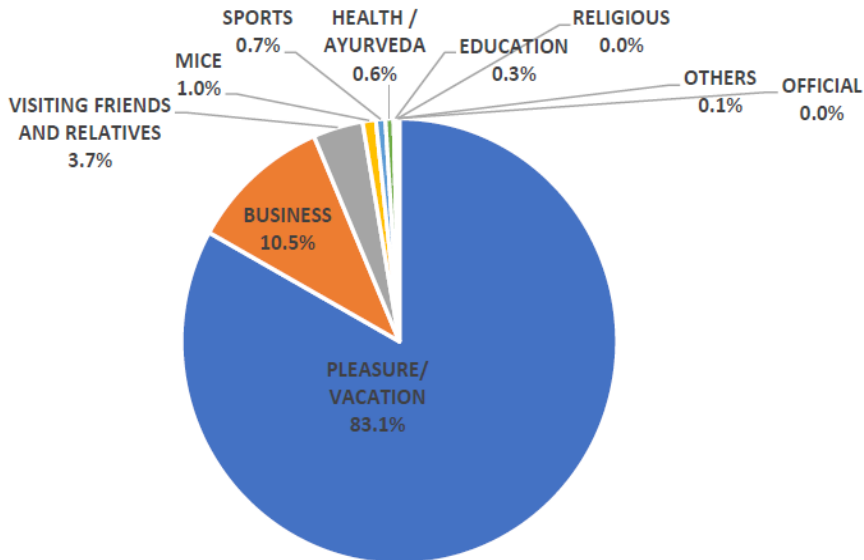
Source: Annual Statistical Report SLTDA 2019

The ten key source markets discovered that tourists from India represented the largest number of international arrivals. United Kingdom was recorded as the second major country of origin for tourists with a share of 10.4% during 2019. China was the third major source of tourists to the country (8.8%), while Germany (7 %) France (4.6%) become fourth and fifth in the top five markets. The top ten markets accounted for almost 68% of the total tourist traffic to the country in 2019.

2.4. Purpose of Visiting Sri Lanka

The tourists who visited the island in 2019 had come for pleasure 10.48% of tourists had come for visiting friends and relatives followed by business related travels (3.65%) and MICE (Meetings, Incentives, Conventions, Exhibitions) (0.99%) purposes. The percentage of tourists who came to Sri Lanka for sports and health proposes constituted 0.72 % and 0.59% respectively. 0.32% of tourists reported coming for educational purposes while nearly 0.03% reported visiting for religious purposes. The proportion of tourists who came for official and other purposes constituted 0.01 %.

Figure 11: Distribution by Purpose of Visit (Percentage) – 2019



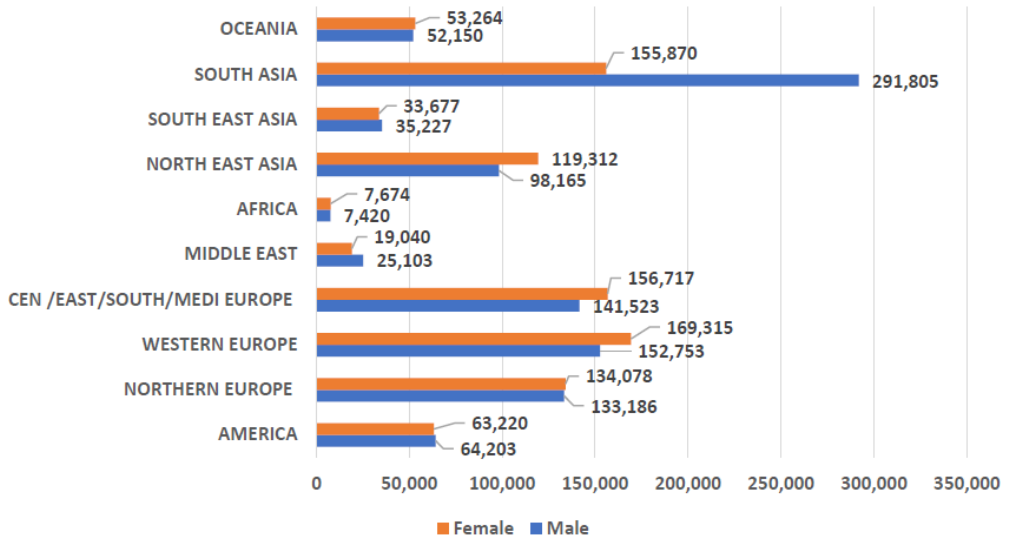
Source: Annual Statistical Report SLTDA 2019

2.5. Age and sex composition of the tourists

Age : visitors are in the age brackets 30-39 and 60 years and above where 40.14 % of the tourists. 10.2 % were below 20 years in age, 17 % were in the age group 20-29 years, 22.6 % between 30 -39 years, 16.8 % between 40 -49 years, 15.8 % between 50 -59 years and the remaining 17.6 5 were 60 years and above.

Sex distribution of the tourists who visited Sri Lanka during the year shows that 52.3% of tourists were male while 47.7 were female. The sex ration ratio for 2019 is 109.8

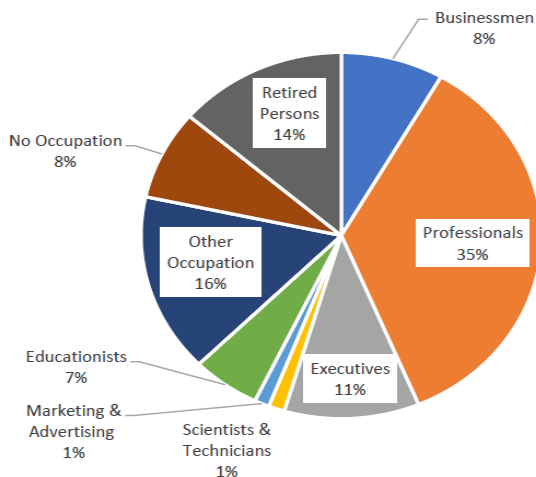
Figure 12: Distribution of Tourists by Sex and Region (Percentage)-2019



Source: Annual Statistical Report 2019

2.5. Occupational Classification of Tourists Who Visited Sri Lanka

Figure 13: Distribution of occupational categories (Percentage)- 2019



Source: Annual Statistical Report SLTDA 2019

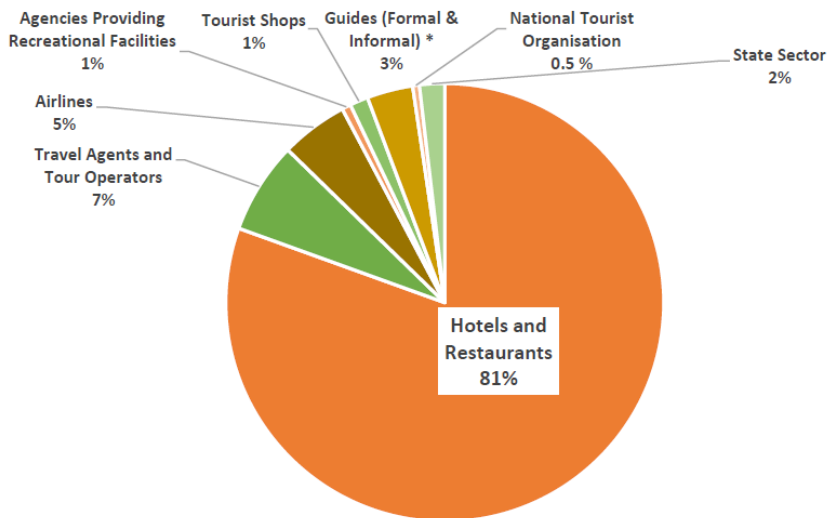
7.2% of the tourists who visited Sri Lanka in 2019 belonged to the ‘No Occupation’ category. This group together with the retired persons (7.7%) represented the tourists who were “Economically inactive”, at (14.9%). The balance 85.1% of the tourists could be described as ‘economically active’ persons, as active contributors to the labour force in their country.

Out of the ‘economically active’ tourists, Professionals formed the largest group with 34.6% of the total traffic received in 2019. Other professionals came second with 13.4%, Business category third with 12.4%, those in the Educationist fourth with 12.1% and Executives fifth with 8.4%. Scientists & technicians constituted 2.8% of the total traffic.

2.6. Tourism Employment in Sri Lanka

The total number of establishments covered in the 2019 survey was 4,341. The total number of employees in these establishments amounted to 173,592. A classification of the total number in employment by broad occupational categories shows that 14.8% belonged to managerial, scientific and professional grades, 51.5% to technical, clerical, allied and supervisory grades and 33.7% to manual and operative grades

Figure 14: Distribution of Employment in the Tourism Industry



Source: Annual Statistical Report SLTDA 2019

2.7. A Way Forward to Sustainable Tourism Development in Sri Lanka

Sri Lanka is known as one of the best tourist destination countries for developing the best policy and planning blueprints since the formal beginning of the industry in 1967.

❖ **Outcome Driven and Result-Oriented Tourism Strategic Planning:**

It is important to focus the outcome-driven and result based tourism planning by using appropriate policy tools, particularly to successfully adjust with the different conditions, characteristics and patterns of tourism development.

❖ **Actions for Implementation and Evaluation:**

The most decisive factor of getting a great success of any tourism strategic planning and development is to design proper implementation with the relevant actions and also evaluation on such strategic planning, understanding a comprehensive process for determining the expected development goals of Sri Lanka Tourism and the steps needed to achieve such goals, with an integrated strategic approach for inclusive and sustainable tourism development of the country.

❖ **Integration of Tourism Development with National Development Priorities:**

Understanding of the increasing opportunity costs in developing tourism industry and balancing any such development to reach the national priorities and targets is fundamental when implementing the development activities of the tourism industry of the country.

❖ **Think Globally, Act Locally and Be Proactive with Global Tourism Trends:**

Sri Lanka Tourism must be properly assessed with its prospects and potential by understanding the current patterns and emerging trends in global tourism.

❖ **The Rise of Silver Tourism:**

How the tourism industry can attract senior citizen tourists -

“Silver Tourism 55 Plus” is to be one of the decisive instruments for the extension of Sri Lanka Tourism to a new pinnacle.

❖ **Wellness+ Silver Tourism:**

Wellness tourism is travel associated with the pursuit of maintaining or enhancing one’s personal wellbeing. Global Wellness Institutes estimates that the wellness tourism is currently generating nearly US\$ 650 billion to global market at present.

❖ **Going with the Global Goals:**

Tourism is to be integral part of the global goals: SGD Goals. According to the UNWTO

❖ **Regional Contribution with Regional Uniqueness:**

Each province/region in Sri Lanka must produce its own unique and specific type of tourism development despite having some similarities in basic tourism products.

❖ **Knowledge-Driven Tourism:**

The role of knowledge in the tourism economy has become as one of the Most Powerful Driving Force for tourism development. It has been included as a major factor in the function of tourism production. Knowledge is the main asset for the development of tourism innovation.

❖ **Value Added and Fair Distribution:**

Tourism planning and policies must first identify and value the existing resources of the country in order to exploit opportunities and to deliver high-quality experiences to tourists through the creation of high value additions while ensuring the best value added to the economy. The Best Mixes of Tourism Product Combinations and Value Chains to create the highest possible backward and forward linkages are to be formulated while reducing the possible leakages out of the country to the best lowest.

Competitiveness of Sri Lanka Tourism can only be sustained by continuing improvement of the offerings and capabilities of the industry. Certainly, consistent marketing plans and promotional strategies through the price, quality, image, and ensuring the sustainable tourism practices must be focused through a holistic approach. Ensuring of Integrated Quality Management Process, Value-Based Promotions, Outcome-Based Training, Projects with Result-Based Management are to be taken into consideration.

Finally, the success of all these endeavours to create a higher competitiveness of Sri Lanka Tourism are mainly determined by Proficient Management, Knowledgeable Workforce, Innovative Entrepreneurship, Robust Marketing, Supper Technologies and Responsible Leadership.

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ABSTRACT

The hospitality sector is one of the key pillars in the Travel and Tourism industry in Sri Lanka and it has to face huge competition among key players in the industry due to the scarcity in physical, natural and human resources. It is a challenge for the organizations to retain the current objective to retain the current employees in the sector since they are the most prominent assets within the organization and employee turnover is bearing the high cost for employers. Due to the COVID 19 pandemic situation, there is a lack of demand from tourists for the hospitality industry and because of that; a lot of employees were compelled to lose

their jobs within the industry. Hence ,this study attempts to explore the factors affecting executives' intention to sustain at Sri Lankan hospitality industry at a new normal stage after COVID 19 pandemic. The study has administered 378 questionnaires to the executives in the Sri Lankan hotels and collected data and used SPSS software for data analysis. Coefficient of correlation analysis and multiple linear regression analysis has used to analyse the data. The data were categorized into personal and human capital characteristics, work and work environment factors and employee attitudes as the main three factors to influence employees' intention to stay within the hospitality industry. The key Findings revealed that “work and work environment factors” and “employee attitudes” influencing on executives' intention to stay in the hospitality industry. The study intends is suggesting managerial and practical implications to re-evaluate the current weaknesses of the hospitality industry to attract and retain executive-level employees within the industry.

Keywords – *Executive's, Hospitality Industry, Intention to Stay, New Normal Stage*

INTRODUCTION

The Tourism and Hospitality Industry plays key role in the Sri Lankan development. As the third largest foreign exchange earner for Sri Lanka, the tourism industry is importantly contributing Sri Lankan economy. Employees are playing a major role in service sector since their performance and effectiveness will be affected to the development of service sector. In 2019, 81% of employees were worked in Hotels and Restaurants from the total tourism based direct employment (SLTDA Annual Report, 2019). Moreover, 14.8% of employees are of managerial positions, scientific and professional grades in tourism sector (SLTDA Annual Report, 2019). The employees turnover is one of the key challenges faced by hospitality sector since it is a vulnerable industry which is rapidly changing according to the environmental changes. Turnover directly affects to a company's financial performances and employees' morale. It is very costly process to replace departed employees (Brown et al., 2015).

COVID 19 pandemic started from Wuhan city, Hubei province in China in November 2019 and by now it is spreading all over the world. It has severely disrupted on food, retail sector, consumer goods, apparel, recreation, entertainment and travel and tourism industry. According to the United Nations World Tourism Organization (UNWTO) it can be identified that travel and tourism industry is one of the most affected industries by COVID 19 pandemic since it caused to put all the airplanes on the ground, close down the hotels and put travel restrictions all over the world. This caused to decrease of 67 million international tourist arrivals (57%) in March, 2020 and loss of international receipts of USD 80 billion.

Novel Corona infection attacked the lifestyle of society and it damaged to the behaviour of international travellers globally. On 10th March 2020, first Sri Lankan person who is a tourism stakeholder tested positive for COVID 19. With that Corona infection is continuously threatening the country from tourism while suspending visa for tourist arrivals on 11th March 2020. From that point, hospitality, travel and tourism industry is facing a huge challenge of operating as usual. Compared with other countries, Sri Lanka gains better reputation in the world in controlling COVID-19 pandemic situation by arranging medical and quarantine facilities even for tourists while other countries restricting to provide facilities for non-residents in the countries. When it comes to the new normal stage after the COVID-19 pandemic, it will be favorably affected in Sri Lankan Tourism in near future. All countries have to face huge challenges in hospitality and tourism industry at this new normal stage to find investors for new tourism projects, assure health and safety of customers and employees, attract new customers for tourism services, attract employees to provide services and etc...

There is no assurance how fast the situation will recover and prepare for the operations at the new normal or post COVID-19 challenges. One of the main challenges is loss of human resources and capital resources due to the zero-income condition. Tourism and hospitality establishments have laid off temporary and casual employees and cut salary increments. SLTDA statistics are revealing that, there are 388,487 direct and indirect employees who are working in tourism and hospitality industry has lost their jobs due to the pandemic. Executive

level employees are such qualified employees who are having valuable experiences and knowledge regarding the industry and certain number of qualified executive level staff also left from the industry due to the threat of the pandemic.

Even though there is a trend of these employees to leave the industry because of this pandemic, there can be some factors affected to executives' intention to stay within the industry. Since executive level staff is at middle Ages of their age and have family concerns, they may be thought that there is a risk of leaving the industry and join with another industry. Because of the great experience at hospitality industry, when they shift from one industry to another, that knowledge will be destroyed. Therefore, this study is focusing on factors affecting executive level employees' intention to stay within the Sri Lankan hospitality industry at new normal stage.

As the objectives of this study, researcher focused to identify factors affecting executives' intention to stay at Sri Lankan hospitality industry at a new normal stage and impact of identified factors on executives' intention to stay within hospitality industry.

This study will give the solution for a huge challenge for the hospitality industry, to retain executives within the industry at this pandemic situation. Hotel owners and policy makers within the industry will be benefited from the findings of the study and will gain practical implications and strategies to keep executives within the industry by promoting and enhancing the identified most influential factors. This study is contributing to the literature related to the hospitality industry and future scholars will be benefited from that.

LITERATURE REVIEW

Tourism and Hospitality Industry

UNWTO defines tourism as “a collection of activities, services and industries which deliver a travel experience comprising transportation, accommodation, eating and drinking establishments, retail shops, entertainment businesses and other hospitality services provided for individuals or groups travelling away from home”.

According to the definition of UNWTO, the hospitality industry directly linked to the tourism industry. A hotel is a business that provides accommodation and ancillary services to people who travel away from their home or native destination. The hotels can be seen in various types such as holiday camps, motels, condominiums, hospitals and prisons, hostels and more, based on the purpose (Jones and Lockwood, 2002).

Tourism industry visualizes rapid growth and providing a significant contribution to the Sri Lankan economy after 2009. The demand for Sri Lankan tourism industry rising in different ways and the supply chain also energizing to cater to the uprising tourism demand (Kularatne, Wilson, Månsson, Hoang & Lee, 2019). According to the SLTDA annual report (2019), the tourism industry was third largest foreign exchange earner to the national economy. The accommodation providing establishments in Sri Lanka mainly divided into three categories as tourists' hotels, supplementary establishments and other establishments. At the end of 2019, there were 2619 accommodation establishments registered under SLTDA with a capacity of 40365 rooms. Moreover, 81% from total employment in Sri Lankan tourism industry are employed in hotels and restaurants by the year 2019 (SLTDA, 2019).

Crisis Affected in Sri Lanka

Sri Lanka is a country that faces a number of terrorism attacks. Sri Lankan civil war happened between 1983 - 2009 and "*Janatha Vimukthi Peramuna*" (JVP) insurrections (1971, 1987 – 1989) can identify as bloodiest crisis happened in Sri Lanka in the last decades of the 20th century. (Nishala & Rinosa, 2019). In 2019, the deadly terrorist attack took place on Easter Sunday and it caused 250 dead and nearly 400 injured at three locations in Sri Lanka. The capital of the country - Colombo, Negombo and Batticaloa attacked the same day (Singh, 2019). According to Singh (2019), Easter attack can be identified as ferocious terrorism attack after the civil war happened between the Sri Lankan government and Liberation Tigers of Tamil Eelam (LTTE). Other than the terrorist attacks, crisis papers time to time in Sri Lanka. During the third quarter of 2011 there were hundreds of attacks reported regarding the "Grease Devil" crisis. That spread in rural and peri-urban areas in Sri Lanka and it attacks women. (Venugopal, 2015).

Floods and landslides identified as common natural disasters visualize in Sri Lanka according to National Disaster Management Centre report (2017). The Tsunami disaster which took place in 2004 caused for loss of life, infrastructure, and economic assets. Moreover, it widely acknowledged as the most pernicious natural disaster that happened in recent history. The joint report of the Sri Lankan government and Joint Development Partners in December 2005, within a short period it killed 35,322 lives, disabled 21,441, orphaned 1,500 children (Joint Report, 2005). Subasinghe (2005) Stated that Tsunami damaged around 127110 houses. Other than that, two-thirds of the country's coastline were affected with many damages inflicted on infrastructure facilities. In Sri Lanka, most of the industrial and commercial activities take place around coastal areas and it highly affected by Tsunami and it caused a negative impact to the economy of the country. (Subasinghe, 2005).

According to the statistics of the ministry of health in Sri Lanka (2019), it can identify that the dengue epidemic got the highest concern of Sri Lankan national public health over past years, it reported 105049 dengue cases in 2019. From total reported cases 19.72% (n=20718) of cases have reported from the western province of Colombo. Moreover, there were 6021 leptospirosis cases reported in Sri Lanka in 2019.

COVID 19 pandemic started on November 2019 from Wuhan city china and spread all over the world within less than 5 months. It can identify as the most crucial natural crisis in the world after the Second World War. However, Sri Lanka reputed as one of the best countries that controlled COVID 19 pandemic with minimum life losses (Ranasinghe Damunupola, Wijesundara, Karunarathna, Nawarathna, Gamage, Ranaweera & Idroos, 2020).

Siriwardana, Jayasiri, G. P., & Hettiarachchi, at el., (2018). Stated that Sri Lanka is only aligned with minor standers with compare to global practices when it comes to disaster or crisis management. Moreover, the existing framework for disaster management in Sri Lanka was unable to manage the disasters that happened previously.

Impact of COVID 19 on Tourism and Hospitality

As a result of spreading COVID-19 pandemic over the global, travel restrictions and limitations occurred. Many nations around the globe have close borders partially or complete and the travel bans affecting on 93% of the global population (Connor, 2020). Millions of people suddenly unemployed and economic recovery is unpredictable due to the continuing COVID-19 over the globe. Therefore, the travel and tourism industry are among the high-risk industries in everywhere (Tappe & Luhby, 2020). It has reported 82% decline in air travel demand in the first three months of 2020 and a 55% drop in revenues (\$314 billion) for the international airline industry before the end of May 2020 due to the 4.5 million flight cancellations (IATA, 2020).

UNWTO (2020) stated that, compared to the year 2019, 20% - 30% drop in international tourists' arrivals international tourist arrivals will be recorded in 2020. And it will be caused the loss of 290 million to 440 million tourists in one year (UNWTO, 2020). Furthermore, it can forecast a loss of US\$ 300 to 400 billion of international tourism income, or in the stalemate, the scenario is this could go as high as US %1.5 Trillion. When reading the global tourist arrival and tourism receipt statistics, this loss will be equal to the industry growth of 5 to 7 years in a raw. Table 1 explains the impact of significant global incidents on the tourism industry.

Table 1: International tourist arrivals and income against recent major incidents

Crisis	Change of International Tourist Arrivals	Percentage Change of International Tourist Arrival	Change of International Tourism Receipt (US\$)	Percentage Change of International Tourism Receipt
2001 Sep. 11 attack (9.11)	+1 million	+0.1 %	-11 billion	-2.0 %
2003 SARS	-3 million	-0.4 %	+50 billion	-1.4 %
2009	-37 million	-4.0 %	-88 billion	-5.4%

Global economic crisis					
2020 COVID-19 (estimate)	-290 to -440 million	-20 % to -30 %	-300 to -400 billion	-	-20 % to -30 %

Source: (UNWTO, 2020; Samarathunga, 2020)

According to the LTDA monthly analysis report (2020), in April, May, June, and July of the year 2020 there were no single tourists' arrivals reported due to the closure of the airports to prevent spreading COVID 19 in public. Moreover, in the year 2019 also, the tourism arrivals were decreased than in 2018 because of the Easter attack.

According to Samarathunga, (2020), most of tourism businesses like airlines, hotels, tourist shops travel agencies, etc. have already begun laying off temporary and casual workers, stopping wage raises, and even cutting wages at various percentages according to their employees' salary measures. In fact, hoteliers and destination management firms have warned that they would have to lay down. Take off a large number of employees if the crisis continues. This is a critical situation to consider because according to SLTDA annual statistics, there were 173592 tourism and hospitality employees in the sector in the year 2019. Further, the majority (81%) of employees were working on hotels and restaurants.

Furthermore, Millions of employees are at the danger of losing their jobs as companies will start to lay off employees because as controlling measure to respond to have to grow conditions such as business are doing this type of measure (Ranasinghe et al., 2020). Health practices have upgraded to face the new situation throughout the world such as establishing health checkpoints for measure body heat and any symptoms of the people, data gather regarding past travel details and it became new normal state (Chen, Tan & Chan, 2020). Academic researchers, social media commentators and journalists suggested a 'new normal' with the COVID 19 pandemic keeps evolving (Ateljevic, [2020](#)).

Employee Retention in Hospitality Industry

Johnson (2000) described as the most suitable explanation for employee retention is the effort taken by a business or any organization to develop strategies and support existing employees to retain in the current organization. Moreover, it defined as “the ability to hold onto those employees you would want to keep for longer than your competition” by Johnson (2000). Employee Retention Rate (ERR) is calculated through Employee Turnover Rate (ETR). The organizations always try to keep their talent and skills employees within the organization by keeping the highest ERR (Msengeti, & Obwogi, 2015). Minimizing employee turnover effect on reducing cost for training and recruiting new employees. Moreover, it improves customer service, and minimize the stress of employees caused by the increasing workload (Arnett, Laverie & McLane, 2002; DiPietro and Milman, 2008). Frye, Kang, Huh, & Lee (2020) mentioned that there is a higher turnover rate in the hospitality industry compared to other industries.

When it comes to hotels, non-financial rewards have a strong influence on employee retention in hotels (Msengeti, & Obwogi, 2015). Organizational justice has the highest impact on employee retention. The fair rewards, proper recognition and supportive environment were influential dimensions that come under organizational justice and that make staff satisfied with the job and retain in the hospitality industry (Nadiri and Tanova, 2010). Increasing the salary of managers has a positive impact on their job satisfaction. Also, salary is the most frequent reason for why managers retain in the organization (Ghiselli, La Lopa, & Bai, 2001). Some studies found that the individual’s commitment to the organization and satisfaction of the job has a positive relationship (Back, Lee, & Abbott, 2011; Yang, 2008). Moreover, Back et al., (2011) stated that, Job satisfaction as a reason for the highest level of organizational commitment and higher ERR. Long and irregular working hours and overloaded works in the hospitality industry resulted in high turnover (Mohamed, 2015). According to Deery and Jago (2015), hospitality industry can reduce its turnover rate by ensuring the balanced work-life of the employees. Social status considered as the largest barrier for the hospitality industry employees’ commitment and retention. (Kusluvan and Kusluvan, 2000). In previous

studies, demographic variables have been found as affecting factors to turnover intention, age, education level, level of occupation salary and tenure (Khatri, Fern & Budhwar, 2001; Boxall, Macky, & Rasmussen, 2003; Van Breukelen, Van Der Vlist, & Steensma, 2004). Weisberg and Kirschenbaum (1991) stated that the turnover intention of married employees is higher than unmarried employees. Pang, Kucukusta, & Chan (2015), mentioned that demographic factors like marital status, income, age and gender should consider when measuring employee turnover intention in the tourism industry. Moreover, having dependent children for employees has an impact on getting decisions regarding employment (Zeytinoglu, Denton, Davies, Baumann, Blythe & Boos, 2006). Also, many research studies have identified that the employees who have work for a long time are willing to stay in the organization or company where they work (Byrd, Cochran, Silverman & Blount, 2000; Pizam & Thornburg, 2000; Mitchell, Mackenzie, Styve & Gover, 2000; Mor Barak, Nissly, & Levin, 2001; Carbery, Garavan, O'Brien & McDonnell, 2003; Iverson & Currivan, 2003; Karatepe, Uludag, Menevis, Hadzimehmedagic & Baddar, 2006; Kim et al Kim, Lee & Carlson, 2010). Samarasekara, Madhusankha & Rajapaksha (2019) identified that provide training, compensation and rewards, setting career progressing systems as dimensions to improve the employees' performance in the hospitality industry and retain them within the organization.

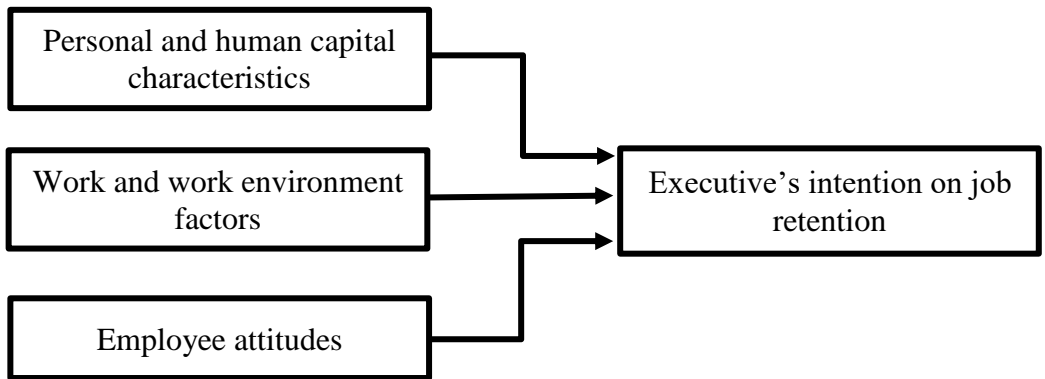
METHODOLOGY

This study was mainly based on a quantitative research approach. The research population was all the executive level employees in tourist hotels in Sri Lanka. The researcher distributed the 420 questionnaires from the population for the collection of data and to check the response of executive-level employees in hotels in Sri Lanka. Among the distributed questionnaires 378 selected as a sample for the study.

Data collected from a structured questionnaire based on internet sources including social media and emails. The convenience sampling technique was addressed for the study with the current COVID 19 situations. With the pandemic situation, data access was very limited. Gossling, Scott and Hall in 2020 highlighted the restrictions of the

gatherings and community mobility. The structured questionnaire has used to collect data from the respondents. To achieve the objectives of this research, the researchers conducted a descriptive analysis, coefficient of correlation analysis and multiple regression analysis by using Statistical Package for the Social Sciences (SPSS) statistical software. The study mainly considers the reliability and diagnostic test in order to increase the internal reliability and to get the result free from the errors.

Figure 01: Conceptual Framework



ANALYSIS AND DISCUSSION

A. Reliability Analysis

Table 1: Reliability Analysis

Variable	Cronbach's Alpha value
Executive intention on job retention	0.862
Personal and human capital characteristics	0.731
Work and environment factors	0.794
Employee attitudes	0.869

Source: SPSS output from the field information (2020)

Cronbach's α has used to measure the internal consistency of the data. According to the Table 1, all of bach's α values meeting the minimum accepted level of 0.7 which means there is a sufficient internal consistency among the items. Therefore, these items were collectively created variables and dimensions for the analysis of the study objectives.

B. Respondents Rate

378 respondents were properly responded at the data collection and it represents 90% of the total respondents in the sample.

Respondent rate : $(378/420) \times 100\% = 90\%$. Respondents rate is at good level.

C. Demographic Factors of the Employee

The majority of the sample represents “males” and the “age group of 26-35”. The majority has a monthly income of “above 90,000 LKR” and few numbers of respondents have monthly income of “below 30,000 LKR”. The majority of respondents have the highest education level as a bachelor's degree and the majority of them are attached to the food and beverage department and the sales and marketing department.

D. Correlation Analysis

Pearson coefficient of correlations was measured to identify the relationship between factors affecting employee retention and Executive intention on job retention. Correlation analysis results are representing in Table 2 as below.

Table 2: Summary of Correlation analysis

Variable	Correlation	P-Value
Personal and human capital characteristics	0.280	0.000
Work and work environment factors	0.642	0.000
Employee attitudes	0.822	0.000

Source: SPSS output from field information (2020)

According to the results of the correlation analysis, Personal and human capital characteristics have a weak positive relationship between Executive intention on job retention. Work and work environment factors have a moderate positive relationship between Executive intention on job retention. Employee attitudes have a strong positive relationship between Executive intention on job retention. All the p values are significant at 0.000 statistically significant level.

E. Diagnostic Tests (Validity Tests)

The diagnostic test is used for the regression assumptions to enhance the validity of the theoretical model. According to the results, the Durbin Watson value is 2.419, which is between 1.5-2.5. It means the independence of residuals and the higher validity of the regression model. Therefore, the variance of residual is constant.

In the regression results there are no multicollinearity issues since all the VIF values are less than 10 and all the tolerance values are more than 0.1. Therefore, the regression model is showing higher validity. There are no relationships between independent variables and residuals since all the probabilities are perfectly insignificant at 0.000 since the P-value is 1.0.

F. Model Fitness

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.905 ^a	.819	.817	.44557

Table 3: Model Summary

Source: SPSS output from field information (2020)

According to the results in Table 3, multiple correlations are 0.905 (R) which interprets the joint association between variables. There is a strong association between factors affecting employee retention and executive intention for job retention. The R square value which is the Coefficient of determination specifies the degree to which the executive

intention on job retention can be explained by the factors affecting employee retention. In this case, R Square value, 0.819 proposed that factors affecting employee retention explain 81.9% of the variation in executive intention on job retention

Table 4 of Analysis of variance below was explained to confirm the overall significance of the regression model.

Table 4: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	335.023	3	111.674	562.508	.000 ^b
	Residual	74.250	374	.199		
	Total	409.273	377			

Source: SPSS output from field information (2020)

If the regression ANOVA result is the significance, the model is appropriate. The model is highly significant at 0.000 p-value which is less than 0.05. Therefore, the model is appropriate and factors affecting employee retention (Independent variable) jointly influence Executive intention on job retention.

G. Multiple regression Analysis

Multiple regression equation was established to identify the most influential variable on the executive intention on job retention.

Table 5: Regression analysis equation

$$JR = \beta_0 + \beta_1 (PH) + \beta_2 (WW) + \beta_3 (EA) + \epsilon$$

Source: Based on the primary data

The terms of the Regression equation

JR = Executive intention on job retention.

β_0 = Intercept of the equation

- β_1 = Slope of the equation
 PH = Personal and human capital characteristics
 WW = Work and work environment factors
 EA = Employee attitudes
 ε = Error term

Table 6: Regression coefficients of independent variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.195	.110		1.777	.076
1 Personal and human capital characteristics	-.401	.039	-.276	10.337	.000
Work and work environment factors	.471	.028	.451	16.796	.000
Employee attitudes	.759	.026	.739	28.855	.000

Source: SPSS output from field information (2020)

$$JR = 0.195 + (-0.401)(PH) + 0.471(WW) + 0.759(EA) + \varepsilon$$

According to the analyzed output Table 6, constant (β_0) was 0.195 which implies that, while all factors affecting employee retention remain zero, Executive intention on job retention is 0.195.

β coefficient of “personal and human capital characteristics”, -0.401 specifies that “Executive intention on job retention” was raised by -0.401 units, when “personal and human capital characteristics” was raised by one unit while other variables remain constant. It indicates that the “personal and human capital characteristics” have not contributed considerably to the model since the p-value of 0.076 is more than 0.05. Therefore, it has to accept the null hypothesis (H_0) and reject the alternative hypothesis (H_1). There is no significant impact of “personal and human capital characteristics” on “Executive intention on job retention”

Work and work environment factors” and “Employee attitudes” contributed significantly to the model since p-value 0.000 is less than 0.05 significant level. Therefore, it was rejected the null hypothesis (H0) and accepted the alternative hypothesis (H2 & H3). There is a significant positive impact of “Employee attitudes” on “Executive intention on job retention” and there is a significant positive impact of “Employee attitudes” on “Executive intention on job retention.”

According to Table 6, most influential dimension on Executive intention on job retention can be stated as “Employee attitudes” which is having Standard coefficient β value of 0.759.

H. Discussion

According to the result of the study identified the factors affecting employee retention (Independent variable and the executive intention on job retention. According to the result of the study correlation analysis, “Personal and human capital characteristics” has a weak positive relationship between “executive intention on job retention”. “Work and work environment factors” have a moderate positive relationship between “Executive intention on job retention”. “Employee attitudes” have a strong positive relationship between “executive intention on job retention”. According to the regression results highlighted that the “personal and human capital characteristics” haven’t significant impact on “executive intention on job retention”. Other two factors including “work and work environment factors” and “employee attitudes” have a positive impact on “executive intention on job retention”. Previous literature highlighted the impact of demographic factors as age gender, education level, salary impact on turnover intention (Khatri et al,2001). With this COVID 19 pandemic situation mainly affect the “work and work environment” and also “employee attitude” to the job retention rather than personal factors. Because with the new normal stage everything of the workplace was changed. Therefore, employee retention changes with the workplace environment and also the attitude of the employee with this pandemic situation. As an example, the new practices of the hotels and also the behaviours of the employees gradually change with the safety and security measures of the pandemic environment. The previous literature mainly considers the

factors with the normal condition without considering the COVID -19 situation. Therefore, the result is much different from the previous literature.

CONCLUSION

According to the findings of the research study, work and work environment factors and employee attitudes have positive significant association with executives' intention on job retention in hospitality industry. Based on the results, it can be suggested different managerial and practical implications to be made to enhance executives' intention to retain within the hospitality industry at the new normal stage.

Personal and human capital characteristics such as gender, age, long service period in hospitality sector and because of dependents are not significantly impact on executives' intention to stay in the hospitality industry after the COVID-19 pandemic. Since this situation is not a general situation, executives are not much worrying about their personal factors in making the decision to stay at the job at the new normal stage.

Work and work environment factors are affecting executives' intention to retain within the hospitality industry. Therefore, top management of the hotels required to provide safe and secure employment contract for executives to keep them within the industry. If executives are feeling the stability with their job position, they are not seeking for another job at the new normal stage, since each and every industry has affected due to the COVID-19 pandemic. Apart from that, top management should provide health insurance, a safe working environment, convenient working schedules, proper standards, non-financial rewards and assurance for the executives to retain them within the industry. Top management should realize how important the working environment influence the work behaviour of employees and it should be fairly arranged to influence executives' decision to retain within the industry even after the crisis situation. Top management should value the commitment, experience and knowledge of executive-level employees to uplift the industry again at the new normal stage. 24*7 working pattern creates a stressful environment for any level of employee within the

hotel industry. However, top management should train the executives to bear the stress and manage their personal and social competencies through conflict management training, anger management and stress-reducing exercise to work in a stressful situation effectively. Interactive communication, effective interpersonal relationships with supervisors and subordinates, trust-building, reverse mentoring will enhance the effectiveness of the working environment and increase the executives' intention to stay within the environment at the new normal stage.

Executives' attitudes are the most influential factor that affects executives' intention to retain in the hospitality industry. Attitudes towards job commitment, maintaining good social status because of the hospitality industry, suitability for the passion in the life and feel of secure in working at hospitality, the industry is highly affecting their intention to stay within the industry. Therefore, top management should take some strategies to share their attitudes in a better way. They should create loyal employees towards the organization as well as the industry. Top management can create and promote an innovative and flexible working environment to make executives more satisfied within the industry. Executive's ideas should be valued by top management and their well-experienced knowledge to manage the crisis situation should be utilized effectively to attract and retain front line employees towards the industry.

Internal marketing can be enhanced within the hotels since employees are considering as internal the customer within the hotels and by maintaining good relationships among top management, executives and front-line employees, they become more loyal to the company and spread the positive word of mouth for the betterment of the organization. Creating a positive working environment and make more loyal employees with good attitudes will encourage executives to retain within the hospitality industry even after this crisis situation at a new normal stage.

However, COVID-19 pandemic is not a general situation that can be applied to all the crisis situations. Therefore, when generalizing the results, there can be some practical issues. For future researches, it can collect data from every level of employees to consider their intention to

stay within the hospitality industry at the new normal stage after COVID-19 pandemic.

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3

CRISIS MANAGEMENT AND REBUILDING OF TOURISM DEVELOPMENT; WITH REFERENCE TO SRI LANKAN TOUR GUIDE INDUSTRY

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ABSTRACT

The Sri Lankan tourism industry has been hit by COVID 19 disaster. In Sri Lanka, the 402,607 employment opportunities directly and indirectly (Direct=173592, indirect= 229015) at risk because of COVID 19 crisis. That's 4.6 percent of the country's total labor force. Based on recorded data by the Sri Lanka Tourism Development Authority at the end of the 2018 year 5424 formal tourist guides were registered under SLTDA. Approximately 2200 national guides and 1700 chauffer guides, while the rest are site and area guides. This ground level tourism operation handling layer needs to recover and rebuild this crisis. Because according to the primary investigation, the author identified those people and their families affecting social, economic and financial, health, and wellbeing problems, etc. Therefore, this study aims to determine the crisis in the tour guide industry in Sri Lanka and to define crisis management and rebuilding tourism pathways for the Sri Lanka tour guide industry. To achieve the study aims researcher used both primary and secondary data. Also, conduct literature analysis with global best practices and get the opinion and information via structured interviews with professional tour guides. Finally, make suggestions on how to manage the crisis in the tour guide sector while developing tourism in Sri Lanka concerning future crisis situations as well.

Keywords: Crisis Management, Rebuilding, Tourism development, Tour Guide sector.

INTRODUCTION

1.1.Tourism and COVID 19

Tourism is a unique industry compared to other industries. Also, it is a combination of many industries including accommodation, transport, attraction places, travel agencies, tour guides, and more. In the explanation sense, when people travel outside and stay outside their usual living places for more than twenty-four hours and less than one consecutive year for personal business or professional related reason can be defined as tourism (UNWTO, 2008). According to the World Tourism Organization 2019, Tourism is the third-largest export group in the world after chemicals and fuels, and automotive products and food. Also, the number of tourists arrivals had grown by 5% (1.4 billion) because of new technology, middle-class economy, etc., when comparing the year of 2017 (World Tourism Organization, 2020).

It can mention that in Sri Lanka 173592 direct and 229015 indirect job opportunities (402,607 employment opportunities) were created by the tourism industry in the year of 2019. It is 4.6 percent of the total labour force in Sri Lanka (Central Bank of Sri Lanka, 2019). When considering the Sri Lankan tourism industry, it creates some job opportunities for many sub-sectors related to the tourism industry. These include the lodging and accommodation sector, travel agency and tour operation sector, Airline sector, Food, and beverage sector, the Transportation sector, Tourist services, and tour guide sector.

COVID 19 pandemic situation created more critical issues for the global tourism industry because it has given to the millions of jobs at risk. Between 850 million and 1.1 billion international tourist arrivals, between billion 910 USD and 1.2 trillion USD export revenue losses and approximately 120 million direct employment in the sector are at risk (World Tourism Organization, 2020).

1.2. Research Problem

Table 01: Tourist arrivals to Sri Lanka

Month	Number of Arrivals
January	228434
February	207507
March	71370

Source: (Sri Lankan Tourism Development Authority, 2020)

Tourist arrivals create stability of the tourism industry. Day by day tours create economy for the industry participant and ensure the job security. According to the interviewed data, there are more than 5424 tour guides in Sri Lanka due to the informal sector tour guides. Also, present some of the registered tour guides have already shifted from the industry, passed away, and worked part-time.

The vast majority of tourism employees are temporarily unemployed and it has a significant impact on families who fully depend on the tourism industry. On another way, a financial crisis such as debts, salary payment issues, cash flow issues (Samarathunga, 2020). When considered, tourist arrivals to Sri Lanka are generating critical issues for the industry. Because the number of tourist arrivals directly impacts the tour guide career. Approximately 10000 tour guides (both formal and informal sectors) are hardly impacted by pandemic. Majority of them are direct employees in tourism sector. Families of them also are faded by tourism. Hence those criticalities in the industry during the pandemic, the researcher conducted this study to find answer for what are the challenges and difficulties that face tour guides during this pandemic era and how it affect with their normal life.

1.3. Research Objectives

- To identify the challenges and difficulties facing Sri Lankan tour guides during the COVID 19 crisis

- To determine the possible suggestion to overcome the identified challenges and difficulties facing Sri Lankan tour guides during the COVID 19 crisis period

1.4. Research Questions

- What are the key challenges and difficulties facing Sri Lankan tour guides during the COVID 19 crisis?
- What are the possible suggestions to overcome the identified challenges and difficulties facing Sri Lankan tour guides during the COVID 19 crisis?

LITERATURE REVIEW

Tour Guides play a vital role in the ground level operation in tourism. Because the tour guide is the only one who stays with tourists from arrival moment to departure moment. A tour guide is a person who provides guiding service to visitors, accordingly their language, their choice and interprets based on the cultural and natural heritage of an area that person normally possesses with specific qualification by recognizing specific authority (World Federation of Tourist Guide Associations, 2003). They are the responsible person to help tourists who are away from their normal living places. According to the request of tourists they are making and coordinating special trips to important places and cities. They are professionals, knowledgeable, and responsible for the entire tour.

According to the Sri Lanka Tourism Development Authority (2010), there are few types of tour guides. National guides handle large groups while traveling with large coaches driven by a dedicated driver. Tour guides who have a driving license and handle small groups (1 to 7 pax) are called Chauffeur Tourist Guides. Area tour guides are specialized with the specific area and site guides can guide in the specific site.

According to Sri Lanka Tourism Development Authority (2018), 3.21% of the total tourism-employment was based directly with the tour guide sector and at the end of the 2018 year 5424 formal tourist guides were

registered under SLTDA. Approximately 2200 national tour guides and 1800 chauffeur tourist guides are registered under Sri Lanka Tourism Development Authority. The rest of the registered tour guides come under other categories.

COVID-19 resulted in numerous socio-cultural, economic and psychological impacts on various tourism stakeholders, some of them for years to stay (Sigala, 2020). The ongoing global public health crisis was carried out by a large industry crowd in the key countries. This means the large size of industry peoples sample are affected by the crisis (Li, Nguyen, & Stefaniak, 2020). According to the secondary data analysis, the researcher finds out mainly economic, social, and health findings based on the theoretical framework. The tourism industry is a high labor incentive industry. Covid attack created a remarkable knock on the unemployment situation. Even Sri Lanka has some positive signs to recover the effects, tourist guides face difficulties without having the adequate income (Sivanandamoorthy, 2020). Direct tourism stakeholders such as national, chauffeur, area, site, and informal sector are totally unemployed because of the situation (Samarathunga, 2020). Not only the main four types of tour guides but also volunteer wildlife guides are also affected by the situation. According to the secretary of voluntary guide union, those guides are providing service in the national park areas. Those days lack tourists and additional income lost. Also, there are approximately 354 volunteer guides who earn daily 700 rupees from the industry who are faced with trouble. Also, 45-day wages tour guide families are affected (Rodrigo, 2020). On March 10th, 52 year's old local national tour guide was identified as the first Sri Lankan local national tested positive for covid (Wikipedia, 2020). It is affected through both physical and psychological ways by Sri Lankan tour guides. It was clearly described in the interviewed data. In the present, unexpected public health has become an economic crisis in the entire global tourism industry. It is important to recover from this situation while combatting the outbreak and regaining economic performance (Ranasinghe et al, 2020).

Crisis management can be interpreted as a critical function for both the community and the organization. The crisis may cause a series of damage for the stakeholders. During the crisis period, all need to preserve life, health, and wellness while ensuring economic and business

safety. Public, economic and reputation losses need to be addressed by proper management style. It's the ultimate for the crisis management (Dineros & Dipasupil, 2020). The crisis is a negative event for the tourism and hospitality industry. It is vulnerably affected by industry operators. For the future, it is essential to develop strategies for post-crisis, always based on tourism in pre-crises (Pforr , 2006). Also, it can be developed without concerning time and environment. It must be solved efficiently because the tourism industry survives in its consumers' economic success. Crisis management is urgent for the tourism crisis (Sonmez & Backman, 1992). Subsidies of the sector were mostly affected by the crisis due to not having proper policymaking. If the industry survives the crisis, it will directly impact GDP and job security. If not, this indicated the increasing number of job losses and adjustment cost (Blake & Sinclair, 2003).

For crisis rebuilding, the need for recovery marketing originates as an immediate response to tourists' needs. Not in a humanitarian way but must be given infrastructure and support to industry marketing and its overall operations (Scott, Laws, & Prideaux, 2008). After a crisis, tourism development is essential. Because the entire industry depends on its development. The nature of tourism development is a highly contested one, which among others, is susceptible to influence from the surrounding milieu, invoked by factors such as politics, economics, culture, and the environment. Such processes are made more complex by the fact that the tourism industry is composed of diverse inter-related fields, and as such are broad in scope and depth (Awang , Hassan, & Zahari , 2009).

METHODOLOGY

For the study, the researcher used a qualitative research approach. The population is identified as SLTDA registered tour guides who enrolled in the Sri Lankan Tourism industry. Researcher used both primary and secondary data for the study. Web pages, e-books, e reports, etc. are used as secondary data. Based on it theoretically economic and financial, social and health challenges and difficulties are identified as the framework. Structured interviews are the source of primary data and researcher conducted in-depth 10 interviews with tour guides to collect

data. It clearly emphasizes economic and financial, social and family, health, and psychological difficulties and challenges that faced Sri Lankan tour guides during the pandemic lockdown. Researcher used convenient sampling techniques to conduct interviews with tour guides because of the easiness of collect data during the pandemic time period.

RESULTS AND DISCUSSION

According to the tour guides' ideas and opinions, four main categories of challenges and difficulties facing Sri Lankan tour guides during the pandemic. Which were identified as Economic and financial, Social and family, Health, and psychological.

Economic and financial difficulties are not only identified in tourism. Because it affected the entire production and service sector in Sri Lanka. When it narrows down to the tour guide sector in Sri Lanka, an approximately temporary jobless situation hardly hits them. The majority of them are dependable with the job and it was a major income source. *“From the march, I didn't get any income because of COVID 19 situation. My family depends only on me. My wife isn't doing a job. I'm in trouble when I face monthly rental and payments” (pers.comm, Respondent 03).* The cost of living and expenditure of utility services such as food consumption, water, electricity, telephone, and internet all together generate additional burden for temporary jobs and income less person and family. Not only those expenditures but also monthly installment of loan and lease (especially Schafer guides facing vehicle installment problems). Another major sub challenger under economic, some tour guides nearly made the decision to shift to another job or another industry. *“Now I'm thinking about finding another job away from the tourism industry. Last year's Easter attack also affected my financial background. This time COVID” (pers.comm, Respondent 05).* Uncertainty situation created a financial imbalance for tour guides. In advance, tour guides don't have fix monthly salary, life insurance from the employer, ETF, EPF, or pensions. *“As tour guides, we don't have any kind of fixed monthly payment. EPF, ETF, or any other gravities. Even when I need money, it is very difficult to get a bank loan because of this profession. After pandemic, the problem will be expanded”*

(pers.comm, Respondent 02). It has highlighted a common issue in this sector. Also, it emphasizes the essentials of the proper mechanism establishment in this sector.

When identified as the first COVID 19 in the country's negative social perception, fear was created about the tour guide industry in society. *Because* the first local Covid-19 patient was a tour guide. It pushed society into a stressful situation. Hence the situation families of tour guides were affected negatively. This negative social acceptance and social criticism generate problems directly and indirectly. *“Some peoples in society looked at us doughty. Some of them thought we are spreading the COVID. My other tour guide companions also faced the same scenario”* (pers.comm, Respondent 05). Also based on the financial and economic difficulties domestic violence, family conflicts, imbalance of relations are identified. The majority of respondents emphasize the importance and requirement of a proper social security system for the tour guides.

Also, doubts about health problems for the tour guide industry have been created since the 10th of March this year due to the reason above mentioned. Economic and financial problems are affected by health. Because some of them need to continue medical treatments. Not only are the health of physical but also psychological issues raised during the pandemic. *“I feel uncertainty about my future. I like this profession. But what would happen if next year tourism faces another disaster?”* (pers.comm, Respondent 07). Uncertainty and frustration created another kind of issue for this sector. Family members confront the stressful life. Discussed social facts and changing family economic stability continuously generated psychological issues. Uncertainty of pandemic duration, time change tour guides perception toward industry again. A tour guide is a profession that is needed to maintain several social levels and states. Pandemic situation generates difficulties with professionalism and the tour guides are hopeless to prove their future like other tourism businesses.

Based on the framework of the study, interview data emphasize Sri Lankan tour guides face difficulties and challenges under Economic and financial, Social and family, Health, and psychological way. Also it is

essential to make necessary action to reorganize the prevailing situation in the tour guide industry.

CONCLUSIONS/RECOMMENDATIONS

COVID 19 pandemic hardly hit the global tourism industry. It has put millions of jobs at risk and approximately 120 million direct employees in the sector are at risk. Tour guides play a vital role in the ground level operation in tourism. There are four types of tour guides in Sri Lanka those are National, Schafer, Area, and Site guides. Approximately 10000 tour guides (both formal and informal sectors) are hardly impacted by pandemics. Therefore this research was conducted to identify the challenges and difficulties facing Sri Lankan tour guides during the pandemic. Four main categories of challenges and difficulties were identified which are economic and financial, social and family, health, and psychological. The next objective is to determine possible suggestions to overcome the identified challenges and issues. Government authorities related to the tourism industry and private sector tourism business organizations such as travel agencies, Guide associations can take below suggestions for further development in the Sri Lankan tour guide sector.

Domestic tourism sector development is highly suggested to create alternative employment opportunities. For the economic establishment of tour guides, create an alternative income source. Tour guides are fluent with foreign language and it can utilize for future tourism promotions, tourism videos, and trade fairs that conducting foreign countries. Also, language centers can get help and knowledge from tour guides. There will be alternative income for the tour guides.

The important fact is providing specific economic relief packages for tour guides. It emphasizes the importance of specific insurance schemes for tour guides, based on the performance there should be an annual salary increment for tour guides.

Introducing health insurance system for tour guides is one of recommendation to overcome both health and psychological challenges and issues. Also introducing proper social security system for guide industry and online training programs conduct for tour guides by using

modern technology will gain the social sustainability of tour guide sector.

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4

CRISIS MANAGEMENT AND REBUILDING OF TOURISM DEVELOPMENT

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ABSTRACT

Tourism is one of the fastest growing industries in the world, but at the same time, the industry is quite exposed to various crises. Crises are times of extreme uncertainty, characterized by unpredictability and inadequate control of important system functions (Moreira, 2007). Recent milestones have destroyed the industry, from natural disasters to epidemics and mismanagement to terrorist attacks. These phases are not limited to a single geographic area as crises transcend political or cultural borders. Managing tourism crises involves the development of appropriate resources, plans and guidelines following catastrophic events to reduce the negative impact on visitors and the tourism industry. Effective risk management can prevent the problem from falling. Poor understanding and mismanagement of risk can lead to disaster. Risk management includes assessing the likelihood of adverse events that could disrupt the normal functioning of the tourism industry. History shows that every crisis event undoubtedly affects citizens, businesses and goals in general. No city, municipality or organization is immune to a crisis. In order to protect investments in tourism and infrastructure to manage tourism crises, it is useful and effective to take action in many crisis situations to prevent or reduce such events. It should be noted, however, that tourism management capacity and its ability to cope with complex and critical situations is limited.

This article deals with the concept of crisis management and its role in tourism. It examines general trends in the tourism crisis, assesses the impact of major man-made crises on the industry and the role of crisis management in the recovery of tourism. The article also addresses the complex issue of defining crisis and its impact on organizations. Finally,

the article examines and analyzes this in light of the anatomy of the crisis and the severe crisis in Sri Lanka.

Keywords- *Crisis, Management, Rebuilding, Tourism*

INTRODUCTION

A crisis affecting tourism manifests itself as an event or condition that threatens or damages the market potential and reputation of a tourism company or the region as a whole (PATA, 2011). Currently, research materials related to tourism crisis management being published are limited. The 2010 UNWTO proposal reorganizes the organization of emergency tourism. Crisis management includes strategies, processes, and measures designed and implemented to prevent and manage crises (UNWTO, 2011). The aim of this study was to identify and prevent potential risks and problems, to manage new problems to minimize damage and maximize opportunities, and to take into account effective crisis management practices needed for tourism to succeed.

The purpose of this study is to examine strategies for crisis management in tourism and implementation of crisis management to determine whether organizational stability management can be a useful strategy that complements crisis management, and how an empirically ordered and comprehensive crisis management strategy can be understood using previous theoretical frameworks for crisis management. The purpose of the study is to expand the theoretical knowledge of tourism research in crisis management, to determine whether effective risk management can prevent the problem from becoming a crisis, and to find out what are the features of risk management and implementation process?

Until recently, most tourism crisis management (TRC) research has focused primarily on target management organizations that have played an important role in crisis communication and market recovery activities, such as negative media (Henderson, 2003, 2007) and product diversification of destinations and markets (Ladkin, Fyall, Fletcher & Shipway, 2008). Given that different tourism and crisis situations need to work together to integrate different knowledge to develop and implement effective TCM strategies and measures, knowledge intermediaries or knowledge frontiers acting as intermediaries between their actors play an

important role in the movement, ideas and knowledge, facilitate knowledge by connecting people and different communities of practice and enabling them to create and share new ideas (Blackman & Ritchie, 2011; Ritchie, 2009).

This study considers tourism crisis management as an organizational strategy used by tourism organizations to negotiate crisis events. Because most of the literature on crisis management, it focuses on the macro level rather than the micro level. The key indicators of the tourism system are largely ignored. For example, the first central research question was asked: how and why is it necessary to deal with the tourism crisis? The following research questions are the role of tourism crisis management strategy, what factors influence tourism crisis and crisis management, who are and who are the stakeholders and skills associated with tourism management?

This study is theoretically and practically important for the reconstruction of tourism. From a theoretical point of view, it responds to the identified need to study the theory of organizational stability in tourism crisis management and to examine the feasibility of current research in the field of tourism crisis management. From the perspective of industry experts and policy makers, this study is justified because the increase in crises and their significant impact on both negative and positive tourism and community organizations underscore the need for important practical advice as how to approach and resolve crises.

At present, great emphasis is placed on the phenomenon of the tourism crisis. However, in the current literature, empirical research on key stakeholders and the tools used in crisis management negotiations is relatively limited and seems to focus mainly on macro-level actors and issues, while remaining very underdeveloped for the parties' respect to micro tourism participants. Interpretations of tourism crisis management strategies and models for developing tourism crisis management strategies are mostly indicative, non-existent and generally follow a universal approach. This is particularly important for tourism researchers, given the current crises and their devastating consequences for local tourism businesses and the tourism industry as a whole. These differences in research suggest that further development of tourism crisis management may be beneficial for the effective management of various crisis events.

In addition to the growing interest in crisis management tourism, researchers outside the tourism industry are actively exploring organizational stability to address disruptions such as crises. From a theoretical point of view justifies the dual possibility of evaluating an organization's stability strategy as a means to increase the effectiveness of tourism management crisis. First, it contributes to the concept of organizational stability in the new tourism crisis management environment and expands existing tourism research. Second, qualitative research by professionals and stakeholders on crisis management in the field of tourism crisis management gives a new perspective to evaluate the implementation of the framework concept. At the same time, the integration of day-to-day operations and basic technologies, which helps to create in the organization specific crisis procedures that guide the development and adaptation of its crisis management strategies in tourism.

From a practical point of view, this study justifies the need to increase knowledge about tourism, experience the crisis through a formal or informal crisis management strategy and a successful implementation of specific elements affecting their capabilities.

LITERATURE REVIEW

Defining Crisis and Crisis Typology

Selbst (1978) describes a crisis as “any action or omission that prevents an organization from continuing to operate, achieving its goals reasonably, maintaining or securing, or having negative personal effects or components.” (Selbst, 1978; Faulkner, 2001: 138) The crisis is often unexpected and can have negative and positive consequences for the tourism industry. Note that the distinction between crisis and disaster is still somewhat debated, probably due to the fact that many crisis-related characteristics also apply to disasters (Faulkner, 2001), leading to confusion. Faulkner (2001) further suggests that the distinction between a “crisis” and a “catastrophe” should be made until the situation is related to the organization itself or can be described as coming from outside, thus describing a situation where “the cause of the event is due

to problems such as harmful structures and management or accept the change indifference ". However, these definitions openly ignore external, long-term, and predictable impacts that affect an organization's processes, procedures, and resources. Nevertheless, other researchers argue that "disasters can be described as unpredictable catastrophic changes that can be responded to after an event, either through existing rescue plans or reactive measures" (Prideaux et al., 2003: 478). Hills (1998) describes disasters as sudden and influential events that occur for a limited period of time in a given area.

The United Nations Office for Disaster Reduction (UNISDR, 2004: 338) defines a disaster as "a major disturbance in the activities of a community or society causing significant human, material, economic or environmental damage". Coombo (1999) describes as combination of insufficient capacity or resources to mitigate the potential negative impact of risks and as natural disasters.

Recognition of the tourism crisis from the wholesaler's point of view a crisis is an event or series of events that can seriously damage or damage the marketing and reputation of a tourism company, brand or entire tourist destination. The two main categories of tourist crises affecting travel agencies are:

Category 1: Uncontrolled crisis events - such as natural disasters, military acts or terrorism, political unrest, criminal waves, epidemics and economic collapse.

Category 2: Failure or crisis management, unforeseen procedures or measures to deal with expected risks - these include business failure due to management failure, inappropriate strategic management, financial fraud, loss of data, fire or flood, appropriate safety measures or insurance variations or loss of management and personnel. It can also cause a service or device to malfunction that damages a company's reputation.

Tourism Crisis Management

Tourism Crisis Management (TCM) is still a relatively new area of interest compared to, for example, tourism marketing or destination management. The literature in this area is largely based on research into

the effects of adverse events and the response of political crises to natural disasters in the tourism sector. Tourism crisis management research is increasingly seen as a key factor in helping the tourism industry and crisis actors learn from past experiences and develop strategies to prevent and manage crises similar events in the future. Santana (2004: 308) defines TCM as organizations that strive to continuously and completely understand and prevent crises and manage new crises effectively, taking into account all stages of their design and development. Their training, their activities, the interests of their stakeholders.

Research on tourism systems, which previously looked at macroeconomic levels, in recent years has focused on writing research and progress in tourism systems at the subnational and macro level. Recognized as one of the most basic levels of knowledge and practical application in growing industries, micro-level tourism systems give economic stability and a more competitive advantage in dealing with disruptions or crisis barriers (Lundval, 2002; Pridax, 2001);

Based on our understanding of the complexity of the tourism system, it is not surprising that the introduction of a tourism-specific research field to crisis management seems to have evolved from applying more general crisis management theories to a comprehensive solution to the complexity of the tourism industry, crisis preparedness functions, such as crisis planning and recovery for all types of emergencies.

Tourism, and not the non-tourism society, is likely to face long-term difficulties in successfully negotiating a crisis resolution exchange system because of tourists' negative perception of the destination image. Tourism research in crisis management is increasingly recognized as an important basis for learning from past experiences of the tourism industry and stakeholders and for developing strategies to address similar events in the future. Santana (2004: 308) defines TCM as "a comprehensive, long-term response organization based on crisis understanding and prevention and effective crisis management, taking into account all stages of planning and training, activity and stakeholder interest".

Most TCM studies seem to focus on reactive responses and a limited number of recovery efforts, e.g. they emphasize the method of proactive

strategic planning (Ritchie, 2004, 2009; Ritchie et al., 2001). This remains a challenge, especially for natural hazards, and new planning has long focused on mitigation techniques and emergencies. TCM literature often examines the main features of the crisis and its impact on the target audience and the tourism community, as well as measures to help or mitigate the negative effects of crisis situations.

In general, TCM technologies often do not practice flexibility and do not integrate and describe strategic planning processes, detailed program plans and organizational analysis (Evans & Elphick, 2005; Faulkner, 2001; Ritchie, 2008, 2004). The absence of these frameworks or models worries researchers because of their availability, particularly in five key areas: crises and disasters are not expected in tourism; models are too standard / linear; models using "one-size-fits-all" models that take into account the cultural context and the reality of small businesses (Speakman & Sharpley, 2012).

Based on the literature, models of timely crisis management have been identified that provide guidance to managers and destination planners before, during and after an emergency. Each framework has made a significant contribution to tourism, from Faulkner's six life cycle phases (2001) to Ritchie's broader approach to disaster and crisis management by improving our understanding of tourism dynamics and potential participants in the crisis. Speakman and Sharpley (2012:68) argue that many facts limit the ability of these models to represent a realistic and practical response to crisis situations. The five main limitations are:

1. Unpredictable tourism and disaster

Identifying potential or predictable crises is problematic, and scenario planning can be costly, time-consuming, and ultimately unsuccessful (de Sausmarez, 2004).

2. Models are normative / linear

The misconception is that all scenes go through several successive stages

There is a tendency to propose a "set of remedies" without understanding the real complexity of the situation and the dynamic and complex network of relationships associated with the tourism system.

3. Models use 'one-size-fits-all' approach

The general nature of most tourism crisis models undermines their ability to be directly involved in different sectors and in different types of crises or disasters.

Different crises have different effects and recovery times and require different recovery strategies, which limits the usefulness of a single crisis model for all. Every crisis requires unique answers.

4. Models ignore the cultural context

Tourism is a multicultural sector, so when a crisis arises, the context varies according to culture, organizational style and political structure” (Mistilis and Sheldon, 2006).

Different crisis management strategies are reflected in different cultural and geographical contexts, which limits the availability of models based on a particular worldview.

5. Small businesses and real estate

Studies show that small tourism businesses do not have the time or resources to plan crises (Cioccio and Michael, 2007).

Many small businesses are responsible for crisis planning and management elsewhere, leading to inadequate crisis planning (Hystad & Keller, 2008). Faulkner (2001) extends the earliest disaster and crisis management framework for tourism, and the Rithie framework briefly connects many sections, such as communication and resource management, but provides little information about the communities involved in these areas. Stakeholders are mentioned in the summary, but it is therefore difficult for a particular tourism organization to take specific action against a particular stakeholder based on the level indicated in the model.

As Speakman and Sharpley said about TCM theory and chaos, organizational stability management is another promising platform to expand or complement TCM’s well-known research area. Crisis and risk management is an integral part of tourism and hospitality management.

METHODOLOGY

The study was conducted using a study with a qualitative approach. The second literature is based on books, magazines, articles, and reports. The research is based on established research principles and based on a

theoretical perspective on the description of crisis management and tourism recovery. In particular, a descriptive study that selected a number of cases to examine the tourism crisis management strategy and the implementation of the crisis management strategy. The combination of research paradigm, methodology, and strategy was deliberately chosen to account for the ability that large-scale comparative case studies are needed to obtain background information based on rich and lived experiences.

The methodology included a thematic analysis of the discourse from 15 semi-structured interviews and individuals were selected based on their knowledge of tourism crisis events and their willingness to participate in the survey. The interviews lasted 15 minutes to an hour, with an average of 20 minutes. Interview data is written, analyzed and managed using Nvivo analysis software.

ANALYSIS AND DISCUSSION

This study identifies an individual case as an individual tourism crisis experience and the context in which the experience took place, including any planning and / or remedial activities that model or support a tourism crisis management strategy.

Table 1: Key Risks to Tourism and Tourism Enterprises

Risk Category	Examples
Economic	Currency fluctuations, economic downturn, increases in interest rates
Health Related	Epidemics, Pandemics
Psychological/emotional	Negative images and perceptions which may have resulted from bad publicity, negative experiences from client / visitors, malicious propaganda
Environmental	Damage to environment through natural causes or through human pollution.
Human	Riots, political instability, terrorism, war, crime waves, service error, industrial action

Natural hazards	Earthquake, Volcano, Storms and climate related issues, forest fire, Tsunami
Occupational health and safety	Inadequate safety measures, poor safety management, inadequate sanitation, poor water quality
Product Deficiencies	Building and engineering design failure, mechanical breakdown in aircraft and transport, no delivery of service
Property damage	Loss, injury and death due to design and construction faults
Professional Liability	Failure in professional advice, negligence, misrepresentation, failure to deliver contracted services
Public Liability	Danger to people who are on the property of the business
Security	Vandalism, theft, terrorism, vulnerable compute and data systems lack of protection for staff guests and clients and attendees of events
Technological	Airline, car, bus, vehicle or train crashes due to poor maintenances failure of obsolete technology resulting in service failure, failure of computer systems and either loss, theft or corruption of data.

Source: The Risk Management Process in Cunliffe, Gurtner and Morgan, 2006

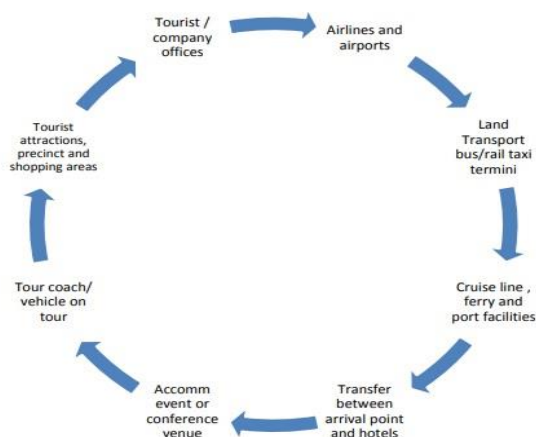
The above risks are not far from a comprehensive risk scheme that may affect tourist destinations, but they do represent a representative risk for the tourism industry.

Focus on Security in Tourism

Security concerns are essential in the tourism industry. The viability of tourism destinations and businesses is affected by actual and perceived security gaps. Terrorists and criminals are often targeted at tourism and

tourists. Terrorists place a high value on their operations or organization by attacking tourists from many countries. Criminals, especially in less developed countries, view tourists as a mere target for opportunistic theft or fraud or as a last resort for ransom. It is important to understand the difference between terrorism and crime. Tarlow (2002) explains that the main motivation for criminal activity is to harm the victim and earn income without finding the perpetrator. On the contrary, terrorists seek to increase the visibility of themselves, their case and their actions. Financial income is not necessarily a motivator. In many terrorist attacks, especially against tourists, action against victims of different nationalities is an integral part of a fundamental strategy to maximize the promotion of the law. In some cases, terrorists are willing to risk their lives and the lives they support for political or ideological reasons.

Figure 01: The Tourism Security Cycle



Source: The Risk Management Process in Cunliffe, Gurtner and Morgan, 2006

All tourism and restaurant sectors are at risk of security risks. Generally, terrorists and criminals target what they consider to be the weakest or most difficult targets, commonly referred to as "soft targets" in the language of security. Terrorism affects entire destinations, tour groups and individual companies. Negative government and tourism advertising advice often works together to prevent foreign tourists from visiting the target of a terrorist attack. The development of a security audit, developed by all tourism companies, and the second edition will focus on

a reboot program focused on working with the media and communicating with stakeholders, travel professionals and consumers in the primary market resources.

Effective Tourism Crisis Management

In 2003 PATA published a crisis awareness document called: Crisis, It Won't Happen to Us! This booklet introduced the 'Four R' concept of crisis management

1. Reduction	1.1	Crisis Awareness
	1.2	Political Awareness
	1.3	Standard Operating Procedures

2. Readiness	2.1	Crisis Management Plan
	2.2	Tourism Planning
	2.3	Health and Safety Measures

3. Response	3.1	Emergency Response Procedures
	3.2	Investigation
	3.3	Family Assistance
	3.4	Communication

4. Recovery	4.1	Business Continuity Plan
	4.2	Human Resources
	4.3	Debriefing

Source: Four R Concept of Crisis Management in CATO, 2016

The concept of deduction can be identified in two ways:

1. The identification of a potential crisis and the search for ways and means to mitigate its effects are closely linked to risk management. Based on this, they will be able to assess the potential impacts of certain types of crises and develop appropriate ongoing and ongoing plans that can reduce the likelihood and impact of the crisis.

2. The concept of reduction can also be defined at the start of a process in which a business continues to operate after a crisis. Services may be limited; access may be limited, but this is a transition from recovery to crisis.

In an emergency, this Alliance for Recovery can be linked to government leadership and the Alliance for all relevant sectors of the tourism industry. Many in the field can see this phase as a smooth restart.

The main objects can be:

- Reports on reconstruction and rehabilitation
- Warning of continuous operation
- Work plans for repairs
- Recommended recovery time
- Plans for new initiatives to prevent or minimize the recurrence of a crisis
- Prepares you for a cost-effective campaign to market essential resources.
- Avoid activities that are stimulating for victims
- Involve the local community in the return process.

Risky appetite / behavior:

- It is important to include the following elements in the internal training of the company.
- Assess the possible nature of the danger / threat
- Assign personal and administrative roles and maintain emergency contact information.
- Train the skills and tasks necessary to lead a specific role
- Emergency management in the first hour
- The situation at every stage of the emergency process
- Loudspeaker and basic communication
- Resources and contacts for outside help and assistance

Response

Time is the key to responding to emergencies. Once a contingency plan is fully developed for a business or purpose, it can respond immediately. The first hour after the event, be it a human gesture or a natural gesture, is the most critical. Stakeholders and the media should be advised that

the company is aware of what is going on and is in control, even if not all relevant actions are taken immediately.

Recovery

The worst is done and your business / destination is ready to resume normal or near normal operations. In addition to an intensive marketing campaign, it is important that a successful recovery program is economically, socially and environmentally sustainable.

Attracting more flight travelers, hotel customers or destination visitors and travel marketing programs is not an effective failure when discounts make money for businesses. High perceived value, low added value incentive is an incentive tactic that is as effective as a discount and a much less painful outcome.

Implement a Balanced Recovery Strategy

The core of a post-crisis tourism revitalization program is to restore confidence and restore brand awareness of a destination, business or event. A successful recovery program should target end-user, consumer and business stakeholders.

The tourism industry has traditionally accelerated demand by creating a 'financial tranche', lowering prices and revealing the end result. Lasting incentives that provide tangible benefits to increase consumer demand do not necessarily lead to significant reductions. More and more travel agencies are choosing deals that add value to airfare, travel and accommodation.

Recovery strikes a striking balance between the positive perception perceived by consumers and businesses and the controlled reality. The ability of key thinkers to prove the takeover of a destination or business and report back to their stakeholders and the market is usually more effective than a good advertising campaign.

Finally, the timing of the recovery campaign is critical. The timing of a major relief campaign is financially and deliberately questionable. A successful marketing campaign requires stakeholder trust and support from key resources and consumer responsiveness to the market.

The global tourism industry has learned a great deal about risk management, crisis and recovery in the first decade of the 21st century. We still have a lot to learn.

Resist individual organizations and organizations and the tourism system in general, raise awareness of how to respond to crises and change market trends, and ensure future planning takes past successes into account.

Weaknesses and Threats to Sri Lanka Tourism

Although the tourism industry has been successful since the end of the conflict in 2009, there are a number of weaknesses in the industry which can be summarized as follows:

During the conflict, Sri Lanka lost a large number of skilled workers in the tourism sector, mainly due to rising wages in the Maldives, India and the Middle East, and there was a shortage of skilled workers in this sector. To overcome this shortcoming, tourism authorities opened capital training centers and encouraged the private sector to participate in vocational training to address these shortcomings.

Some massive tourism development projects could have a social and environmental impact on construction and a significant impact in the coming years. The informal sector should not be marginalized, but expanded, as it provides employment and entrepreneurship "that benefits the local community and contributes to economic diversity.

Social and political problems associated with past conflicts may arise if long-term social solutions based on the similarity of different members of society are not found. To solve this problem, the Community must play a more active role in tourism and find solutions to the local economic, social and environmental problems associated with the tourist area.

CONCLUSION

Most crises are unpredictable and many are inevitable. We need to focus on three steps to properly manage crisis management and build the tourism industry. The first step is prevention. The second step is reaction and the last step is recovery. Tourism administrators and researchers

must therefore understand the potential nature and crisis, as well as their evolutionary potential and potential dimensions.

Studies have shown that crisis management and poor understanding and management of risk can lead to a crisis situation. Risk management involves assessing the likelihood of side effects that could disrupt the normal functioning of the tourism industry.

In particular, a good emergency plan, which is constantly updated, is essential. Accurate, timely and responsive information can offset the dramatic coverage, which can damage the domestic and international tourism markets. Another lesson is the critical need for tourism to continue to thrive through crisis management strategies at the national level, as it is an important and intrinsic part of a thriving and emerging economy.

Recovery measures take effect only if the disaster or crisis is a one-off or rare event. If the main cause of the disruption is not resolved, for example due to long-term political and social tensions, little can be done to restore the country's image and attract tourists. Simply ignoring the problem and focusing elsewhere may work for hours, but it probably won't work in the long run when similar scenes still exist. Diversifying products, targeting different markets and improving security resources can give some support to the industry, but only if tourists are still targeted. In the event of a terrorist attack, national tourism advice remains valid. Tourists themselves are nervous about reaching their destination.

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5

RETENTION OF EMPLOYEES IN EVENTS INDUSTRY WITH THE IMPACT OF COVID 19 PANDEMIC

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ABSTRACT

The COVID-19 pandemic has resulted in a sudden economic crisis and recession globally. Social distancing, self-isolation and travel restrictions have led to a reduced workforce across all sectors and caused many jobs to be lost. Employee retention is the ability of an organization to retain its employees and link to the efforts done by the employers to retain the employees in their workplace. Under the COVID-19 pandemic, many organizations have collapsed their operations and lead to sudden huge economic failures. It directly affects employee retention in every organization especially industries like tourism, hospitality and events. Therefore, this study mainly aimed to determine the factors influencing on employee retention in the Sri Lankan events industry and also identify the most influencing factors on employee retention in the Sri Lankan events industry with the impact of COVID 19 pandemic. In order to achieve the objectives of this study, one hundred professionals

were selected under the convenient sampling technique and used structured questionnaires for data collection and the rate of response is sixty per cent. Karl Pearson's coefficient of correlation and the regression analysis was employed in data analyses. Based on the literature, ten factors were identified which can be influencing on employee retention in the Sri Lankan events industry. Health and safety practices of the workplace and work-life balance and personal wellbeing are the most influencing factors and facilities and flexibility of the job, company loyalty and brand reputation, compensation – rewards and incentives as other factors which strongly influence on employee retention in the Sri Lankan Events Industry during the COVID 19 pandemic. Further studies need to be carried out on employee retention during global disaster situations in the Sri Lankan Events Industry. Moreover, the findings of this study support relevant authorities to make decisions on employee retention in the Sri Lankan Events Industry during global disasters.

Keywords - *COVID 19, Employee Retention, Events Industry*

INTRODUCTION

The COVID-19 pandemic has resulted in a sudden economic crisis and recession globally. Social distancing, self-isolation and travel restrictions have led to a reduced workforce across all sectors including events industry and caused many direct and indirect jobs to be lost. Many organizations, factories, associations and institutions have collapsed and lead to a sudden world economic recession while affecting employee retention in every production and manufacturing as well as service industries like tourism, hospitality and events. Events industry had been affected hardly by the outbreak of COVID-19 as sudden restrictions and fear of people occurred on gatherings. Non-essential travel was banned and travel suspensions have been implemented across all over the world. Countries closures, quarantine/ self-quarantine strict instructions also have affected in a significant drop in the demand for the events industry. This affected the loss as well as resignations of

employees worked under Sri Lankan events industry, with the growing negative impact of COVID-19.

Even though most organizations face a number of difficulties during this period with the low or null demand and financial instability, they should consider the requirements of employees to a certain extent. This leads the employees to be retained in the organization as well as in the industry though in an epidemic atmosphere. However, employee retention depends not only on a single factor but on varied factors according to the individual's personality, perception, interest and etc.

The events industry is an upcoming service industry in the world where a higher level of communication, coordination, interaction and teamwork needs for better service delivery. This requires experienced, skilled and educated employees and loss of such employees' damage overall performance of any industry. Hence organizations should consider appropriate measures to maintain employee retention. There are numerous factors that encourage employees to retain in the industry during any kind of situation such as health and safety practices of the workplace, work life balance and personnel well-being, facilities and flexibility of the job, company loyalty and brand reputation, compensation, rewards and incentives (Crosby, 2015; Padmanabhan and Sonawane, 2019). Since previous few studies have focused on employee retention on different industries with the impact of COVID-19 pandemic, there is a lack of studies on employee retention and the events industry as well this is the first attempt to identify the factors influencing on employee retention on events industry in Sri Lanka with the impact of COVID-19 pandemic. Accordingly, this study focused to determine the factors affecting employee retention in Sri Lankan events industry with the impact of COVID-19 pandemic.

The significance of this research spreads in a broad area as it relates to policymaking, promotions and human resource management in Sri Lankan events industry. By knowing the most influencing factors for employee retention in Sri Lankan events industry with the impact of COVID-19 pandemic, organizations get the opportunity for proper management and retention of human resources even during a crisis/pandemic situation. Also, the findings suggest and support relevant authorities to make decisions on employee retention during global disasters. Further, this is an opening for every organizations to study

employee retention of their industry and how to survive with the impact of a global crisis/ pandemic situation.

LITERATURE REVIEW

Events Industry

Events which happen temporally, when they are unusual or important, and also, they may either planned or unplanned, with a specifically determinate length of time. Every event is unique due to its characteristics such as duration, setting, management and people. (Tassiopoulos, 2011). Bowdin et al. 2001 mentioned that the events industry consists of a variety of stakeholders, including the community around the location where the event conduct including host organization, host community, Educators, Academia, students, sponsors, media, industry practitioners, professionals, participants, spectators, delegates and attendee. Furthermore, Glenn, 2006 stated that the events industry is made up of event Organizers, venue providers, exhibitors and event suppliers. The companies those who organize conferences, outdoor events, incentive travel and motivational events are considered as event organizers. Venue Providers are the specialist in conference and exhibition facilities. Exhibitors, that includes professional exhibition companies, and the employees in organizations who organize and attend events by representing the company. The sound and light providers, the people who provide temporary structures such as marquees and temporary stages can identify as the suppliers in the event industry.

Many researchers (Allen, O'Toole, Harris, & Mc Donnell, 2011; Canadian Tourism Human Resource Council [CTHRC], 2011a; Getz, 2005; Goldblatt, 2011) have revealed that cited by Jiang and Schmader, (2014), event management has considered as a fast-growing and very complex, industry. As per the findings of Harris (2004), the global events industry has considered as higher profile industry and mega-events such as the Olympic Games and the Football World Cup have very special attention from the whole world. Moreover, under the present hectic world, events have become a fundamental part of society and a complex phenomenon (Moufakkir & Pernecky, 2014, as cited by Michopoulo and Giuliano, 2018). Silvers, (2008); Tassiopoulos, (2010), have revealed and estimated that as cited by Michopoulo and Giuliano, (2018) a billion

of events are conducting every year and their impact on the countries' genuine progress indicator (GPI) is also very significant.

According to Slaughter et al. (2003), event management has appeared to become a key sector of global tourism and leisure industry. According to Bowdin et al. (2006), the rapid development of the events industry can be observed with clearly identifiable practitioners, suppliers and professional associations. Further, he suggested there are several key components consist in the events industry, such as event organizations, event management companies' suppliers or contractors in the events industry, location and industry associations. Also, the special point which Bowdin et al. (2006) highlighted, the industry also consists of a wide range of employees and it includes temporary, casual, part-time workforce particularly during the events operating duration. Also, a number of employees include different volunteers, especially for festivals and sports events.

The events industry in Sri Lanka has not yet developed to a great extent as can be seen in the global event industry. However, the events industry in Sri Lanka can be identified as one of the growing industries.

It is strategically considered, Sri Lanka placed as a hub for many nations of the world, and it is a most suitable location for the number of events, ranging from corporate affairs to family reunions due to its attractive nature, surroundings, culture and people. MICE or Meetings, Incentives, Conferences and Exhibitions tourism in event management has evolved to become a vibrant sector of the tourism industry over the last decade in Sri Lanka. The events industry has grown in the last years with the number, diversity and popularity. Tourism, MICE and Event Management interlinked and interconnected and those are considered as the key parts of the whole tourism products. Therefore, it is highlighted that event management is a mandatory requirement in the promotion of MICE tourism. (Sunday Times, 2018). When considering the event management firms operating in Sri Lanka, a lot of companies can be identified and most of them are small scale to medium scale. Also, it can be identified, few large-scale event management firms.

COVID 19 Pandemic and its impact on Events Industry

The COVID-19 which was declared as a pandemic by World Health Organization (WHO) on 12th March 2020 and it is observed that

this pandemic has severe and significant impact for the global economic, political, and socio-cultural systems. (Sigala, 2020) According to Sigala, 2020, WHO has imposed some strategies and measures of health communication such as social distancing, travel and mobility bans, community lockdowns, stay at home campaigns, self- or mandatory-quarantine, curbs on crowding to mitigate the impact and prevent the community from COVID-19. Thus, those strategies and measures lead to halting the global travel, tourism and leisure industry.

Donthu and Gustafsson, (2020) mentioned that the COVID-19 pandemic outbreak has forced many businesses to close, leading to an exceptional loss and distraction in most industry sectors in terms of commerce. According to Tucker, (2020) cited by Donthu and Gustafsson, (2020), due to COVID 19 health and safety guidelines, consumers stay at home and thus economies are collapsed and it leads to cause bankruptcy for many well-known brands in many industries.

According to the projections, the global events industry was valued at more than \$1.1B in 2018 and was expected to grow at a CAGR of 10.3% to reach \$2.3B in 2026. It is observed that, after the COVID-19, these projections have clearly changed. (Choi, 2020). The survey results of The International Association of Event Hosts (IAEH) which is investigating the impact of the Covid-19 pandemic, has revealed the big challenges to events industry. The main challenges are economic impacts due to event postponements and cancellations, future cost increases due to social distancing requirements, job losses, the uncertainty about the short and long-term future due to current and future travel restrictions and difficulties of planning events due to shifting in priorities of both individuals and organizations during the current crisis and in the post-pandemic world. Moreover, Choi, (2020) mentioned that a survey conducted by Professional Convention Management Association (PCMA) on business events professionals showed that 87% of respondents cancelled their events, with 66% of those being postponed as a result of COVID-19. Also, it is stated that 7 out of 10 businesses have switched their events to a virtual platform, and 25% of surveyed have a sense of digital events cannibalizing face-to-face events. Therefore, it is estimated that “Events and meetings will recover, but it won’t be quite the same in future” (Choi, 2020)

Employee Retention and Implications During Crisis

It is believed that employee retention is one of the accelerating concepts for many organizations' success. Das & Baruah, (2013) mentioned that cited by Yousuf and Siddqui, (2019), according to the beliefs of organizations and managers, ability to retain best and valuable employees are determined the long-term success, survival and productivity of the organization. By definition, employee retention is "a practice, companies adopted to maintain an effective workforce and simultaneously meet operational requirements" (Kossivi et al., 2016). As per the view of Bidisha, (2013), as cited by Senevirathna (2017), employee retention is implied, when employees are encouraged and stimulated to continue the work in the organization for a long-period or until the ongoing-project is complete.

Many researchers (Nyanjom, 2013; Torrington & Taylor, 2009; De Vos and Meganck, 2008) have found that employers must be given priority for employee retention methods, to make an organization effective and profitable. In the current competitive world, employees always more concern about their career development rather than be loyal to the organization. Thus, they are more difficult to retain. Employee retention has a lot of benefits to the employees, as well as it has a long-term positive impact and advantage to the organization and therefore effective retention management should be maintaining within the organization. For that generating the best set of HR practises is not only vital and it also needs to manage employees' perceptions regarding their organization's promises for returning them for their loyalty and commitment. (Yousuf and Siddqui, 2019)

According to Yousuf and Siddqui, (2019), different organizations have followed their own unique factors to retain their employees, as same as, different researchers have followed different formations to identify the factors which influence on employee retention.

Osibanjo et al., (2014) stated that as cited by Senevirathna (2017), compensation is the sum of both financial and non-financial remuneration received to employees for the provision of their valuable services. Since the compensation act as the main motivator for employees and therefore it considered as a key strategy (Gardner et al., 2004), which had a straight association with employee retention (Hyttter, 2007).

Yousuf and Siddqui, (2019), mentioned that flexibility and freedom towards working hours are identified as one of the most influencing factors for employee retention. Different dimensions such as working hours, working shifts, and work from home are considered as the main parameters of “Flexibility”. Flexibility permits employees to continue within the organization since the organization provides them with an effective and possible opportunity to balance their work.

Planning and balancing properly, between a person’s personal-life and professional-life has considered the work-life-balance simply. (Hudson, 2005; as cited by Senevirathna, 2017). Ellenbecker, (2004) mentioned that in today’ business environment, employees have a tendency to demand flexible work-schedules which brings a balance between their professional and personal lives. Therefore, a work-life balance has become an increasingly major factor for many professionals in every organizations. Many researchers (Sinha and Sinha,2012; Kossivi et al, 2016; Arnolds, 2005) have found that work-life balance opportunities will uplift the employee retention levels and also workplaces which absence of work-life-balance will be faced with high turnover levels, implying low-retention levels.

According to the definitions of International Labor Organization (ILO) and the World Health Organization (WHO), health and safety is the promotion and maintenance of the highest degree of the physical, mental and social well-being of the workers in all occupations. As per the view of Chemirmir et al; (2017) lack of health and safety facilities can lead to job stress and job dissatisfaction. Palmatier et al. (2006) has argued that as cited by Ali, (2014), the most important element in the success or failure of any companywide program, whether it is safety, training, satisfaction or motivation is the importance given to that program by top management.

Armstrong (2007) mentioned that as cited by Gilani and Cunningham, (2017), the aim of an employer brand is to become the employees’ best choice and its importance for organizations is to attract, recruit and retain talented employees. Employer brand has been identified as a key dimension in employee retention, due to the growing shortages within the labour markets (Chhabra & Sharma, 2014; Lievans & Highhouse, 2003). Many researchers (Chhabra & Sharma, 2014; Russell & Brannan, 2016) have revealed that employer branding helps to improve organizational performance within the context of HR in areas

such as recruitment, retention, and engagement and it leads to differentiate employers through distinct characteristics.

Many researchers have found some other factors which impact on employee retention such as demographic characteristics like age and gender, supervisor support, training and development and working environment and organizational culture. (Crosby, 2015) According to the research findings, it is clearly shown that superior support and employee recognition is very important for employee retention. It has found that demographic factors such as age, gender have influenced employee retention and it is observed to have a stable relationship with turnover intention. (Gupta et al., 2015) Moreover, Career development opportunities and training also have a close relationship with employee retention (Hassan et al., 2013) and Deal and Kennedy (1989) mentioned that, ups and downs of employee retention rates can be observed due to organizational culture, since organizational culture affects commitment levels of employees in organizations.

According to Coff, (1997) as cited by Gharib et al. (2017) when superior employees face difficulties in their job and they may leave a company, due to they get to be distinctly disappointed, unmotivated or underpaid. But at the same time, the particular organizations are attempting to retain their employees, thus employees have to confront different difficulties also. Moreover, as per the view of Gharib et al. (2017) the main reasons which affect the employees' intention in many organizations, to stay and continue their job during the crisis are training and professional development, the organizational rewards system, job security, and job satisfaction.

Not like other crisis situations, COVID-19 has provoked a global sense of uncertainty, but its legacy remains to be seen. According to Hite and McDonald (2020), although there is some the consensus that the most exposed workers during this COVID 19 crisis have been already in uncertain positions its terms of the informal economy, or in low wage, or part-time work, and that many of those jobs are not likely to be reinstated. Also, they mentioned that still unknown factor is the speed of the recovery of economy and how particular job sectors will be affected over time.

Therefore, as mentioned by Padmanabhan and Sonawane (2019), retaining employees is an important challenge for any organization to maintain a healthy culture, climate and environment of organization. The

study carried out by Padmanabhan and Sonawane (2019), reveals the most determinant factors namely; positive work culture, open and transparent communication, flex-work hours, telecommuting, strong leadership, career development, consistent training activity, regular performance appraisal, employee counselling and feedback which assist in motivating an employee to stay in the organization. Furthermore, the success of any organization depends on greater involvement and contribution of employees in the organization for a longer period of time.

METHODOLOGY

Internet or the web surveys are most convenient and advantageous for the respondents because it reaches to the respondents quickly and they are convenient on filling data with the technological device they have at the movement. The distribution of the questioner can handle through emails and social media and its effect on reducing cost and handling time of the survey. Furthermore, it makes the data gathering and transcription is easier (Armbrecht & Carlbäck, 2011). It was very effective for this research because COVID19 affected data collection of this research.

The population of the study was professions who work in the Sri Lankan events industry. Sixty (60) professionals who work in Sri Lankan event organizations selected as the sample of the research study. Both formal and informal organizations were selected for this study. The number of the population cannot measure since there is no reliable evidence regarding the employment of informal event companies. Moreover, with the impact of COVID 19, researchers faced difficulty in reaching to the sample physically. Therefore, the sample selected according to the convenient sampling technique. Convenience sampling is a type of nonprobability or non-random sampling where respondents of the target population that meet certain practical criteria, such as willingness to participate, accessible, or the availability at a given time is included for the purpose of the study (Dornyei, 2007).

A structured questioner developed for data collection. The questioner was divided into two sections. The first section of the questioner addressed employee retention in the Sri Lankan events industry during the COVID 19 pandemic. The second section of the

questioner focused on factors influence employee retention. Five-point Likert scale questions used in the questioner. In this study google form created and distributed among the responders via emails and other social media. Total of 110 questioners were distributed among the sample and 60 completed questioners, were considered for the analysis.

The collected data analysed by using Statistical Package for the Social Sciences (SPSS). Karl Pearson's coefficient of correlation and regression analyses were used for data analysis. Based on the literature/secondary data the researchers identified ten factors which can be influenced by employee retention in the event industry. Karl Pearson's coefficient of correlation analysis enables to determine the relationship between the selected factors and employee retention in the Sri Lankan events industry during the COVID 19 pandemic. Regression analysis leads researchers to identify the most influencing factor on employee retention in the Sri Lankan events industry with the impact of COVID 19 pandemic.

ANALYSIS AND DISCUSSION

The impact of COVID-19 pandemic situation in continuously influences the economic, socio and cultural behaviours in the society. Clearly majority of the respondents were agreed that the current situation with the impact of COVID-19 has a significant influence on several industries and as a whole on the economy. Further majority of them agreed that the impact of COVID-19 has an influence on employee retention. The collected data through a structured questionnaire were analysed using Descriptive, Correlation and Multiple Regression Analysis.

A. Descriptive Statistics

Majority of the respondents are females and between 26-35 age-group which depicts a high propensity of women's education. Also, a higher proportion of the respondents are from the Sales and Marketing department.

According to the results it depicts a strong positive relationship between health & safety practices at the workplace where the mean value is 4.00. This shows that the highest proportion of the respondents have

“Agreed” that Health & Safety Practices of the Workplace influence employee retention in Sri Lankan events industry with the impact of COVID-19 pandemic. As the result, there is also a relationship between work-life balance and personnel well-being with employee retention where the mean value is 3.97. Thirdly it showed 3.83 value for Mean for facilities and flexibility of the job with employee retention. Also, 3.78 and 3.75 were the Mean value for company loyalty and brand reputation and for compensation-rewards and incentives respectively.

B. Correlation Analysis and Multiple Regression Analysis

Correlation analysis was used to analyse the relationship between the independent and dependent variables of the study. According to the results, all the relationships between independent variables and dependent variable are statistically significant. Moreover, it was found that independent variables have a positive association with the dependent variable. As well the results show a positive association between independent variables with each other.

Table 1: MRA Results for Testing Relationship Between Independent Variables and Dependent Variable

Independent Variable	R	R Square	B	t	Sig.
Health and Safety Practices in the Industry	0.862	0.739	0.371	12.973	.000a
Work-life Balance and Personnel Well-being	0.825	0.680	0.543	11.105	.000a
Facilities and Flexibility of Work	0.798	0.669	0.403	10.827	.000a
Loyalty and Brand Reputation	0.787	0.620	0.595	9.722	.000a
Compensation, Rewards and Incentives	0.724	0.524	0.523	7.986	.000a
Training and Development	0.537	0.289	0.389	4.852	.000a
Workplace Environment	0.427	0.229	0.225	4.453	.000a
Supervisor Support	0.415	0.215	0.191	3.995	.000a
Gender	0.374	0.155	0.158	3.167	.001a
Age	0.324	0.105	0.090	2.609	.001a

Source: Survey Data, 2020

As per the Multiple Regression Analysis results (Table 1) R value of Health and Safety practices is 0.862 and R² value is 0.739 which shows around 74% a variation on employee retention. As well as work-life balance and personnel well-being got 0.825 as R-value and 0.680 of R² value. It suggests that nearly 68% disparity on employee retention on Sri Lankan events industry with the impact of COVID-19 pandemic. Accordingly, this resulted as the most influencing factors on employee retention in Sri Lankan events industry with the impact of COVID-19 pandemic. Facilitates and flexibility of the workplace as an independent variable has 0.798 value for R on the dependent variable and R² value is 0.669 which shows about 67% variation on the dependent variable. Relationship of Company loyalty and brand reputation resulted R value of 0.787 and R² is 0.620 which depicts 62% a variation on employee retention. Also, the relationship between compensation- rewards and incentives has R-value of 0.724. And R² shows 0.524 suggesting nearly 52% variance on the dependent variable. Apart from that, the study proves that there is a positive relationship for employee retention with Training and Development, Workplace Environment, Supervisor Support, Age and Gender up to a certain extent which shows a moderate influence with Training and Development and weak influence with other factors on employee retention on Sri Lankan events the industry with the impact of COVID-19 pandemic.

CONCLUSION

COVID 19 pandemic created a vast range of impact on a number of industries including healthcare, transporting, hospitality and tourism, events, food, public activities and more. The events industry link with various industries and there is an interdependency between events industry and hospitality, and tourism industries. COVID 19 pandemics highly affected the people who work in those industries. As a result of “no income” for the companies, employees lost their job and faced salary reductions. Even though, some employees are working in the event organizations with a low salary at the pandemic situation. Employee retention in the event industry is important when it comes to a crisis situation. If the employees move to another industry because of the

impact of the crisis, the industry may lose the best human resource capacity that needs to maintain the operations in new normal.

In this study, ten factors identified from previous literature that can influence employee retention in organizations. The aim of the study was to determine the factors affecting employee retention in the Sri Lankan events industry with the impact of COVID 19 pandemic. 60 professionals who work in the event companies in Sri Lanka selected as the sample for the study. The convenient sampling technique used in sample selection due to the uncountability of the population, time limitation and practical health issues. The most suitable decision was to create an online questioner and distribute among the sample via emails and social media.

Karl Pearson's coefficient of correlation used to identify the relationship between selected factors and employee retention in the event industry during the COVID 19 pandemic. The results of the correlation analysis revealed that; all selected factors have a positive relationship with the employee retention in events industry. Moreover, health and safety practices of the workplace, work-life balance and personal wellbeing, facilities and flexibility of the job, company loyalty and brand reputation, compensation – rewards and incentives have strong a positive relationship with employee retention in the Sri Lankan events industry during the COVID 19 pandemic. According to the regression analysis, researchers identified health and safety practices of the workplace and work-life balance and personal wellbeing as the most influencing factors for employee retention in the industry in the crisis situation. Finally, it can conclude that the organizations which are concerned with health and safety practices for their employees and flexible environment which create to balance their work-life and personal wellbeing during the pandemic were reasons to satisfy their employees to retain in the industry even in a fatal crisis situation.

This research provides recommendations to the event organizers on how they can retain the employee in the organization in crisis situations while facing financial and other difficulties. Based on this study, following recommendations, made related to employee retention in the event industry in crisis situations.

The event organizations should follow the special health and safety guidelines which provide by reputed health organizations such as world health organization (WHO) and the Sri Lankan National Health

authorities. The events industry is service orient industry. Therefore, it engages with people when it comes to operations. When natural crisis happening in the country the health and safety of employees, as well as the customers, should be guaranteed by the event companies. The pandemics such as COVID 19 can easily spread because of the activities which happened in event operations. Hence the events organizations should put attention on implementing health and safety practices, maintaining health and safety practices and upgrade current practices according to the present needs.

Ensure the employees' work-life and personal wellbeing will be a reason to retain the employees even the organization in crisis situations. Organizations can allow their employees to work from home via the internet. Modern technology facilitates on work from home. Employee supervision, control, and manage also can be done via the internet and technology. Moreover, when allowing employees to work from home, the employees can stay with their family and ensure the safety of peers in a crisis situation, as well as the companies, can reduce the excess cost which will use to maintain employees in companies (cost for electricity, water and other facilities).

The event organizations can create flexible working hours for the employees. Planning and some steps in organizing of events can be done away from the field, but when it comes to the actions the event professionals should appear in the event field/location. In that situation, if employees have flexible working hours (work in the field only most indispensable hours/situations), it will be a reason to satisfy the employees with the organization in a crisis situation.

Maintaining strong employee loyalty to the organization makes them retain within the organization. Events organizations should focus on creating employee loyalty by understanding the actual needs of the employees and supporting them to develop within the organization. It makes employee devoted to the development of the organization even in a crisis situation.

Providing compensation and rewards can suggest as the best method to retain the employees within the organization. In a crisis situation event, companies face losses due to fewer sales but if the company has provided a proper vision for the employees regarding the compensations and rewards, it will be a reason for retain the employees even in a crisis situation.

It can be suggested that government involvement should be increased on employees matters in the events industry. Proper guidance and information on crisis situations, updating rules and regulations regarding the crisis and required changes in operations should be given.

It can be recommended that the research scholars should study on Sri Lankan events industry and provide empirical data on the events industry. Crisis management on events industry, natural and manmade disasters and its impacts on events, events supply chain in Sri Lanka, event industry involvement on Sri Lankan GDP are few areas which can do further studies.

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6

IMPACT OF DISASTERS ON TOURISM SMALL MEDIUM ENTERPRISES IN SRI LANKA

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ABSTRACT

Small Medium Enterprises is providing the highest contribution to the national economy in Sri Lanka. The service industry had been the third highest foreign income generator in Sri Lanka for years. The tourism small-medium enterprises are visible throughout every tourism destination in the country. Sri Lankan tourism industry highly impacted due to the disasters in 2019 and 2020. The Easter attack and COVID 19 pandemic created a massive impact on tourism Small Medium Enterprises in Sri Lanka. From April 2020 there was no tourist arrival to the country and it creates the highest impact on Sri Lankan tourism Small Medium Enterprises. This study conducted to identify the impact of disasters on the tourism Small and Medium Enterprises in Sri Lanka and to identify the intention of the Small Medium Enterprises owners on overcoming the impact that generated by disasters in Sri Lanka. This research conducted under qualitative methods. The population was the all tourism Small Medium Enterprises owners in Sri Lanka and the sample size was 12. Telephone interviews conducted on data collection and thematic analysis employed in data analysis. The impact on financial resources; impact on human resources; impact on physical resources; impact on the market; impact on health and safety; impact on social, personal and family life identified as the themes or the impact of the

disasters on Sri Lankan tourism Small Medium Enterprises. Moreover, the study identified that some Small Medium Enterprises owners have already started to find solutions from ground level to face the circumstance. This study suggested some recommendations to stabilize the tourism Small Medium Enterprises sector in Sri Lanka in disaster situations. The government should implement a proper mechanism to identify the most vulnerable tourism Small Medium Enterprises in Sri Lanka and implement suitable precautionary methods to minimize the impact of disasters on the tourism Small Medium Enterprises. Furthermore, it suggested that scholars should pay their attention on identifying the practical solutions for the impact that geniting by the disasters in the future.

Keywords – Disasters, impact, SMEs, tourism industry

INTRODUCTION

Small Medium Enterprises (SME) play a vital role in the Sri Lankan economy. Sri Lanka is a developing country, 52% to the Gross Domestic production and 45% of the total employment is provided by the SME sector in Sri Lanka. According to a survey conducted by the Department of Census and Statistics (DCS) 2013-2014, there are 1.017 million establishments providing employability over 2.255 million people in the non-agricultural sector Gunawardana (2020). Though the SME sector carries much importance it is highly volatile to the crisis and disaster situations. The main reasons behind this are poor financial structure in the business, poor technicality, etc. The tourism sector is a highly sensitive industry which is prone to crisis and disasters. One crisis occurring in a destination impact the travelling of the entire globe to that destination. Likewise, there is a huge negative impact.

The SME in the tourism sector is highly vulnerable in crisis and disaster situations. The negative impact is caused for the continuity of their business, the revenue generation, employability. The support given for the SMEs' from the government and the banks is quite minimal. They are being the most vulnerable and most helpless group here after a crisis doesn't receive much attention. The banks don't like to give these

entities the financial aids because of the financial instabilities of these companies since the profit margin they are receiving is quite low compared to the big companies. Since there is a huge risk from the banker's side of the paybacks the banks hesitate to provide financial aids.

The objectives of this research are to identify the impact of disasters on the tourism Small and Medium Enterprises in Sri Lanka and to identify the intention of the SME owners on overcoming the impact that generated by disasters in Sri Lanka.

This study will be important to the decision-makers of Tourism in Sri Lanka to understand the vulnerability of the tourism SME sector in the country during a crisis and disaster situations. At the same time, we expect that this will guide the Small Medium Enterprises sector of Tourism in Sri Lanka to understand how they can make this crisis and disaster situations an opportunity to get up from the business by developing new products, thinking outside of the box and by being innovative.

LITERATURE REVIEW

Hospitality and Tourism Industry

As stated by the UNWTO tourism is the largest non-governmental economic sector in the world. This is the movement of people outside their usual environment for personal or business purposes. According to Baum (2007); Pizam(2007); Reichel and Pizam(1984); Sheldon (1989); Slattery (2002); Tesone and Ricci (2006) as cited in Pizam and Shani (2009), hospitality is a platform to create relationships with the tourists and providing accommodation, food and beverages and other amenities and facilities required by a tourist travelling from one destination and making him satisfied and feel at home.

Table 01: The scope of the Hospitality Industry

Category	Examples
Accommodation and lodging	Hotels, motels, resorts, campgrounds/cabins, Airbnb/ home away
Recreation and entertainment	Gaming, theme parks, adventure and outdoor, recreations

Travel services	Travel agents/OTA's, Airlines, Cruise ships, rail/bus, car, eco-tourism
Food and beverage services	Restaurants, catering, institutional
Conventions and events management	Meetings, Expositions, Social and special events
Clubs	City, Privet country clubs

Source: (Skripak, Parsons, Cortes and Walz, 2016)

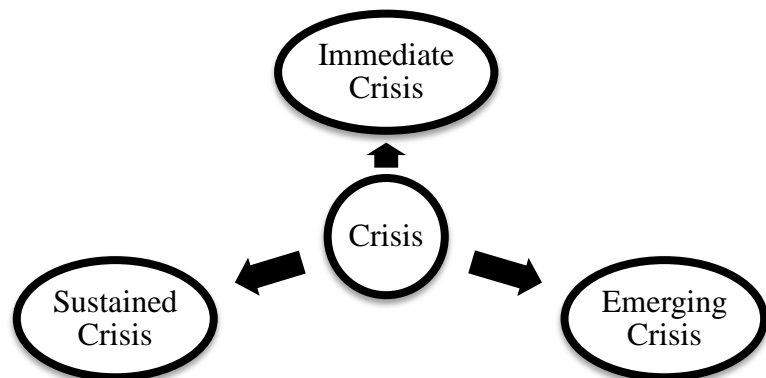
Tourism is all to do about travelling from one destination to another for business, leisure or other purposes domestically and internationally where hospitality acts as a main component of the tourism industry creating guest satisfaction, providing necessary services, facilities and amenities. Tourism and hospitality are a dominating service sector in today's economy creating the highest number of employment opportunities, GDP and foreign exchange. According to statistics of UNWTO Tourism Highlights 2018 Edition (2018), the world population is 7.8 billion and the numbers of tourists are 1.4 billion. The income generated from all these is \$1480 billion. Tourism has generated 330 million jobs. From the world GDP, 10% is from the tourism industry (Breda, Pacheco and Dinis, 2019). Technological advancement along with globalization has created expansion and advancement in the tourism industry.

The Tourism and Hospitality industry plays a vital role in the Sri Lankan economy. Tourism is the third highest foreign exchange earner in the country. The number of tourists visiting Sri Lanka has come up to 2.3 million generating \$3.59 billion in 2019 compared to \$4.38 billion in 2018. According to a survey conducted by Sri Lanka Tourism Development Authority (SLTDA); Gunawardana (2020), there are 3926 establishments catering to tourism employing 169,903 directly and indirectly via the Small Medium Enterprises 219,484. Around 5 lacks people are directly or indirectly depending on the tourism industry. 85% of the people are engaged in Small Medium Enterprises. (Sri Lanka Tourism Development Authority, 2019) (Sri Lanka Tourism Development Authority, 2018).

Impact of crisis and disasters to the tourism and hospitality industry

Raftari (2011) and Seymour and Moore (2000) in Maditinos & Vassiliadis (2008) International Strategy for Disaster Reduction (2004) in Auzzir, Haigh, & Amaratunga (2018) has defined the crisis as a condition which disturbs, threatens the original systems as well as subsystems and dismantle the entire process which harms the reputation and lives of a country. Though tourism is one of the happiness generating industries it is very susceptible to crisis and disasters. It may be a natural disaster or a man-made disaster there is a high negative impact caused by that. In the same vein, the WHO; Gopalakrishnan (2019) has defined disasters as the set of activities that cause ecological and social problems that directly affect normal activities.

Figure 01: Crisis definition



Source: (Parsons, 1996)

Previous research by Parson (1996) has established that an immediate crisis is where the crisis hits the destination and it has no longer the time to prepare for it. Emerging crisis are coming in a slower phase and if the necessary authorities have the ability to identify them then the risk factor can be taken out. The sustained crisis is which doesn't finish over a day or a week, but which lasts for months and for years.

The occurrence of the crisis and disasters in the modern world are high compared to the earlier period due to the competitive market structure that we live on. The demanding factor in the global economy

has created a competition between each nation and everyone is struggling for survival. It is inevitable from a business (Elsubbaugh, Fildesn and Rosenn, 2004). The business developers, stakeholders, decision-makers should always be ready with strategic plans, crisis mitigative actions, resilient strategies in order to face the crisis in a successful manner without harming the growth of a business (Madininos & Vassiliadis, 2008).

Though the industry carries much importance in today's global economy due to the high sensitivity of the industry, it is quite vulnerable to crisis and disaster situations which has negatively impacted the service providers, business entities, etc. The impact of crisis and disasters over the tourism industry are natural and man-made. The natural crises are tsunami, floods, earthquakes, etc. and man-made crisis are wars, terrorist attacks etc.

Laws and Prideaux (2005) and McKercher & Hui (2004) argues that the tourism crisis refers to a shocking result after a sudden emergence of any kind of a natural or a man-made event that directly impacts on the tourism industry. One longitudinal study of Ma, Chiu, Tian, Zhang & Guo (2020) has found out that the susceptibility of the tourism industry to crisis and disasters have seriously affected the sustainable development of world tourism. The preliminary work of Gunn in Ma et al., (2020) has highlighted that the tourists visit a destination 5 S; sun-sea-sand-sex and the last element is safety. The insecurity caused by the crisis and disaster situations all over the world has caused the travellers' mind to fluctuate when it comes to the decision-making process of travelling to a destination. Just like their enjoyment in a destination their safety also has become their priority now. For a destination to have tourism it should focus on 3 As' attractions- accessibility and amenities. According to the current scenario no matter the country has all three elements to fulfil but no security then the tourists won't arrive at the destination. "no security – no tourism" Ma et al.,(2020) Previous research by Lenain, P., M. Bonturi and V. Koen – OECD, (2002) in Maditinos & Vassiliadis (2008) has established that due to the crisis and disaster the tourists show reluctance to travel to a destination, the number of bookings decreases and the bookings drop, the employees in the industry lose their jobs due to no profits, the tourists traffic decreases and it hit hard the other businesses related to tourism; airlines, shipping, travels, events, hotels and restaurants.

A recent systematic study by Maditinos & Vassiliadis (2008) address that the small-scale crisis occurs in one part of the world can impact heavily on other countries travelling. It is shown the importance of the tourism industry to some countries survival; mostly small-scale islands highly depend on the tourism industry. The tourism decision-makers, government, planners are out in much of a pressurized situation there due to the crisis and disaster situations. It is their responsibility to come up with resilient plans, crisis mitigative strategies and actions in order to keep the industry alive.

Sri Lanka being an island highly depend on the tourism industry. Tourism is the third highest foreign exchange earner in the country. The Easter Sunday attack and the global pandemic have caused a huge negative impact on the entire tourism industry of the country. It has highly affected the tourism businesses, employability within the businesses and the local community. The number of tourists coming here have just started to increase but due to the pandemic 8% decrease in January and 17% decrease in February could be seen (SLTDA, 2020).

The Impact of Disasters to SMEs'

Bolton Committee 1971 in (Auzzir, Haigh, & Amaratunga, 2018) defines a small-medium enterprise as a small establishment which has a small share of the market place which is managed by the owner in his own management structure. Small Medium Enterprises play a major role in a countries' economy, especially in developing countries. Small Medium Enterprises aid in developing the global economy as well as creating employment opportunities which is directly supported by the trust factor, not by the accountability of the job. It is depicted thus the Small Medium Enterprises highly contribute to the local community. According to the World Bank, Small Medium Enterprises represent 90% of the business and 50% of the employees worldwide. 7 out of 10 jobs are created by Small Medium Enterprises in the emerging economy. In the emerging economies formal Small Medium Enterprises contribute to 40% of the GDP ("World Bank SME Finance", 2020) (LIBERTO, 2020) (Auzzir et al., 2018). Madhusankha, Srivishagan and Samarasinghe (2020) highlighted that SME sector in Sri Lanka tourism industry playing a major role in developing the economy of the country and government has to pay the attention to strengthen the SMEs in tourism sector Sri Lanka.

When a disaster occurs in any country it highly impacts the countries' economy. More than the large-scale enterprises it is identified that the crisis and disaster highly effect on small-medium enterprises because they are small comparatively, financially weak and carrying a limited market and the attention receiving from the government bodies and others are limited to this segment compared to others. The vulnerability of small-medium enterprises is higher than the other types of business due to the less financial and technical facilities and lack of risk management systems. Since the situation is such it is identified that the small-medium enterprises should be given proper insurance schemes to enrol with so whenever a disaster impact on the business, they have a way to overcome it (Samantha, 2018) (Auzzir et al., 2018).

The impact on the Small medium enterprises in tourism influences in two ways; the tourism industry itself is a sensitive industry and it is quite prone to crisis and disasters. So, the tourists won't be coming to a destination if a crisis has occurred. The other way is that the Small medium enterprises anyway get hit by the crisis because of the instability of the business financially and strategically. So, the small-medium enterprises of tourism have both disadvantages (Wu, Su, Li, & Yan, 2020).

The small-medium enterprises in the Sri Lankan context contribute 52% to the Gross Domestic Production. It accounts for 90% in the non-agro sector and 45% of the total employability. (Gunawardana, 2020)

Table 02: The definition of SME in the Sri Lankan Context

Size/Sector	Criteria	Medium	Small
Manufacturing	Annual Turnover	Rs. Mn. 251 – 750	Rs. Mn. 16 - 250
	Number of Employees	51 – 300	11 – 50
	Annual Turnover	Rs. Mn. 251 – 750	Rs. Mn. 16 - 250
Service sector	Number of Employees	51 – 200	11 – 50

Source: National Policy Framework for Small Medium Enterprise (SME) Development in (Gunawardana, 2020)

METHODOLOGY

This research conducted to identify the impact of the crisis on Sri Lankan tourism SMEs and identify how the crisis can convert to opportunities to the resilience of Sri Lankan tourism SMEs. Researches wanted to find out what are the actual perception regarding the and the intention of tourism SME owners in Sri Lanka. Therefore, the researchers use in-depth interviews as data collections method. According to the objectives of the study, the people who engage with tourism-related SMEs were identified as the population. Both formal and informal SMEs selected for the survey since both sectors have significant involvement for Sri Lankan tourism and national economy. Therefore, the population of the study was the tourism SME owners in Sri Lanka. The convenient sampling technique used in this study due to the willingness to contribute and the accessible for the respondents in the study. The sample selected from Colombo, Negombo, Kandy, Nuwaraeliya, Ella, Mirissa, Hikkaduwa, Anuradhapura, Jaffna, Trincomalee and Rathnapura. This research followed a qualitative research approach intended to provide knowledge of real human experience (Sandelowski, 2004). The sample interviewed until the data saturation point satisfied and the sample size was 12 for this study. The ideal standard for qualitative sample size is to interview to redundancy (conducting interviews until the data set or concepts are repeated many times other than generating new concepts or themes) (Bernard, 2011), or to interview to saturation (the point that all the questions have deeply addressed in detail and new concepts or themes not generate further.) (LeCompte and Schensul, 2010)

The impact of COVID 19 influenced data collection in the field. Telephone interviews were the most convenient and cost-effective method when the respondents are not physically reachable. Therefore, the researchers conducted a telephone interview for data collection. The telephone interview conducted under two sections, the first section addressed the impact of disasters to the tourism Small and Medium Enterprises in Sri Lanka and the second section was designed to identify the intention of the SME owners on overcoming the impact that generated by disasters in Sri Lanka. The collected data analysed by using thematic analysis. Thematic analysis is more popular in qualitative

research studies especially resilience studies (Kapoulitsas & Corcoran, 2015). Moreover, it should mention that thematic analysis in qualitative research is an empirical inductive approach to collect data.

ANALYSIS AND DISCUSSION

A. Thematic analysis for identify the impact of disasters to the tourism Small and Medium Enterprises in Sri Lanka

1) *The crisis themes*

The first question of this section was “what are the recent disasters that have an impact on the business?” and it was clearly identified the major crisis that generates negative impact in Sri Lankan SME sector recently. According to the respondents, COVID 19 Pandemic is the most recent crisis which has a massive negative impact on the SME sector. Other than that Easter attack, flood, landslides, dengue epidemic identified as the most recent crisis that has an impact on tourism SMEs. Other than that Sri Lankan civil war happened between 1983 – 2009 and Tsunami (2004) also identified as a crisis that happened long ago and had the highest negative impact on tourism SMEs.

“COVID 19 is the latest crisis which influences on my business and I haven’t done any sales after the month of March 2020.”

(Respondent 05)

“Easter attack is the latest terrorist attack which most influence for mu business.”

(Respondent 01)

“This area suffers from floods every year. It is a big challenge to operate my business.”

(Respondent 09)

“In this area, we face landslide disasters when there is heavy rain. The road system will block and tourists can’t access to the destination.”

(Respondent 04)

“Because of the dengue epidemic tourists are not visiting this destination several months in the year. It continues every year and has

impacts on my business because I depend on foreign tourists.”

(Respondent 11)

“War had the highest impact at that time, and tsunami was the biggest impact at that time since I’m doing my business near the beach area.”

(Respondent 12)

2) *The crisis impact theme*

The second question of the first session was “what is the impact that you experienced from the above-mentioned crises?”. This question designed to identify the impact that occurred from the disasters. According to the study results, researchers identified six sub-themes (impacts) under the main theme “crisis impact”. Impact on financial resource; human resource and physical resource, impact on the market, impact on health and safety, impact on social, personal and family life were identified as the sub-themes or the impact that generates from the crises on tourism SMEs in Sri Lanka.

a) *Subtheme 01: Impact on financial resource*

The first subtheme is “impact on finance resource”. All respondents of the study were mentioned that they have to face financial problems when there is a crisis that affects the business. All the other impacts have a direct link to the financial impact since most of the impacts generate a cost. Therefore, it can conclude that the finance resource in tourism SME faces the highest impact from any disaster in Sri Lanka.

“Because of the crises, I face financial issues because there were no sales in the crisis duration. I have taken loans to expand the business and invested in the business.”

(Respondent 03)

“For four months (April, May, June, July) we haven’t any foreign tourists. it has reduced our main income and put us in financial issues.”

(Respondent 10)

b) *Subtheme 02: Impact on human resource*

The results of the study identified that crisis has impacts on human resource in tourism SMEs. Natural disasters such as flood, landslide, epidemics or pandemics and man-made disasters such as terrorist attack make people disable or even dead. On the other hand,

those crises prepare the environment that difficult to travel for work and make people isolate. Because of those reasons, the employees may not able to attend the work. Furthermore, the lack of income creates difficulties to maintain the human resource in the business since the SMEs don't have the ability to face those circumstances for a long period of time. Therefore, the business may lose the best employees in the staff and it will affect the business.

“Other impact is, it's very difficult to manage the staff in crisis situation, they can't attend to the work while crisis and it is highly impact on business.” (Respondent 01)

“Because of the disasters, we had to eliminate the working contracts of best employees”
(Respondent 10)

c) Subtheme 03: Impact on physical resource

Subtheme 03 revealed that disasters have the highest impact on the physical resources of the SMEs. Disasters destroy the infrastructure of businesses such as buildings and furniture. It creates the highest cost for the business and until the resources get fixed the business operations cannot operate properly such as hotels and restaurants. This will be led to losses because the business may take time to start sales again.

“Because of the disaster most of our furniture, building and other infrastructure damaged and we had to repair those. It took time and cost.”
(Respondent 09)

d) Subtheme 04: impact on market

According to the subtheme 04, researchers identified that there is an impact for the Sri Lankan tourism SMEs from the disasters happened. Most of the tourism SMEs main target market is international tourists. Because of the pandemics and terrorist attacks tourists unable to visit Sri Lanka. Therefore, most of tourism SMEs lost their business during the disasters.

“The entire market is collapse because of the disasters such as COVID 19 and Easter attack.”
(Respondent 11)

“We targeted foreign tourists to our property, because of the disasters our target market can’t reach for us now”

(Respondent 08)

e) *Subtheme 05: impact on health and safety*

This subtheme is defining the health and safety issues that generate disasters. According to each disaster, safety practices and procedures will be changed. Therefore, the SMEs also needs to change the operations and surroundings according to the updated practices. It reasoned to the highest cost and time waste.

“We are facing a health problem and we should align with new safety rules and guidelines it is a bit difficult at our level.”

(Respondent 04)

f) *Subtheme 06: impact on social, personal and family life*

Disasters create differences in people’s lifestyles. Based on the change in income, people have to change their normal expenditure patterns other habits. When it comes to tourism SMEs in Sri Lanka, the people engage in the sector changed their lifestyles according to the disasters that happened recently.

“The disasters effect on the lifestyle of myself and my staff. Now we can’t afford what we purchase earlier. Now my entire family has to adapt to the situation and its totally different from earlier”

(Respondent 08)

B. Thematic analysis for identify the intention of the SME owners on overcoming the impact that generated by disasters in Sri Lanka.

1) *Possible opportunities for tourism SME*

The second section of the questioner designed to identify the opportunities that have created from disasters to Sri Lankan tourism SMEs. Moreover, it identifies how the SME owners create opportunities from the disasters happened in Sri Lanka. based on the respondent’s perception it can conclude that because of the government assistance tourism SME owners able to manage the impact created from the disasters. Investing on other business, identify best market opportunities over the disasters and investing on those, practice suitable human resource control systems to the business, conducting proper forecasting

and shifting to the most suitable market identified as methods that can create opportunities from disasters.

“It’s better the government provided special care for tourism-related businesses because every disaster which happened in the country is directly affected to our business.”

(Respondent 06)

“I have invested in many different businesses, so I was able to manage operations even one property is affected.”

(Respondent 12)

“The disasters made some opportunities for my business. I found new market opportunities and change some products according to the new requirement and put into the market.”

(Respondent 10)

“I hired more casual workers for the property. When there are any disasters, first we stop the casual workers and reduce the cost.”

(Respondent 07)

“Proper forecasting and analysis of business environment were the reasons why I didn’t highly affect from the disasters.”

(Respondent 01)

“I started food delivery operations. It helps to survive in the disaster situations.”

(Respondent 02)

“We start to target on local tourists and it generated income to manage all the operations.”

(Respondent 08)

CONCLUSION

This study conducted to identify the impacts of od disasters on Sri Lankan tourism SMEs and identify the intention of the SME owners on overcoming the impact generated by disasters. The thematic analysis conducted to analyze the data collected by interviewing twelve SME owners in the most popular tourist destinations in Sri Lanka. The researchers identified that natural disasters such as floods, landslides, tsunami, epidemics such as dengue, pandemics such as COVID 19 and manmade disasters such as terrorist attacks, bomb blasts, war are the

disasters that have generated a negative impact on Sri Lankan tourism SME sector. Therefore, it can conclude that Sri Lanka as a country that faces a number of challenges when it comes to the development of the national economy through the tourism industry since it is a vulnerable industry. The results of the study elaborate the impact of the disasters on Sri Lankan tourism SMEs as the impact on financial resources; impact on human resources; impact on physical resources; impact on the market; impact on health and safety; impact on social, personal and family life. Moreover, the study analyzes the intentions of the SME owners on facing the impacts of disasters. The SME owners in the tourism industry have better knowledge and skills in business analysis, forecasting, and shifting threats into opportunities. The Sri Lankan tourism SME owners have identified the possible opportunities that can create over the disaster situations in Sri Lanka.

Proper disaster management systems should implement at the national level by addressing the possible impacts for the tourism industry in Sri Lanka. Since the tourism industry is vulnerable to disasters that occur from time to time, there should be a proper mechanism to get precautionary actions when disasters appearing in the country. The government should lead the public sector as well as the private sector on the matter and the procedures, code of conducts or any mechanisms should prepare with the cooperation of other regulatory bodies at the national level.

The tourism SME sector should be addressed by the bank facilities that provide special situations such as disasters. The tourism business totally works with the customers engaging operations, it means most of the time the customer needs to physically present where the service is. In disaster situations customer cannot engage with the tourism activities therefore the income of the business will be zero. In that point, it is difficult for the SME sector because most of the business is not financially fit enough to face disasters situations that end in a long duration. Therefore, the government should provide bank relief for the affected tourism SMEs in the country.

Proper insurance facilities that address tourism SMEs and disasters in Sri Lanka should be set by the responsible authorities. Awareness programs should conduct with updated information on disasters that can be affected by the tourism SMEs. It can organize with the aid of new technology. After a disaster, the awareness

programs can conduct to motivate SME owners to start the business again and continue. It can suggest to the scholars that, further research studies should conduct to identify the practical solutions for minimizing the impacts that can occur due to the disasters.

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IMPACT OF CRISIS FOR COMMUNITY BUSINESSES AND LIVELIHOOD DEVELOPMENT IN TOURISM

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ABSTRACT

The Industry of Tourism in Sri Lanka has been dependant largely on the Community business and livelihood development and large scale investments business are also interchangeably dependant on the community business. Therefore, the downfall of the community Business affects the entire Tourism Industry. The industry had to face few crises both man-made and natural in the recent past. This paper examines how recent crisis have affected the Tourism industry with special reference to COVID 19 pandemic which have struck the industry with an unexpected downfall of the community business and the livelihood development and thereby affecting the entire Industry. In the Current study it's expected to analyse the Impact of Crisis for community Business and to suggest strategies and methods for the development of the community business in a post crisis situation which in turn helps the livelihood development. The study is also an effort to make a comparison between the situation of the pre-COVID 19 and prediction are made for the future of the development of the Industry.

Keywords – Community Businesses, Crisis, Livelihood Development, Tourism industry

INTRODUCTION

The Sri Lanka has long been known for its unwinding reputation and good name for catering tourism and facilitating the development strategies for Livelihood development with related to tourism. Therefore, Crisis situations are not truly considered to be bigger hindrances in comparison to the difficulties the industry of tourism in Sri Lanka has encountered in the recent past. Sri Lanka has long been suffered from a thirty-year prolonged war during the period in which the downfall of the Tourism Industry witness lot of obstacles. However, the period continuing after the long-prevailed war, Sri Lanka tourism continued to record considerable growth in international tourists' arrivals and tourism revenues (Samarathunga, 2020) In fact, the crisis has always been a part of the growth of the industry; whenever the industry blooms up with a lot of success it would suddenly hit with a crisis. Many such examples from the history of the Country's Tourism prove Sri Lanka's encounter with crisis situations. Nevertheless, one of the major hits to the industry after thirty yearlong prevailed war is undoubtedly the recent pandemic COVID 19. The pandemic appears in a time the industry is faintly being recovered from the Easter bomb attack in the previous year and these major attacks to the Industry is beyond all the expectations of a healthy blooming of the industry. The Industry suffers a loss of US \$1.5 billion of tourism revenue in the aftermath of the Easter Sunday Attack (de Silva, 2019). With the Institutional support of the institutions such as the Sri Lanka Tourism Promotional Bureau (SLTPB) and Sri Lanka Tourism Development Authority (SLTDA), Sri Lanka tourism regained its past growth. In spite of the sense of insecurity prevailing in the country, Sri Lanka attracted 1.9 million of tourists by the end of 2019 (SLTDA, 2020) However, the pandemic made a huge downfall of all the figures." The arrival of international tourists from January to March 2020 in total was 507,311. As a result of the termination of the arrival of all flights and ships to Sri Lanka from 18th March 2020, zero passenger arrival was recorded in the period for the first time of the history of arrivals and departures. If compared to the year 2019, 907,757 arrivals were made from January to April 2019 and this was a decline of 44.1 % (SLTDA). Hence the pandemic situation has marked the worst crisis ever in the history of the industry. Nevertheless, irrespective of the suffering

the recent past has witnessed the industry, especially because of the immunity given by nearly thirty years of war disaster and violence, the industry has shown resilience to all crises be it man-made or natural (O'Hare & Barrett, 1994; Tisdell & Bandara, 2005)

LITERATURE ANALYSIS AND DISCUSSION

Community Business in Sri Lanka Tourism Industry

Community business in Tourism unlike the large scale enormous investment methods to tourism solely depend on the basic features such as the number of arrivals of the tourists, the daily expenditure tourist made on within their journeys and etc According to Thailand Community Based Tourism Institute, community business provides a big contribution to Tourism: “tourism must be given priority to cultural, environmental and social factors. Tourism must be governed by the community and it is designed for the community, it should carry the objective of prioritizing the ways of imparting knowledge on the community to the tourist” As a community is rigorously affected in crisis situations, the damaged made to communities is hard to be estimated. Especially in the case of a pandemic like COVID 19 which has totally devastated community business by all the means. The Impact made on the industry by the pandemic is certainly unrepairable or unmeasurable and arising out of dust and developing the industry would be very much tedious effort (WTO, 2002)

Livelihood and community are two interchangeably connected phenomes and therefore livelihood development is equally affected by the crisis. Many stakeholders involved in the development of the livelihood are vulnerable to the pandemic situation and therefore suffer immensely either physically or psychologically. It's noteworthy to reveal possible solutions to save the country's tourism sector from the crisis. The empowerment of the community offered by community-based tourism is important in identifying the key features of sustainability of the Industry after the pandemic (Adger, Kelly, Winkels, Huy, Locke, 2002).

Analysis of Pre -COVID Community Businesses in Sri Lanka

Prior to the arrival of the crisis of the pandemic, Sri Lankan Community business has experienced two major crises and the civil war that prevailed almost three decades considered to be the most the devastating crisis that hits the Industry. The war tone catastrophe in the period of 1983-2009 has severely distorted the image of Sri Lanka as a safe country to travel (Fernando, 2017; Fernando, Bandara, & Smith, 2017).

As O'Hare and Barrette (1994) evaluate that as a result of the civil disturbances prevailing in the country and many failed turns of peace talks arrivals of tourists had been postponed or completely terminated. (Fernando, Bandara, Liyanaarachch, Jayathilaka, & Smith, 2013). The end of the three-decade of war began to mark a golden age in the community business and livelihood development. Irrespective of the fact that the tourism sector had undergone a lot of sufferings and hardships as results of several creases the resilience process the industry manifested had always been remarkable., (O'Hare & Barrett, 1994; Tisdell & Bandara, 2005). It was believed that if the industry could survive so long-prevailing war it could survive anything. The analysis of the facts clearly depicts that after the war, Sri Lanka tourism industry has developed in an unexpected manner. Some examples for the commitment of the government on behalf of the development program is the inception of Tourism Development Strategy (TDS) with a five-year master plan for 2011-2016. With the inception of such programs community business has been one of the main objectives of the TDS is to attract a big amount of international tourists and the target was to augmenting tourist arrivals from 650,000 in 2010 to 2.5 million by 2016, and tie as planned to earn US \$3 billion of FDI, and this was a big escalation of direct as well as indirect tourism employment access from 125,000 in 2010 to 500,000 by 2016, this resulted in an increment of foreign exchange earnings from US\$ 500 million to US\$ 2.75 billion by 2016, made Sri Lanka as one of the most popular destinations by earing the reputation of linking the global economic ties and global trade.” (Fernando, S. 2017). Also, concepts like community-based tourism were strengthened under the tourism branding slogan of “Sri Lanka - the wonder of Asia”. The effort in recreating and rebuilding the image of the country was depicted

with the total number of arrivals has nearly tripled within four years (from 447,890 in 2009 to 1,274,593 in 2013) (SLTDA, 2019).

The second pre-COVID crisis occurred after the Easter Sunday bomb attack which is undoubtedly one of the drastic crises in the history of the Tourism Industry. The attack itself marks 80% downfall of the arrival of the tourists. According to SLTDA reports, the reception of the number of tourists for 2019 were estimated at Rs. 646,362 million as compared to Rs. 711,961 million in 2018, with a decline of 9.2 %. In terms of US Dollars, the total tourist receipts were estimated to be US\$ 3,606.9 million compared to US\$ 4380.6 million observed in the previous year, with a drop of 17.7 %. The recipients per capita for a day increased to 181.2 US\$, showing an escalation of 4.2 % as compared to US\$ 173.8 in 2018. Nevertheless, the statistics doesn't seem to be a real manifestation of the actual downfall of the community business as a result of the tourist arrival. The smaller number of tourist arrival undoubtedly affected the Community business by generating many long-term negative results

Impact of Crisis and Resilience

Pandemic COVID 19 marks a crucial turning point in crisis Management of the Industry, Asian Development Bank projections March 06, 2020 revealed, a decline in income could be expected with a variation of USD 107 Mn – USD 319 Mn and this is a huge decline in the economic sector in Sri Lanka. As a result of the Pandemic, many restrictions were made on travelling and visa issuing and international airports were being closed down with the intention of limiting travelling from one destination to the other and thereby affecting the country's third most important source of income. (Samarathunga, 2020) With the arrival of the minimum number of tourists at the inception of the month of March 2020 and zero number of tourists towards the months of March to August as a result of the complete closure of the airports, the industry has encountered numerous difficulties. Tourists arrival is measured through three factors: destination area variables, generating area variables, and transit area variables and the value of all these three variables have disappeared amidst the chaos of the pandemic situation (Brida, JG, Scuderi, R (2013). Many large hotels had closed their operations completely and so did many attractive touristic destinations of

the country. Welcoming tourists to the country was no more considered an asset but a threat and thereby people even forget their so-called famous hospitality practices amidst the chaos created by the crisis of the pandemic. Therefore, amidst all the other business operations, all over the country the community tourism business has also collapsed. The following features were noticeable in community business during the pandemic situation.

1. Community Business on the majority is created to cater a greater number of international tourists and less number of local tourists and with the arrival of Zero number of foreign tourists with the closure of the airports and less number of local tourists resulting in the lockdown of the country, most business units from road Side Shops to medium scale restaurants had to be completely shut down.
2. Consequently, boutique hotels, road side shops etc and most of the income-generating means are completely terminated and the co-dependents of these business entities had to go in search of other employability opportunities or remain unemployed until further assistance is provided.
3. Even after the inception of the small-scale community business after the lockdown period, the government has imposed a lot of safety rules and regulations and both the business owner and the tourist find it difficult to abide by because of the extra cost, the rules and regulations are involved with or because of other reason such as unwillingness to abide by the health precautions.
4. In some instances, some business owners tend to sell their properties which they considered the last resort that they can afford since they remained without income for months and there are no means to provide basic needs to their families.
5. Many employees engaged in community business is burdened with the fear of getting rid of the financial regulations such as loans and other financial obligations and therefore physically as well as psychologically exhausted.
6. The sense of exhaustion over the business, in turn, collapse the interest in the development of the livelihood and also, the situation can lead the livelihood in the tension of uncertainty.

Crisis Management Strategies in Community Business and Livelihood Development

Community is often vulnerable to crisis situation and so does the livelihood development. Crises management of community business described by three co related and interchangeably useful dimensions: exposure, sensitivity, and resilience (Foldvari, Clark, Laviolette, Bernstein, Kaliton, Castaneda, & Singh, 2000; Turner, Pearson, Bolstad, & Wear, 2003). According to Ellis (1998) “livelihood diversification is defined as the process by which rural families construct a diverse portfolio of activities and social support capabilities in their struggle for survival and in order to improve their standards of living”, without migration as an alternative strategy”. Hence, development of the livelihood in a crisis situation is a struggling process especially in the case of community business in tourism. Therefore, the impact made by the crises can be serious that assumed. However, community business management strategies can be proposed in deviating the damages made to the livelihood development by the crisis.

Tourism Crisis Management Model

For the intention of Managing the impact of the crisis on community business, tourism crisis management model is proposed, According to the definition of the World trade Organisation (2003) crisis is “any unexpected event that affects traveller confidence in a destination and interferes with the ability to continue operating normally” Considering this, it’s important to see how some scholars like Sonmez, Apostolopoulos and Tarlow (1999) used the terms like ‘tourism crisis’ to exhibit serious circumstances in crisis they can directly terminate or pause community business damage a tourist destination’s overall reputation for safety, attractiveness, and comfort by negatively affecting visitor’s perceptions of that destination; and, in turn, cause a downturn in the reputation of a critically important place can be further changed and also it can affect the tourism industry by reducing the contribution it’s given to the economy, by the reduction in tourist arrivals and expenditures.

Before Proposing an established Crisis Management model, it is important to evaluate how the history of the crisis management evolves. Sönmez and Graefe (1998) in an attempt to investigate the relationship

between terrorism risk and the destination choice process revealed that the concepts of tourism and terrorism carry important similarities. Hence, crisis management in tourism is divided into three periods: pre-crisis, crisis and postcrisis (Hystad and Keller, 2008; Sausmarez, 2013).

According to a study conducted by Hystad and Keller (2008) on the devastating effects of a forest fire to the tourism of the community an important model for crisis management has been developed. Tourism businesses, media management and marketing strategy, communication and coordination with emergency organizations was described as the most significant factors to consider in pre- and post-crisis situations.

Xu and Grunewald (2009) introduced three steps for crisis management. Through the Proactive crisis management current crisis situation is evaluated and feedback is further provided and this will enable the crises to be managed in the future situation and less down the negative effects and also enable timely preparations for future

Hayes and Patton (2001) experimented a strategy which carries a design for the implementation of proactive crisis-management instances. The strategy is described in four steps: Strategic dimensions, risk assessment, crisis management organization and operations and crisis resolution and recovery. It's important to note that in this model an important place is given for effective communication skills

It's important to probe into the crisis management instances in order to propose a better model for less down the impact of crisis, Araña and León (2008) made evaluate in their study short term effects of crisis. As a business case, they analyzed the 9/11 terrorist attack in the United States. According to their findings, long term impacts are more vulnerable than short term impacts.

Considering all these aspects resilience of the community in crisis is rather a difficult task but yet not unachievable. The concept of resilience emerged in cultural-ecological studies evaluating the capability of social ecosystems to reconstitute in crisis situations. (Walker, Gunderson, Kinzig, Folke, Carpenter, & Schultz, 2006; Holling & Gunderson, 2002; Smit & Wandel, 2006). Resilience also means the ability to reawaken in the original state irrespective of the disturbances and damages caused and function its original state. The scholars also examined the degree of flexibility a resilience model can undertake. (Cutter et al., 2008). The resilient theory is described in three factors:

1. Stability is described as the way the system can retain in stressful without falling down in crashes;
2. Recovery which is also defined as rebound capacity the ability to regain the original state irrespective of the damages made .in this process of resilience the time needed to recover, is also emphasized;
3. Transformation (also known as creation capacity), which manifests the ways of developing new response strategies for crises which are discovered in the recovery process and also this process create new development opportunities (Walker, Gunderson, Kinzig, Folke, Carpenter, & Schultz, 2006; Renaud, Birkmann, Damm, & Gallopín, 2010).

Suggestions Towards Better Future of the Industry

Crises don't always come as disasters. Sometimes there can be positivity in disguise. Hence, the impact is not always negative Tourism can contribute to the healthy development and the empowering of the community. Therefore, even after the crisis situation there is always the possibility to grow and outshine than ever before. "Tourism can offer income and employment through labour-intensive jobs and small-scale business opportunities while also spreading opportunities to areas that are not always economically dynamic, such as remote locations with aesthetic or cultural value" (Yamakawa 2007).

After thirty yearlong prevailing war, Sri Lanka had remarkable growth in Community Business and with the opening of North and North East province of Sri Lanka, the Industry geared towards boosting future along with the contribution of both local and international future. comprehensive policy framework for tourism development in community business development has been established. For example, an Aquaculture park at Batticaloa has been started to promote the sale of gem and jewellery, necessary infrastructure has been developed for MICE tourism. and steps are taken for the development of tourism such as establishing local tourism zones, encouraging theme parks and removal of tax for water sport equipment yachts etc. The introduction of hovercrafts and other water-based sports for tourists, tax holidays for investors had been significant steps. The results of these steps are visible

in the subsequent projects of the tourist promoting bureau. (SLTDA, 2015).

Similarly, during the pandemic the situation there arises the concept "By staying at home today, we can travel tomorrow" The hashtag #Travel Tomorrow encapsulates this message of solidarity and hope, through which the World Tourism Organization (UNWTO) calls for shared responsibility among travellers and the tourism sector around the world to deal with the COVID-19 coronavirus pandemic (UNWTO). This recalls many historical practices in the country that evolve with the crises.

Also, the Ministry of Science and the technology of Sri Lanka discovered the true validity of traditional herbs, as "*Koathamalli*" (coriander) and "*Venivelgeta*" (*Coscinium Fenestratum* or tree turmeric) whose scientific value, proving their well-documented medical values to the world. In western medicine, we learn about immunity in membranes as well as humoral immunity and cell-mediated immunity. The value of "*Koathamalli*" in fighting bacterial infections and the use of "*Venivelgeta*" for viral infections is clearly mentioned, (Colombo/April7/2020, the chief of the Ministry of Science and Technology, Sri Lanka) the idea of using Local medicine to develop community-based tourism is further strengthened (Ranasinghe, Damunupola, Wijesundara, Karunarathna, Nawarathna, Gamage, & Idroos, 2020).

CONCLUSION

The community business in Sri Lanka has experienced so many crisis situations and the resilience process in each and every crisis seems to be so remarkable. Therefore, the Sri Lankan model of crises management is exemplary either man-made or natural, the arrival of crises could be expected at any time. Hence, the measures put in place today will definitely shape the future path of the industry of tourism. It's imperative to build a stronger, more sustainable and resilient tourism economy through healthy crises management. The crisis must be taken as an opportunity to rethink of shaping the future of the tourism Industry for no place in the world is free from crisis. "As it remains feasibly and logistically impossible to insulate against every such contingency, no

tourism destination can ever be completely immune from crisis “(Bierman, 2003). Similarly, each and every case of crisis is original in its way of occurring. Robert and Lajtha (2002) asserts that crisis management remain still in its infancy stage and need a lot of improvement. Hence innovating strategies towards the impact of crises on community business and livelihood would solely base on the theoretical perspectives rather than the lessons learned from the past.

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DESIGN THINKING FOR TOURISM RESILIENCE BUILDING AGAINST POST COVID-19 NEW NORMALITY

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ABSTRACT

Tourism is a human-intensive activity where human beings interact and builds a relationship with other participants of the activity while being at a place which is not his or her residential area, this indicates that the success of any tourism activity relies primarily on the participant's feelings, emotion and well-being. The current pandemic, COVID-19, created detrimental impacts on tourism as travel restrictions were imposed across the globe and destinations were closed to avoid human gathering. Now, for the post-COVID-19, it is important to address the mindset change that has occurred due to the COVID-19 pandemic and for that, human-centric strategies are necessary. This paper analyses how design thinking can help tourism enterprises address the current situation and resurrect faster. The study analyses the benefits of the design

thinking process and mindset change in tourists. Further, a model of design thinking process in tourism enterprises will be developed to design better strategies for a faster resurgence.

Keywords: *Tourism, COVID-19, Design thinking, resilience*

INTRODUCTION

When the world was dealing with drastic climate change, environmental hazards, inequalities, discriminations, disputes and such uncertainties came the COVID-19 pandemic putting the whole humankind in an agony by restricting movements, interactions and gatherings, the three basic phenomena of tourism activity, causing a fierce effect on tourism and allied sectors across the globe.

Unfortunate situations aren't new to humankind and tourism is a sector which is highly susceptible to adverse conditions (Pforr, 2008) but often navigates its way through the crisis. The curiosity factor and the ability to move from one place to another makes human beings travel and that stimulates tourism sector to be resilient even though the sectors are under a constant threat of a looming crisis. Throughout history, we have seen a boom in tourism as it recovers from each crisis and the post-crisis will have tourism business as usual.

Currently, the COVID-19 pandemic has catastrophized travel and tourism sector across the globe as the public gathering got suspended and transportation was shut to control the contagion. The overall impact of the pandemic is devastating, more than 7 lakh confirmed death was reported as on August 10, 2020 (WHO, 2020) and nearly 195 million job losses (ILO, 2020) resulting a mindset change in the general public to be conscious. The UN health chief said 'there is no going back to old normal' (UN News, 2020), this emphasized the need to be more conscious towards hygiene and cleanliness. However, to keep things under lockdown and restrictions is not practical for a long time as it creates a disastrous impact. The researches for the coronavirus vaccine are been conducted in multiple regions and soon the contagion will be controlled. In the post-COVID-19 scenario, as the humankind have a mindset change, the usual way of travelling and tourism business won't be suitable, so the need of the hour is to think creatively and innovatively

to come up with strategies that can support the sector to resurrect faster and move forward sustainably.

Unlike other sectors, tourism directly deals with people (Goodwin & Santilli, 2009), it is all about human interactions and relationships (Pollock, 2013), but since a mindset change occurred in human beings we need to be more human-centric to face the post-COVID-19 business to make tourism resurrect faster and at the same time being more responsible to make tourism sustainable. As the tourism enterprises are readying for the post-COVID-19 scenarios, one efficient model that can be practised to resurge faster is Design Thinking, a process that helps tourism enterprises to understand what tourists need or expect and accordingly design services for post-COVID-19 (Dredge, 2020) to bounce to a new normal.

LITERATURE REVIEW

Design Thinking

Design thinking, a restless reinvention focused on user outcomes is a powerful human-centric process (Lockwood, 2009) meant for enhancing usability and improving user experience. It has over time gained much attention from both academics and practitioners (Beckman & Barry, 2007). Many organizations of different sectors have implemented this process as it helps in transforming the organizational atmosphere (Martin, 2009), developing innovative ideas (Liedtka & Ogilvie, Designing for Growth: a design thinking tool kit for managers, 2011) focusing on customers (Brown, 2009) at the same time creating a platform within the organization to make better decisions (Liedtka, 2014) by working collaboratively leading to organizational learning (Smulders, 2004) and thereby achieving competitive advantages (Martin, 2009). To give a proper definition for design thinking is impractical (Johansson-Sköldberg, Woodilla, & Çetinkaya, 2013) as it is dynamic, complex and nuanced as a function of the specific sector it is applied to (Pressman, 2019). However, design thinking is a continued comprehensive process with a different mindset (Boland JR & Collopy, 2004).

As a human-centric process (Lockwood, 2009) the organizations practising this need to build empathy with their customers (Glen, Suci, Baughn, & Anson, 2015) and their employees must be empowered to observe, analyze and draw conclusions of the customer's wants and needs (Martin, 2009). The organizations thus use emotional language

rather than qualitative language as the conclusions arrived would be words concerned with desires, hopes, yearnings, engagement and experiences (Kolko, 2015).

The first references to design thinking date back to 1950's within the engineering sectors (Dam & Siang, 2020), over the time it evolved and fostered with major contributions from academicians, notable individuals and universities like University of Sheffield, Harvard University, Stanford University, Carnegie Mellon University, University of Texas, MIT etc. (IDEO, 2020). Currently, design thinking is been applied in many sectors including the service sectors to improve the customer experiences (Kolko, 2015).

As proposed by the Hasso-Plattner Institute of Design (Stanford d. school) at Stanford University, there are 5 stages in the design thinking process; Empathize, Define, Ideate, Prototype and Test (Siang, 2020). It has to be an interdisciplinary atmosphere with a diverse group of people (Brown & Wyatt, 2010) to implement design thinking process which starts by observing customers empathetically to understand their experiences. Empathy is the vital factor that makes design thinkers look at the problem from the customer's point of view (Brown & Wyatt, 2010) and gain insights on their needs and wants (Pressman, 2019). Since it is very important to understand the customers, their need and the issue they face, considerable data will be collected depending on the timeframe (Siang, 2020). In the second stage, the collected information will be gathered and analyzed to define the problem in a human-centric manner (Robbins & Devitt, 2017) and for the third stage, ideas will be generated (Siang, 2020) to solve the problem that was identified by collecting data from the customers. Brainstorming happens in this stage in a co-creating atmosphere (Robbins & Devitt, 2017). As many ideas will be gathered initially and through ideation technique best method will be selected to solve the identified problem. Followed by the fourth stage which is an experimental stage (Pressman, 2019) were the solutions found for the problems will be tested to a small group of people to get a clearer view of how real customers would experience. In the final stage the best solution found during the prototyping will be tested (Siang, 2020). As design thinking is a continuous process (Dunne, 2018), the organization would again go back to the first stage and redefine the product to have better experiences for the customers.

The design thinking process has attracted the attention of organizations in different sectors (Schmiedgen, Rhinow, Köppen, & Meinel, 2015). In public sectors, the most significant is the conference on 'International Design in Government' hosted by UK government in July 2018 attracting participants from 26 countries (Dunne, 2018), MaRS in Canada and MindLab of Denmark are yet another example. In the private sector, there are many organizations practising design thinking, a popular example is General Electric (GE) healthcare's MRI Scanning unit for children (IDEO, 2013), the scanning room was redesigned into a colourful room with cartoons to make the children fearless to walk into the scanning room (Wilner, 2015). Both manufacturing and service sectors are using this process to improve efficiency and customer experiences (IDEO, 2016).

Objectives

- To understand how design thinking process helps organizations to address the challenges and harness opportunities in a crises;
- To find out the expectations and intentions of tourists for post-COVID19 travel and tour and;
- To develop a model of design thinking process in tourism enterprises to resurrect from the COVID-19 pandemic and foster sustainability.

METHODOLOGY

Design Thinking Practitioners: As far as content analysis is concern, the researchers have selected 11 sectors for this study, which come under either manufacturing (secondary) sector or service (tertiary) sector or quaternary sector. These are out of 22 categories of industries classified by International Labour Organization (ILO). Of these identified sectors, 23 globally recognized companies or organization using design thinking were analyzed. The secondary data was collected from the different sources like articles, reports and case studies on these organization. The contents in those data were analyzed to understand the significance of the design thinking process and how it helped the specific organization to create innovative products or services.

Tourist: Primary data were generated out of the views of tourists. This data were collected by administering a questionnaire from tourists who often travel. About 50 respondents were identified and the primary data

were collected from them over a structured questionnaire. The questionnaire contained both open-ended, close-ended and multiple-choice questions to collect data on the expectations and intentions of people for post-COVID-19 tourism. Upon understanding the benefits of design thinking process and expectations and intentions of people for post-COVID-19 tourism a model of design thinking process in tourism is developed.

FINDINGS

Design Thinking Practitioners

About 23 organizations and institutes were identified and their design thinking process practices were analyzed. These are classified into two categories. The Table 1 shows the selected organizations under two categories, such as manufacturing industries including food, drink tobacco, mechanical& electrical engineering, textile, clothing, leather, footwear, transport equipment manufacturing, whereas, services related organization including commerce, financial, health, hotels media , transport, software services and education.

Table 1: Selected companies practicing Design Thinking

<i>Category 1 - Manufacturing / Secondary Sector</i>	
Food; Drinks; Tobacco	PepsiCo (Ignatius, 2015)
	The Hershey's Company (Gavazzi, 2019)
Mechanical & Electrical engineering	Apple (Thomke & Feinberg, 2012)
	Samsung (Yoo & Kim, 2015)
Textiles; Clothing; Leather; Footwear	Nike (Unicorn, 2019)
	Adidas (Sykes, 2016)
Transport equipment manufacturing	Tesla (Furr & Dyer, 2020)
	BMW (Stigliani, 2017)
<i>Category 2 - Service / Tertiary Sector</i>	
Commerce	Nordstrom (HBS Digital Initiative, 2015)
Financial services; professional services	Bank of America Corp. (Schmieden, 2018)
	Nedbank (Nedbank, 2018)
Health services	Mayo Clinic (Kim, Myers, &

	Allen, 2017)
	Stanford healthcare (Wykes, 2016)
Hotels; Catering; Tourism	Airbnb (Airbnb, 2019)
	Starbucks (Stinson, 2014)
Media; Culture; Graphical	Adobe (Borba, 2016)
	Hearken (Hearken, 2020)
Transport Services	Changi Airport (Changi Airport, 2020)
	Makassar City (Basu, 2016)
Technology	IBM (Schmiedgen & Rauth, 2019)
	Infosys (Infosys, 2020)
Education	Arizona State University & Brigham Young University-Idaho (Gilbert, Crow, & Anders, 2018)

The study brought out and presented in Table 2 the key strategies adopted by these organizations as a part of practicing design thinking to overcome the crises situation in their respective business transactions with their clients. It is further observed that the most of the these strategies are designed while keeping the customer as center focus and to retain and sustain the customer with better service. At the same time the organization reorientation also taken in to consideration to support the process of design thinking. Especially, innovation and creativity are again become the priority of the organizations to realize the competitive advantage, collaboration and creations of cross functional teams. The post Covid-19 is shifting the business models irrespective of their nature of business towards purpose oriented and sustainability in terms of retaining customer with service beyond the expectations. It is derived from this situation that the new normality after Covid-19 would reflect more emphasis on design thinking of business organization to ensure more pleasure to their customers.

Table 2: Different strategies used by enterprises practicing Design Thinking

<i>Strategies of organizations practicing design thinking process</i>	
01	Customer centric

02	Innovative
03	Creative
04	Improve user experience
05	Mindset change at workplace
06	Competitive Advantage
07	Sustainability
08	Reinventing
09	Collaboration, coordination and co-creating
10	Purpose oriented
11	Empathy
12	Customer Engagement
13	Cross functional team

Tourist

Among the selected 100 respondents, 56 were males and 44 females were took part in sharing information on the given structured questionnaire. All these responded tourists were in the age group of 18-30 years. They were asked about their concern over hygiene conditions while travelling in different mode of transport. The Table 3 indicates the five different types of modes of travel and the concern of tourists in each mode on various hygienic factors. Further, these hygienic factors are looked at two dimensions – a) personal level hygiene practices followed by the tourists and, b) hygiene practices implemented by the organization. This is one of the key issue of this study. Concern over the hygiene factors in the promises of business from the both sides are essential. It is interesting to note that the Table 3 also indicated the tourists preferences of hygiene factors, which were varies from one mode of transport to another.

Table 3: Tourists concerns regarding travelling in post-COVID-19

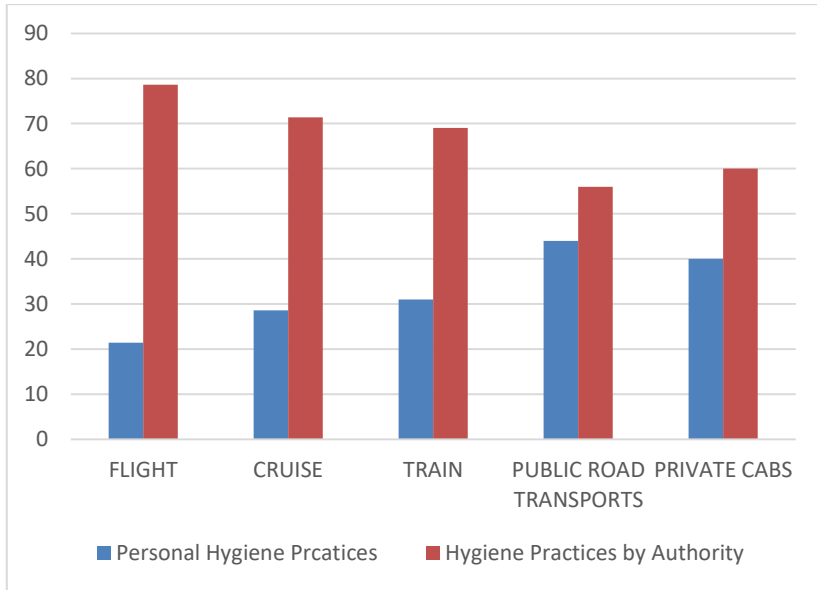
<i>Sl. No</i>	<i>Flight</i>	<i>Cruise Ships</i>	<i>Train</i>	<i>Public Road Transport</i>	<i>Private Cabs</i>
01	Availability of Medical-	Cleanliness	Blankets and beds	Cleanlines s	Safety

	Kit				
02	Disinfecting Airline	Cooked food	Cleanliness	Disinfecting vehicle	Avoid unnecessary contacts
03	Hygiene Practices	Food type	Crowd in general compartments	Hygienic practices	Disinfecting vehicle
04	Inflight Restroom	Hot Drinks	Disinfecting train compartments	Reducing passenger number	Driver health
05	Inflight services	Hygiene	Hygiene practices	Safety	Hygienic practices
06	Luggage Check-In	Hygienic dining facility	Hygienic food	Sanitization	Proper maintenance
07	Onboard Facilities	Hygienic kitchen	Hygienic restrooms	Security	Reducing passenger number
08	PPE kits for Airline staff	Medical team on-board	Outside hawkers	Social-distancing	Safety
09	Queues at Airport	Safety Measures	Packed food	Wearing mask	Sanitization
10	Sanitation	Sanitization	Pantry cars		Use of AC
11	Social-Distance	Social-distancing	Safety & Security		Wearing mask
12	Thermal Screening	Unnecessary contacts with other passengers	Sanitization		
13	Use of AC	Use of AC	Social-distancing		
14	Wearing Mask	Wearing Mask	Trained employees		
15			Wearing		

			mask		
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The statements provided by the tourists regarding their concerns on travelling in post-COVID-19 were analyzed into two, ‘Personal Hygiene Practices’ and ‘Hygiene Practices by the Authority’ and same presented in Figure 1.

Figure 1: Tourists concerns regarding travelling in post-COVID-19



It can be noticed from the above Figure that the majority of the respondents stated that they were more concern on the hygiene practices followed by the organization to ensure the safety of the customers. The tourists felt that the organizational hygiene practices are more important that the personal level hygiene practices. It is followed by the data on various hygiene factors considered for tourism on ‘selecting accommodation, dinning while in tour, tourism suppliers and at a destination’ in post-COVID-19 in Table. 4.

Table 4: Factors considered by the tourist in post-COVID-19 tourism

Selecting accommodation	Dinning while in tour	Tourism supplier	At destination
Follows protocols	Prior bookings	Option to	Hygienic

		customize package	practices
Follows hygiene practices	Sanitization	Hygienic services	Follows protocols
Sanitizations	Social distancing	Select hotels based on hygienic practices	Medical facilities near by
Disinfecting rooms	Digital menu card	Safe transport options	Well sanitized
Doctor on call	Hygienic kitchen	Reduce number of customers handles at a time	Crowd management
Hygienic food	Self-conscious	Be responsible	Do not exceed carrying capacity
Mention updated safety measures in brochure and booking apps	Proper distance between adjacent tables	Add new unique packages	Digitalization of ticket counter
Properly trained staffs	Crowd management	Certifications from recognized organizations	Controlled and safe queues
No self-services	Trained staff for serving	Government approval and certifications	Digital payment
Government approval and certifications	Live kitchen	Follows all the protocols	Reduced contacts with other people
Certifications from recognized organizations	Certifications from recognized organizations	Keeps updated on destination's safety	Trained management
Ratings and feedbacks on digital media		Ratings and feedbacks on digital media	

DISCUSSION

The findings on design thinking practitioners state that the process of design thinking is one of the most appropriate and efficient tool to address the needs of clients and sustain the business in during and post crises situation. Upon analyzing the relevant data from these companies on design thinking practices it was found that they all have seen a significant change upon implementing this process. Their market has increased and their products or services have seen sustained in the market. Not only just in the transactions with clients, but also there were changes within the organization in terms of dramatic shift in the work culture, improved coordination and created a collaborative work atmosphere. Though it was challenging to implement changes in work culture, like the PepsiCo had to mandate that the employees have to adapt to the new work culture (Ignatius, 2015). Once the change happens they were able to see new ideas booming. The employees from diverse section co-created innovative ideas and pushed the companies to achieve competitive advantages by reinventing their innovative products and services with a purpose to foster user experiences.

The findings from the responded tourists who often travel stated that people have a lot of expectations and concerns for post-Covid-19 tourism. The mindset of the tourist have changed and more conscious towards health and hygiene practices. In tourism till 2019, the tourists enjoyed the freedom and unconscious strolling, the crowds and gathering in streets, festivals, carnivals, concerts, and other events, the social interactions, using public spaces fearlessly and so on. In post-Covid-19 tourism, there would be a dramatic shift towards hygienic practices, cleanliness, consciousness and safety. Upon analyzing the statements made by the tourist it was found that they expect changes which are inclined towards hygienic practices and safety from the tour and travel operating organizations.

The business would not go back to the normal way of working (UN News, 2020) as there is a mindset shift in people due to Covid-19 pandemic and since tourism is a human-intensive activity which focuses on interaction and relationships with local community and environment (Pollock, 2013), the sector needs to think human-centric for post-Covid-19 businesses by ensuring hygiene conditions in place. As design thinking process has helped companies to create human-centric

innovative ideas for better outcomes and performance (Wattanasupachoke, 2012) it can be applied in tourism also to develop packages and services in a human-centric approach thereby satisfying the expectation and solving the issues (fear) of people to travel. A model of the design thinking process in tourism enterprises is given in Table 7.

Table 5: Model for using design thinking in tour and travel operating organizations

	Empathize	Define	Ideate	Prototype	Test
Activity	Observe empathetically and analyze the needs, past experiences and mindset change of people (of both tourist and community)	Define the problem observed to the diverse empowered team in the organization.	Brainstorm and co-create innovative ideas to overcome the identified problem.	Experiment the generated idea in small groups.	Apply the idea in packages if it passes the prototype stage successfully
Benefits	Understand the expectations and intentions of all participants of tourism activity	People in all the disciplines of tourism enterprises understanding the current problem	Generation of as many creative ideas to solve the problem	Develop a clearer view of the idea and check its feasibility	Creating unique plans and make tourism more dynamic
Challenges faced	No specific formula,	Analyzing and communicating	Need strong leadership	If the idea fails, the	Getting attached to the

	need good observation and research skills, time-consuming, can be ambiguous	ting the observations. Need good communication skills.	p, cooperation, need a proper atmosphere to brainstorm and create innovative ideas	whole process needs to start from the beginning again which can sometimes make hesitation and loss of interest	initial idea and not going for reinventing.
For sustainability	Always consider people (the tourist, the community near destinations and the service providers), environment and other life in all the stage of the process to create an idea which makes people conscious, service providers responsible and tourism activity to be sustainable.				
Outcomes	Builds empathy, team-working skills, creative-thinking skills, problem-solving ability, responsible, cooperation and dedication. A push to responsible tourism, human-centric packages which meet the expectations of people without disturbing the biodiversity.				

CONCLUSION

It is yet unclear on how travel and tourism activities would be in post Covid-19 new normality but two things are sure that tourism and travel sector would navigate its way through this pandemic and there would be changes in future tourism and travel activities, not just in terms of technology and digitalization but also on how tourism and travel activity would be conducted while overcoming challenge of pandemic fear in the minds of tourists.

As the current uncertainties emphasize the need to acknowledge all life and nature equally, it is now time to rethink the way tourism and travel work. The core of tourism and travel lies in the interaction and

relationship between participants of tourism activity, hence, it is the stakeholders who have to co-create ideas to navigate tourism to boom in post Covid-19. Applying design thinking process helps to create a human-centric plan for post Covid-19 tourism by acknowledging the biodiversity consciously to make tourism resurrect faster and be an activity to regenerate and thrive.

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9

TOURISM SUPPLY CHAIN & CRISIS MANAGEMENT

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ABSTRACT

The chapter aims to investigate the applicable situation between tourism supply chain & crisis management. The study seeks about strengthening the supply chains for crisis management in tourism. The challenges facing the tourism supply chain & crisis management are highly significant in this study. It examines about interpretation for strengthening the supply chain, the way strengthens the supply chain & how they affected crisis management. Generally, a crisis affecting tourism manifest as an event of a set of circumstances which compromise or damage the market potential & reputation of a tourism business or an entire region. Crisis management consists of the “strategies, process & measure which are planned & put into force to prevent & cope with crisis” (office, 2017). On the other hand, the chapter considers the integrated strategies for resilience building & recovery of supply chains. Nowadays, the tourism industry faces significant challenges in mitigating the risk of unpredicted disruption in the supply chain. Hence the study concern for integrating resilience issues in the field of supply chain recovery. The chapter emerges to find out the integrated strategies to overcome this critical problem. Specific factors &

strategies relating to the post-disruption management process were collecting by conducting in depth interviews with the managers & executives of the selected firms.

Keywords - *Crisis Management, Integrated strategies, Resilience building & recovery, Strengthening Tourism Supply Chain*

INTRODUCTION

The chapter seeks to conduct a theoretical holistic analysis of the various criticalities, which are characterizing the tourism supply chain & crisis management. Tourism is now recognized as being an economic activity of global significance. As the importance of the activity has increased, so too has the attention given to it by governments, organizations in both the public & private sectors & academics. In this sense, it is often described as being multi-faceted.

The problem in the chapter describing as how can affect crisis management for the tourism supply chain. This is further contribution to reconfirm the vastness of the sector that is to be explored, demonstrating that the actors involved belong to different, but complementary industries depending on the severity of the tourism supply chain in the situation of crisis management.

This chapter mainly dedicated to identifying the latest affected crisis for the tourism industry, to identify the ways of strengthening the supply chain for crisis management, to identify the challenges facing the tourism supply chain in crisis management, to examine the resilience issues in the field of the tourism supply chain in crisis management, to identify the integrated strategies to resilience building & recovery of the supply chain.

The significance of the study of Tourism Supply Chain & Crisis Management clarifies the way of strengthening the tourism supply chain, resilience building & the much effective integrated strategies for overcome resilience issues. The greater demand for the tourism industry justifies the need for a more effective crisis management system. Thus,

the chapter enriched with the situation of the current tourism industry & the way of crisis management & tourism supply chain management.

LITERATURE REVIEW

Defining tourism is not a simple matter, as it is a complex industry made up of many different businesses, the common theme being that they provide products & services to tourists. The most usually accepted definition of tourism is that provided by the World Tourism Organization: tourism comprises the activities of persons traveling to & staying in places outside their usual environment for not more than one consecutive year for leisure, business & other purposes ((UNWTO), 2020). The definition includes the word ‘staying’ & suggests that tourists stay at least one night.

It is acknowledged by the World Tourism Organization that tourism is the fastest growing economic sector, bringing foreign exchange earnings to countries & creating job opportunities. Jobs are not only created directly in tourism but in the related sectors. Much tourism development occurs in developing countries, bringing economic opportunities to local communities. The study mainly focuses on the tourism supply chain & crisis management in the tourism sector & the way of resilience building.

The tourism supply chain involves many components, not just accommodation, transport & excursions, but also bars & restaurants, handicrafts, food productions, waste disposal & the infrastructure that supports tourism in a destination. Zhang et al. define the Tourism Supply Chain as a network of tourism organizations involved in a series of diverse activities, ranging from providing an entire spectrum of components of tourism products/ services, such as flights, accommodations at the tourism reception desk, & ending with the sale of tourism products in the tourism region. This network includes a wide range of subjects, both from the private & the public sector that are involved in the creation, sale & promotion of tourism products. Shaping tourist supply chains are based on a defined tourist product, which takes the form of the region, the city (Szpilko, 2017).

Crisis Management in general can be described as measures of all types which allow a business to cope with a suddenly occurring danger or risk

situation in order to return as quickly as possible to normal business routine (Martens, Feldesz, & Merten, 2019). Increasingly, crisis situations are affecting the globalized tourism industry. Crisis management in the tourism context refers to the planning & performance of processes directed towards managing the bad effects of crises & disaster on tourism. Unfortunately, we live in a world full of fear. Every day we hear of acts of war, terrorist attacks, diseases, natural disasters, etc. These factors can affect directly or indirectly for the tourism supply chain. We need crisis management strategies to help minimize the impact of a crisis on the tourism industry.

The chapter considers the integrated strategies for resilience building. Resilience refers to the ability of a system to maintain its identity & adapt its essential structure & function in the face of disturbance (Fabry & Zeghni, 2019). Tourism resilience or resilience applied to tourism is the ability of the social, economic or ecological systems to recover from tourism induced stress. The link between resilience & tourism destinations is a significant issue because disturbances are diversifying & not exclusively connected to ecology, climate, & natural environment. Political crises, sanitary disaster, terrorist attack, industrial risks, digital economy & its blurring effects on tourist tourists' behaviors such as shocks.

METHODOLOGY

In this study, using the qualitative method based on the interview. The interview was employed & professionals in the tourism industry & academic sector in Sri Lanka. The population mainly focused on the industrial community in the tourism sector. The interview based on two professionals & two industrial persons. The research based on both primary & secondary data. The methods of primary data collecting based on telephonic investigations which means the collection of data is done by asking questions over the telephone & face to face interviews. Face to face or personal interviews are very labor intensive, but can be the best way of collecting high quality data. The secondary data based on books, book chapters, journals, electronic sources & other publications. The data analysis technique based on the qualitative method.

ANALYSIS AND DISCUSSION

1. Interviewee Analysis

Table 2: Interviewee Analysis

Position	The experience in the tourism industry	The involvement for the tourism industry
Professor (Dr.)	14 years	Tourism advisor Tourism Specialist
Professor	25 years	Tourism Specialist Academic Author
Housekeeping Executive	23 years	Involvement as a hotelier
Senior Tour Executive	10 years	Tourism service provider Tour operator

2. Strengthening the tourism supply chain for crisis management

I. Interpretation for Tourism Supply Chain

There are two types of Tourism Supply Chain. The first one is short supply chain & the other one is long extensive supply chain. The short supply chain can be identified as a minor level & consists of small service providers. The area is micro & small, with limited value. It changes scope in local areas. The value change is localized. The second one is long extensive supply chain can be identified as comprehensive in the country in a mini geographical area to cover large extensive area & go beyond the political boundaries. They are making different types of value addition & subcontracts under their supervision. In this situation medium enterprises destination wise & localized.

On the other hand, according to the interview the tourism supply chain can be identified as the interconnectivity of the tourism system. The tourism system consists of tourist demand, transport, accommodation, food & beverages, government facilities, infrastructure, etc. It consists of supplying sectors of vegetables, fruits, building materials & so on.

Tourism organizations engaged in different activities & things from the supply of different components of tourism.

The tourism supply chain in the other hand a network of tourism organizations supplying different components of tourism products or services such as flights & accommodation for the distribution & marketing of the final tourism products at a specific tourism destination, & involves a wide range of participants in both the private & public sector.

II. The latest affected crisis for the tourism industry

Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4
Globally & Regionally affected	Covid 19 Tsunami World Trade Center blast Gulf War	Covid 19	Covid 19 Easter Bomb Blasting Tsunami Victims
Covid 19 Tsunami Iran Crisis Indian Pakistan crisis 2008-2009 Financial crisis & economic slowdown			
Regionally affected			
Easter Sunday attack Civil war British tourist murder case Natural disasters Earth slips Floods Droughts Cyclone Political unrest related to the election campaign			

Table 3: The Latest Affected Crisis for the tourism industry

As the interview when considering the way of affecting the above crisis for the tourism industry it can be discussed like this. Tourism demand

affected inbound & outbound tourism, service providers, the effect of regulations, and unavailability of travelling facilities. On the other hand, it affected through the household income, through the destination image & popular psychological factors.

This situation affected on the other hand decline the tourist demand (tourist flow), destroyed infrastructure, loss of government revenue, decrease foreign exchange earnings, loss of employment opportunities, slowdown the regional development & community income & loss of profit to the tourism industry.

Tourism of Sri Lanka faced great damage because of the tsunami as it's caused to receiving fewer guests for medium & large hotels. Easter bomb blasting also affected badly because they have targeted leading hotels & we have loosed valuable human resources. Somehow we managed to recover from that crisis also but after that spread of the corona virus it affected worldwide making a long term disappointment. Covid 19 is the most recent affected crisis for the tourism industry. In this point of view, this pandemic affected on tourism industry directly due to the travel restrictions & slump in demand among travelers.

When discussing the effect of crisis management on the tourism supply chain it can be identified as the national & international level. Losing income of service providers will be affected to national revenues, foreign currency exchange & Gross Domestic Product (GDP) in a direct manner. On the other hand, it affected indirectly for the investments, capacity underutilized or fully utilized, research & developments, marketing sector, earning profits, stock market, imports & exports & so on. Generally, a crisis affecting tourism manifests as an event or set of circumstances which compromise or damage the market potential & reputation of a tourism business or an entire region.

III. The way of strengthening the Tourism Supply Chain

Fierce global competition in the 21st century has resulted in a focus on supply chains rather than individual companies. From the macro perspective, a supply chain is a network of enterprises that are engaged in different functions, ranging from the supply of raw materials through the production and delivery of end products to target customers. From

the micro perspective of a firm, a supply chain is a network of nodes that perform functions such as the procurement of raw materials, fabrication of parts, assembly and subassembly of components, final assembly of end products, and delivery of finished products to regional distribution centers/ customers.

In the point of view in the way of strengthening the Tourism supply Chain government involvement in rebuilding the tourism industry including infrastructure & other facilities is much important. On the other hand, it should rebuild the tourist destination or the service if affected by any other crisis. Development incentives such as tax reducing, loan facilities are more practicable strengthening ways & also it can do some advertising campaign to rebuild the situation. It can be promote selected products, research & development to prevent those effects.

IV. Challenges facing Tourism Supply Chain

To identify the key challenges for successful Tourism Supply Chain Management, understanding of the characteristics of tourism products & the tourism industry is of central importance. A part of the service sector of the global economy, tourism possesses a number of characteristics that distinguish it from the manufacturing & primary sectors. The six characteristics of tourism are outlined as follows.

Tourism is a coordination intensive industry in which different products or services are bundled together to form a final tourism product. Second, as services cannot be stored for future use, a tourism product is perishable. Third, a tourist needs to travel to destinations where tourism products are produced to consume these products. Fourth, tourism products are complex in nature. Fifth, tourism products are heterogeneous & compound, consisting of many different service components. Finally, the tourism industry often faces higher demand uncertainty & more complex dynamics than its counterparts because of intensive completion among service providers.

Any significant crisis in categories 1-5 will affect the tourism sector's ability to operate normally, either because of damage to infrastructure facilities or because of the destination will be perceived as unsafe. The

principal consequence of crises is a rapid decline in overall tourist arrivals & occupancy levels for hotels, tour operators & airlines due to: physical damage to tourism infrastructure especially in the case of natural disasters, heightened perception of risk & erosion of consumer confidence especially in the case of terrorist attack, decisions by consumers to cancel or postpone their trips, removal by tour operators of holidays in affected countries from their brochures & product listings. The decision by airlines to reduce flight to affected destinations.

These issues will result in a loss of jobs & a fall in the economic benefits of tourism, including reduced incomes for businesses & individuals along the supply chain & loss of tax revenues for governments, & in the case of a crisis of longer duration reduced investments in facilities. Many disruptive events are limited to a relatively small geographic area within a country but market concern about the safety of travel & negative image may apply to the whole country rather than be limited to the specific area affected.

3. Integrated Strategies for resilience building & recovery of supply chain

I. Resilience issues in the field of Tourism Supply Chain

Sharing insights on the first high level meeting titled ‘putting people first: building a more resilient tourism sector in Sri Lanka’, experts underscored the importance of rebuilding & revitalizing the sector, which will require collective efforts of every stakeholder, while emphasizing that the national roadmap will inform the Government’s Strategic Action Plan 2021-2024 for the tourism sector. Workers & businesses linked to tourism are currently facing crippling income & employment losses, while foreign exchange earnings from tourism are also fallen drastically. These losses have been particularly detrimental to many micro, small & medium enterprises (MSMEs) & informal workers resilience on the tourism sector. On the other hand, it can be seen resources related issues, tourist perception related issues, accumulated issues & limited government involvement.

II. Integrated Strategies for overcome resilience issues & Tourism Supply chain

Tourism is a vital economic sector for Sri Lanka, accounting for 5% of its Gross Domestic Products & employing 250,000 persons directly & up to 2 million persons indirectly. It is of the worst impacted socio-economic sectors from the crisis. To overcome the issues of resilience it can be introduced new policies & strategies both government & private sectors involvement. From this point of view, it can be examined the proactive to strategically deal with complexity. Few studies generally conceptualized the trade-off effect of proactive elements ‘efficiency-flexibility-resilience’ in disruption management (Dimitry, Sokolov, & Dolgui, 2014). On the other way, it can be followed by preventive strategies, cushioning strategies, long term strategies & new marketing strategies.

CONCLUSION

This paper extends the Tourism Supply Chain & Crisis Management research by focusing on the tourism industry from the systematic perspective of tourism supply chains. Tourism Supply Chain has emerged as an important area in tourism research and is attracting increasing attention from both the academic and practitioner communities. The paper has set out a new agenda for crisis management & resilience building research. Under the proposed conceptual framework, the relationships among and performance of individual tourism firms in a tourism supply chain can be investigated based on different cooperation, coordination, and competition strategies and different power and channel structures and market demand functions. In addition, the decision dynamics of enterprises and the supply chain can be studied at the strategic, operational, and tactical levels.

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WEB & SOCIAL MEDIA PROMOTION - POST DISASTER MARKETING FOR PROMOTION OF TOURISM

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ABSTRACT

Present days, COVID 19 is a major disaster for the tourism industry. It decreases 44% global tourist arrivals in the first four-month in the 2020 year and USD 195 billion loss of international receipts when comparing the previous year. At the national level, Sri Lanka has been hit by COVID 19 disaster. Sri Lanka had previous best practices in post-disaster marketing for promoting tourism. In the 2009 year, the Sri Lankan government ended a three-decade war. When stepped to the 2019 year, the tourism industry became the third foreign exchange earning source in the country. Even after the Easter Sunday attack, Sri Lanka was ranked as a top travel destination in the 2019 year according to the lonely planet web page. Destination marketing organizations are liable organizations for the market destination. Those organizations need to improve the attractiveness and competitiveness of destination after the disaster, performance of destination, manage tourism in the destination, and improve the effectiveness of marketing. In the Sri Lankan context, there is a responsible role for national promotional organizations and private destination management organizations. Promotion acts as a communication channel. In the tourism industry, it creates

communication bridges between promotion organizations and tourists. Post-disaster tourism promotion is so important today and it is an important fact to develop tourism and to get a greater share of the tourism sector. Because of this reason, it is important to introduce the touristic places in Sri Lanka as planned and programmed. Promotion activities of tourism help to get the attention of potential customers. The strength of promotional activities helps to change the buying behavior of tourist and tourist perception about destination again the post-disaster. The study objective is to determine the effectiveness of web promotion activities via social media (Facebook, Instagram, YouTube, Web sites, etc.) in post disaster period. To achieve the study objective, the author analyzes literature, industry expertise experience in the Sri Lankan context. Web promotion is one of the most effective tools for destination promotion and it is used as a promotion tool. Every dimension of the web can be used to enhance effectiveness. Social media is one of the other most powerful parts of the tourism industry. Social media has emerged as a new way to integrate information in post-disaster.

Keywords: *Post Disaster Marketing, Destination Marketing, Web promotion*

INTRODUCTION

Tourism plays a major role in the world as a growing industry sector and it also has become an important part of the Gross Domestic Production of both developing and developed countries. In the Sri Lankan context, the tourism industry has been identified as one of the major industries which have the potential to contribute immensely to the growth of Sri Lankan economy. Sri Lanka is a tropical island surrounded by the Indian Ocean which has rich tourism resources and has been considered as one of the attractive tourist destinations in the world. Due to the three-decade ethnic conflict, the Sri Lankan tourism sector had been badly hit until 2009. The Sri Lankan government ended a three-decade war and the voice of Sri Lanka was broadcasted all over the world by relevant public and private organizations. Sri Lankan tourism achieved a new record high showing new arrivals of over 2.3 million in 2018. When stepped to

the 2019 year, the tourism industry became the third foreign exchange earning source in the country. Even after the Easter Sunday attack, Sri Lanka was ranked as the top travel destination in the 2019 year according to the lonely planet web page. Especially in the tourism industry, the destination cannot be offered for the tourist without promotion and marketing. If the strength of tourism promotion is high, the development of tourism can be achieved at the expected level. Promotion coordinates all seller initiated efforts to set up information and channels, sell products and services, or promote an idea (Belch & Belch, 2003).

Destination Management Organizations are promoting a certain destination. These kinds of organizations use effective marketing and promotion methods. Present days, COVID 19 is a major disaster for the tourism industry at an international level. It decreases 44% global tourist arrivals in the first four-month in the 2020 year and USD 195 billion loss of international receipts when comparing the previous year. When stepping into the post-disaster period, the tourism industry needs to recover, resilience and rebuilding via proper post-disaster marketing. Post-disaster tourism promotion is so important today and it is an important fact to develop tourism and to get a greater share of the tourism sector. Because of this reason, it is important to introduce the touristic places in Sri Lanka as planned and programmed.

Therefore, the study problem identified as how the selected destination promotional activities “web promotions, Social media promotions (Facebook, Instagram, YouTube) ” conduct by destination Management Organizations will effects destination performance through tourist arrivals in the post-disaster period. Will these activities be effective?

Study Objectives

- To determine the geographic profile of industry respondents
- To identify the relationship between web promotions and expected foreign tourist arrival to Sri Lanka in post disaster time period.

- To identify the relationship between Social media promotions (Facebook, Instagram, YouTube) and expected foreign tourist arrival into Sri Lanka post disaster time period.

Study Questions

- What is the geographic profile of industry respondents?
- What is the relationship between web promotions and expected foreign tourist arrival to Sri Lanka in post disaster time period?
- What are the relationships between Social media promotions (Facebook, Instagram, YouTube) and expected foreign tourist arrival into Sri Lanka post disaster time period?

LITERATURE REVIEW

Promotion acts as a communication channel. In the tourism industry, it creates a communication bridge between promotion organizations and tourists. As per the above explanation, Tourism promotion acts as a vital role in the tourism marketing process. It encourages customers to travel to a specific destination by providing relevant information about the destination. Tourists are encouraged by the destination promotion plan. At present, the planned program acts as an important factor to develop the tourism sector and get a greater share of tourism. (Sahbaz & Keskin, 2012). Tourism promotion is so important today and it is an important fact to develop tourism and to get a greater share of the tourism sector. Because of this reason, it is important to introduce the touristic places as planned and programmed. Promotion activities of tourism help to get the attention of potential customers. Also, the strength of promotional activities helps to change the buying behavior of tourists and tourist perception about destinations.

Destination promotion is the front view of destination marketing. It provides all aspects of information about the destination and its attribution to the target audience. It communicates information and enhances customer visits to a particular destination (World Tourism Organization, 2007). According to the World Tourism Organization (2017), destination promotion is a process. The promoter should identify who is the target audience or market. As per the consideration of the

destination life cycle, promotional objectives should be determined. After determining the promotional appropriation, a promotional organization can establish a promotional mix. DMOs identify the target audience to conduct destination promotion activities.

The components of promotions explain the promotional mix. A mix of promotional elements is used as a way of communicating product or service attribution to potential customers. Sometimes, the role of intermediaries acts as a contributor to effectiveness promotions (Cuellar-Healey, 2013). In the tourism sector, destinations include attractions, accommodation providers, and service providers such as travel agents. In a successful destination, service providers communicate the destination and its service attribution to the potential customers. The promotional mix is the body of promotion. Elements of the mix generate interrelation with each other.

Promotion is the process of message communication. Messages should be influential to motivate the purchase decision of customers. Different channels were available in the organization to help communicate the message to the customer. Those channels are identified as promotional mix (Sunday & Bayode, 2011). Also, a promotional mix can be defined as the basic tool of an organization that helps to accomplish organizational communication objectives (Belch & Belch, 2003). The promotional mix includes four elements such as advertising, personnel selling, public relations, and sales promotion. Promotion is one of the variables through which information regarding products or services is being communicated to customers to change their attitude and behavior. Marketers are concerned with the effective utilization of promotion-mix to increase sales and market share (Patwa & Patwa, 2013). The effectiveness of promotions increases the incensement of market share. In the tourism sector, the effectiveness of promotions affects tourist arrivals.

Advertising is a non-personal presentation and promotion activity. It's about ideas, goods, or services by an identified sponsor (Kotler & Armstrong, 2012). Visitors' responses to advertising help to improve visitation across the jurisdiction of a destination and embrace establishment in the destination (McWilliams & Crompton, 1997). Also, it is a popular promotional tool used in the tourism industry. By using

advertising, promoters can communicate with a large market within a small time period. The personnel selling concept is far beyond advertising. In conducting personal selling, selected sales force tries to promote product or service, makes sales, and build relationships with customers by using personal presentations (Kotler & Armstrong, 2012). Personal selling and advertising are not sufficient promotions for destination promotions. The next part of the promotional mix is public relations. It can be used in tourism to reach tourists who avoid advertising and personnel selling. It realizes news, speeches, special events, written materials, audiovisual materials as a major public relation tool. Organizations can use public relations as personal or non-personal. By using a public relations tool, an organization can gain a competitive advantage over advertising and public relations.

Sales promotion is another important part of the promotional mix. According to Kotler & Armstrong, (2012), sales promotion is a short term incentive. It encourages the sales or purchase of a product or service. In tourism, sales promotion affects tourist arrival to destination. Sales promotions have a short time effect. Sales promotion mostly uses to achieve a strong and quick response from destination promotion activities. Strong and quick responses from tourists gain an advantage for the tourism destination. In the tourism industry, the final outcome of sales promotions is to maximize tourist arrivals to the destination. Usually, sales and promotions are used together with other promotional mix tools such as advertising, personal selling, and direct marketing (Kotler & Armstrong, 2012). To conduct a successful sales promotion campaign, promotion organizations should practice other promotion tools as well. Because the effectiveness of destination promotion activities depends on successful promotion campaigns.

Web promotion is one of the most effective tools for destination promotion. By using web promotion, web promotion can communicate with tourists who are away in the normal potential market. For the destination marketing organization, the web is an effective tool. As a liable destination marketing organization, SLTPB uses web promotion for destination promotion. The Internet is the most effective global communication method. Sri Lanka tourism improves the web portal to promote tourism. It is accessible to potential tourists. Tourists can gain information about events, country, attraction accommodation, tour

organizers, and transport (Ministry of Economic Development, 2011). Web promotion affects tourists' travel motivation. Videos, pictures, and other information have improved awareness about the destination.

Most destination marketing organizations have developed Websites that are interactive. These interactive websites generate fresh opportunities for suppliers. Then, they are involved in a destination.

Together, destinations can be offered as a specific product to individual visitors or tourists (Palmer & McCole, 2000). When the web is used as a promotion tool, every dimension of the web can be used to enhance effectiveness. Social media is one of the most powerful parts of the tourism industry. Social media has emerged as a new way to integrate information and information. The tourism industry gains advantage from social media such as destination reputation creates consumer opinion, spreads information about the destination, and positive word of mouth about the destination (Zeng, 2013). Social media such as Facebook, Instagram, and YouTube are effective web promotion tools. DMOs use the above social media tool as a web promotion. Because tourists can easily access social media for the post-disaster period.

METHODOLOGY

The researcher conducted this study using a quantitative method. The population was tourism promotional personnel in the Sri Lankan tourism industry. For the study sample, 50 travel agency (DMO) professionals were selected to collect opinions for the post disaster marketing and promotions in the Sri Lankan tourism industry after COVID 19 pandemic. A convenient sampling method is used as sampling techniques for this study. Both primary and secondary data are used to collect the data for the study. Self-administrative questionnaire consisting of two parts (part A – geographic, part B – five-point liker scale questions), and it was used as a primary data source. Secondary data was e-books, publications, journal articles, etc. Independent variables are identified as web promotions, Facebook promotions, Instagram promotions, and YouTube promotions. The dependent variable was identified as the expected foreign tourists' arrivals to SL after the COVID 19 pandemic. Further, the collected data analyzed by SPSS and reliability and validity

test, Pearson correlation analysis, ANOVA are conducted to determine the research objectives.

ANALYSIS AND DISCUSSION

According to the geographic profile of the tourism industry respondents, 46% are female employees, and the rest 54% are male. Also, 26% of them were executives in the travel field. Accordingly 42%, 32% were Assistant managers and Managers. 50% of respondents had more than five years of experience in the tourism field. 28 % had four years of experience and the rest had less than four years of experience. 30% of the respondent group had the postgraduate qualification and 44% were graduates. Also, 20% were diploma holders. When concerned respondent's expectations about tourism industry recovery, 96% of them are expecting the tourism and hospitality industry will be recovered very soon, and still 84% of them had future intentions to work in the industry. But 10% is still not been decided yet.

Table 01; Validity and Reliability

Variables	Cronbach's Alpha	KMO and Bartlett's Test
Web promotions	0.700	0.639
Facebook promotions	0.866	0.781
YouTube promotions	0.828	0.699
Instagram promotions	0.810	0.709
Expected tourist arrivals	0.836	0.827

Source: Survey Data 2020

For this study, the researcher has used Cronbach's alpha coefficient to find reliability. Generally, less than 0.6 values are considered to be poor and over 0.8 is good (Sekaran, 2003). Therefore all variables are reliable. KMO & Bartlett's test is used to measure the validity of this questionnaire. Generally, the worldwide acceptance range recommends a bare minimum of 0.5 and that values between 0.5 and 0.7 are mediocre values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb (Field, 2009). Based on table 01 values, all variables are valid.

Table 02; Correlation

Variables	Pearson Correlation	P – Value (sig. value)	Null Hypothesis (H0)	Alternative Hypothesis (H1)
Web promotions - Expected tourist arrivals	0.525	0.000	Rejected	Accepted
Face book promotions - Expected tourist arrivals	0.733	0.000	Rejected	Accepted
You tube promotions - Expected tourist arrivals	0.717	0.000	Rejected	Accepted
Instagram promotions - Expected tourist arrivals	0.631	0.000	Rejected	Accepted

Source: Survey Data 2020

Tourism industry professionals are expecting tourist arrivals after COVID 19 pandemic. This study emphasizes their opinions about web and social media promotions as post-disaster marketing strategies. They expect tourist arrivals will increase in the post-COVID disaster period via web and social media promotions. Therefore Pearson Correlation analysis illustrates this. Correlation analysis measures statistically the extent and nature of the relationship between two intervals or variables. Pearson's coefficient of correlation value -0.7 is a strong negative, -0.3 is a weak negative, 0 is perfect independence, $+0.3$ weak positive, $+0.7$ is a strong positive (Saunders, Lewis, & Thronhill, 2009). According to industrial personalities perception, expected web promotion and Instagram promotions create weak positive relation with expected tourist arrival after COVID 19 disaster. Also, industry workers' perceptions describe, expected Facebook promotion and YouTube promotions create a strong positive relationship with expected tourist arrivals after COVID

19 disaster. This means Facebook and YouTube promotions are highly recommended as post-disaster marketing and promotion for tourism.

Based on the analysis, the accepted hypotheses are,

- There is a significant relationship between web promotions and expected tourist arrivals in post disaster period
- There is a significant relationship between Facebook promotions and expected tourist arrivals in post disaster period
- There is a significant relationship between YouTube promotions and expected tourist arrivals in post disaster period
- There is a significant relationship between Instagram promotions and expected tourist arrivals in post disaster period

R Square's value is 0.698 and it is higher than 0.5. R Square depicts the percentage of variance. The researchers used R Square to calculate the variance percentage of the dependent variable from independent variables. When the sample was considered, the researcher was able to find that there was 69.8% of the variance in the expected tourist arrivals (dependent variable) interpreted by the independent variables (Web promotions, Face book promotions, YouTube promotions, Instagram promotions).

CONCLUSION

Web promotion is one of the most effective tools for destination promotion and it is used as a promotion tool. Every dimension of the web can be used to enhance effectiveness. Social media is one of the other most powerful parts of the tourism industry. Social media has emerged as a new way to integrate information in post-disaster. This study was conducted to identify the relationship between webs, Facebook, Instagram, YouTube promotions, and expected tourist arrivals after the COVID disaster according to the tourism industry personality's perception. The results were expected web promotion and Instagram promotions create weak positive relation with expected tourist arrival after COVID 19 disaster and expected Facebook promotion and YouTube promotions create a strong positive relationship with expected tourist arrival after COVID 19 disaster.

The current new normal situation has deviated more from the previous situation in the entire world. In the tourism sector marketing and promotion activities need to shift from previous. According to Sri Lankan tourism industry expertise, web promotion, and social media (Facebook promotions, YouTube promotions, Instagram promotions) are important facts for future tourism industry development. Also, those are the most suitable tools for post-disaster marketing and promotions. Facebook and YouTube promotions are highlighted and expected tourist arrivals in the post-disaster period are high. This means Facebook and YouTube promotions are highly recommended as post-disaster marketing and promotion for tourism. This study finding can be used for the purpose of post-disaster marketing for the tourism industry. Both private and public organizations that focus on tourism promotions and marketing can use these findings.

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REBUILDING TOURISM IN SRI LANKA: SHORT AND LONG TERM APPROACHES OF THE SRI LANKAN GOVERNMENT TO MITIGATE THE IMPACT OF COVID 19 GLOBAL PANDEMIC

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ABSTRACT

The effect of COVID 19 Global Pandemic to the tourism industry caused the complete shutdown of tourism not only Sri Lanka also in the global context. Top tourist generating markets of Sri Lanka are China, India and UK. Unfortunately, all these markets were badly suffered from the COVID 19 pandemic. The nature of the tourism system contributed to the spread of the disease and experienced the impacts of the disease along all parts of the tourism value and supply chains. The Sri Lankan Government and industry professionals are taking various measures to take the industry into normality. The government is in a challenging situation to develop resilience strategies to minimize the impact to the tourism sector. Main objectives of this paper are, first, to identify the impact of COVID 19 pandemic on the tourism industry in Sri Lanka and second, to identify the action plans and policies taken by the Sri Lankan government to mitigate the impact of the pandemic. This research addresses the question of government role in this situation and the success of their approach. The study was carried out using different

methods, first, a desk review was done to identify the impact COVID 19 pandemic on tourism industry using different data sources. Then, the semi structured interviews were held with the officials of the Sri Lanka Tourism and Development Authority (SLTDA), Provincial level tourism authorities, Tourism professional organizations, Ministry of Tourism, COVID 19 special task force to identify the true effect of the pandemic and the resilience strategies taken by the government. The findings revealed that the government has taken various measurements to face the situation in long and short term such as preparing comprehensive operational guideline for airports, travel companies, accommodation sector and travel options within the country, introducing extensive health and safety protocols to secure traveler experience, several relief measures to the tourism and hospitality stakeholders, COVID 19 health certification system, obtaining the technical and management assistance from United Nations Development Programme (UNDP) to develop a Resilient Roadmap, developing a travel app to facilitate tourists in post COVID 19 situation, Collaborative destination promotional campaigns, appointing a president task force to have a close contact and get the views from all the stakeholders in the industry, Launching a promotional campaign to re-position Sri Lanka again as the best travel destination in the world.

Key words: *COVID 19; Pandemic; Resilience Strategies, Government approach, Tourism Industry*

INTRODUCTION

Sri Lanka has identified tourism as one of the key development strategies of its local economy. The industry has been growing rapidly since 2009 after ending the terrorism problem of the country and the total tourist arrivals has exceeded 2.3 million in 2018. Unfortunately the growth of the tourism industry in Sri Lanka was halted last year April with the Easter Sunday terrorist attack.

Sri Lanka Tourism industry was in a situation of recovering from that terror act, when COVID 19 crisis emerged. The travel and tourism

industry worldwide has faced a major downside with the ongoing COVID-19 crisis. This pandemic is a double blow to Sri Lankan tourism sector. The tourism industry in Sri Lanka is totally collapsed, the cities were locked down, airports were closed, and many travel restrictions were imposed. The Sri Lankan government has intervened to handle the crisis situation; however, it was very tough since everyone is in shock and conflicted situations. This is a strong challenge for the government and destination marketers in encouraging tourist arrivals with the new health precautions and safety guidelines. The government has taken some positive steps for the safeguard of the industry. It is essential to think about a proper crisis management not only to mitigate the current issue also to face the future challenges. However, the implementation of them in short term as well as long term is vital. Taking actions are louder than words. Tourism will be relatively slow in returning to normalcy. It is estimated that, it will take a long time for people to start their leisure travelling once the immediate threat subsides, and airline connectivity and airports start functioning, for tourism to really come back to the normalcy. The COVID 19 pandemic has affected to the whole supply chains of Sri Lankan tourism. Therefore, the whole industry should effectively develop the resilience strategies to recover losses (Miththapala, 2020). Though the situation of Sri Lanka Tourism is currently in a bizarre, the Sri Lankan government and tourism industry professionals are taking strategic plans to take the industry into normality. Main objectives of this paper are, first, to identify the impact of COVID 19 pandemic on the tourism industry in Sri Lanka and second, to identify the approaches taken by the Sri Lankan government to mitigate the impact of the pandemic. This paper addresses the question of government role in this situation and the success of their action plans and approaches. This review is really important for policy makers and planners in the region and the world. They can adopt the success stories of the Sri Lankan government to their context while avoiding the pitfalls.

Impact of COVID 19 Pandemic to Sri Lankan Tourism Sector

The number of tourist arrivals to Sri Lanka was increasing rapidly after the end of Civil war in 2009. Tourism became one of the main foreign exchange earner in Sri Lanka and provided large number of direct and indirect employment opportunities to Sri Lanka. It helped to reduce the

unemployment ratio. It recorded a 2.3 million tourist arrivals and Foreign exchange earnings of o 711,961 million rupees at the end of 2018 (SLTDA, 2018). But unfortunately, after the Easter Sunday attack in April 2019, Tourism sector in Sri Lanka faced a huge challenge.

The Industry growth was disrupted and suffered a loss of \$1.5 billion of tourism revenue. However, Sri Lankan tourism were able to recover it within 5 to 6 months and regained the position of Tourism sector as the world top travel destination for certain extent. But, unfortunately the effect of COVID 19 global pandemic to the tourism industry caused the complete shutdown of tourism not only Sri Lanka also in the global context. As a result the regaining momentum of the tourism industry was again stuck. Therefore, now the tourism sector in Sri Lanka is facing the challenge of finding solutions and remedial measures to overcome the negative impact to the industry. The COVID-19 pandemic can cause sudden collapse in the tourism sector. Mainly the economic situation, employments and the living standards of tourism industry employees. Sri Lankan Tourism sector consists of various stakeholders such as investors, employees, suppliers, private institutions, SME business sector operators etc. These all stakeholders are facing a huge financial crisis in a different scale. They are currently in a situation of surviving.

Top tourist generating markets of Sri Lanka are China, India and UK. Unfortunately, all these markets were badly suffered from the COVID 19 pandemic. China was the origin country of the virus and then it spread globally. The most affected destination was Europe and America in terms of spread of the virus and the mortality rate. As a result of this impact, Sri Lanka is not getting any bookings for the 2020 winter season from source markets. Many tourism establishments including airlines, hotels, travel agencies tourist shops, SME's, tour guides are facing the challenge of surviving. There is a danger of closing some small and medium scale companies forever and for a long period temporary shutdown. Not only small and medium scale establishments also large scale MNC's are already started laying off temporary and casual staff, stopped salary increments, and even cut salaries at different percentages. Tourism will be relatively slow in returning to normalcy. It is important for people to start travelling once the immediate threat subsides, and airline connectivity and airports start functioning, for tourism to really come back to the normalcy. It will take a long time. The COVID 19

pandemic is affecting to the whole value and supply chains of Sri Lankan tourism. Therefore, the whole industry should speed up the recovery stage (Miththapala, 2020).

The number of international tourist arrivals to Sri Lanka declined in March 2020 by 70.8 percent in comparison to 2019 as the tourism industry is hit hard by the coronavirus outbreak. This was due to the termination of all passenger flight and ship arrivals into Sri Lanka from the mid of March 2020 (SLTDA, 2020). In March, the largest source market for tourists was India, followed by the Russian Federation and United Kingdom. It shows the significant change of the source market. China was one of the main source market in Sri Lanka up to February 2020. With the emergence of COVID 19 pandemic, they were not even in the top ten source market. It was a huge loss to Sri Lankan In bound tourism sector. In comparison to March last year the highest decline of 85.7% was recorded for Middle East region while Americas recorded a decline of 83.4%. Africa recorded a decline of 77.9 % whereas Asia and Pacific recorded a decline of 75.4%. A decline of 64.3% was recorded from Europe (SLTDA, 2020). Though the situation of Sri Lanka Tourism is currently in a bizarre. The Sri Lankan Government and tourism industry professionals are taking strategic plans to take the industry into normality. However, it won't be easy without addressing the sustainability dilemmas in the industry. Hence, post pandemic plan should be identified while taking strict measures to control the spread of the disease. Then only, Sri Lanka can reduce the negative impact of this crisis to tourism sector and recover the sector.

METHODOLOGY

The study was carried out using different methods, first, a desk review was done to identify the impact COVID 19 pandemic on tourism industry using different data sources. Then, the semi structured interviews were held with the officials of the Sri Lanka Tourism and Development Authority (SLTDA), Sri Lanka Tourism Promotion Bureau (SLTPB), Provincial level tourism authorities, Tourism professional organizations, Ministry of Tourism, COVID 19 special task force to

identify the true effect of the pandemic and the resilience strategies taken by the government.

FINDINGS

The Sri Lankan government has taken various actions and policy decisions to mitigate the COVID 19 pandemic. They can be divided as short term and long term resilience strategies. The difficulties faced by the tourism industry should be addressed immediately to sustain their business. In the interviews, the researcher has identified some positive policy decisions and actions taken by the government. However, as a country, Sri Lanka is still not ready to face future crisis like this. It has to be addressed immediately with a long term plan.

Short term strategies and actions taken by the government

Establishing a Presidential Task Force to combat COVID 19

Establishing a Presidential Task Force to combat COVID 19 in Sri Lanka is a good move of the government to address the issue immediately. The membership of the Task force includes provincial governors, several secretaries to ministries, commanders of tri-forces, security chiefs' chairmen of several departments, corporations and divisional secretaries. This Task force was responsible to prevent the spread of the pandemic and maintain the day to day life of the community as usual in this situation. Some of the main responsibilities of this taskforce was to distribute the food to all the districts, encouraging agriculture sector and providing facilities for farmers and home gardening, Giving special attention to the women, low income families and vulnerable persons in this situation. Further, Task Force is empowered to continually sustain the process that required for maintaining the day-to-day life of the community, including the distribution of medicines and the opening of commercial banks.

Develop the trustworthiness of safe travelling

In this critical situation, it is important to take short term action plan to encourage and promote the tourists to travel in Sri Lanka while

considering the safety aspects. In that case, government should take initiatives which are suitable to mitigate the impact. First, Sri Lanka should be in the safe travel list and resume international tourism in Sri Lanka in a COVID-19 safe environment. Government should assure of developing a protocol to control health measures for travelers. As one of the strategy, Sri Lanka Tourism is in discussion to provide insurance policies specifically to cover international guests for COVID-19 related risks. Further, Ministry of Tourism and Aviation is working on developing travel corridors for travel with no quarantine overseas, for returning tourists or visiting Sri Lankans. These are very good suggestions to improve the trust worthiness among tourists about the health measurements taken by the government. However, these actions should be taken immediately.

Short term collaborative destination promotion

The high visibility destination marketing campaign is needed for Sri Lanka with the evidence of providing a ‘safe and secure’ experience in a post -COVID-19 environment. According to the interview results with the officials of the Sri Lanka Tourism Promotion Bureau (SLTPB), they are currently taking several measures to recover the sector by collaborating with key international organizations through destination promotional campaign among new markets via social and digital media BBC media has extended their support to promote tourism in Sri Lanka with the partnership of the SLTPB through a broad advertising campaign. It is a very positive step taken by the government to promote the destination during this new normal time period among the potential travelers who are waiting to travel. Further, it is glad to mention that they are working on several marketing campaigns to address main target market destinations such as South Asia, Asia Pacific, Middle East, and Europe.

Actions taken to sustain the lives of tourism and hospitality employers and employees

Government and SLTDA has taken various short term measures to protect the industry in this crisis situation. Government has provides a

4% loan scheme to accommodation providers and destination management companies (DMCs) registered under SLTDA to pay salaries of the employees and retain them in the industry. It was provided under the Post COVID-19 Relief budget of the government. Not only the accommodation providers and DMCs but also restaurants, tourist friendly eating places, spa & wellness centers, spice gardens, tourist shops and water sports centers will also get this benefit. Further, to look after tour guides and tourist drivers would provide one-off payments of Rs.20, 000 to tour guides and Rs.15, 000 to drivers registered with the SLTDA. These payments would be directly remitted to their bank accounts by the Authority. In addition, instructions have been given to the Ceylon Electricity Board (CEB) and the National Water Supply and Drainage Board (NWSDB) to delay claiming dues from SLTDA registered accommodation providers. In addition, guidelines were given to banks and financial institutions to extend the six months grace period given for vehicles leased for tourism purposes to twelve months. These relieves are really helpful to uplift the tourism industry and alleviate the difficulties faced by the industry.

Long term strategies and actions taken by the government

Developing a road map and a strategic plan for tourism

The Ministry of Tourism and Aviation and Sri Lanka Tourism Development Authority (SLTDA) have taken a step to work with United Nations Development Programme (UNDP) to revive and build a more resilient tourism Sector in Sri Lanka. It is a good move from the government to face the future challenges with a proper planning, regulation, and policy implementation of tourism in the country. They are working to facilitate the development of a roadmap towards 'Building a Safer and Resilient Tourism Sector in Sri Lanka. This road map is an important framework to support the development of a new strategic plan and vision for tourism next 5 years. However, it is really essential to develop and operationalize the roadmap under the Government's overall vision. Tourism as one of the main foreign exchange earner as well as a large direct and indirect employment provider, need this helping hand from the government to mitigate the impact of COVID-19 crisis.

Providing safety compliance certification for hotels and travel agents

COVID 19 pandemic has given a warning to all the industries about their future practices. Specially, hereafter, tourists may not travel to any place without any guarantee of the health and safety standards. Therefore, it is essential to certify all tourists' entities with a safety certification scheme to improve the confidence of free risk travel of tourists within the destination. Sri Lankan government has taken an effort with the support of SLTDA and health ministry to introduce safety compliance certification to all registered accommodation providers and travel agents. The certification will ensure these hotels and travel agents have implemented the guidelines outlined by the Health Ministry to resume operations post-COVID-19 and foreign tourists will only be able to reserve accommodation and services in these hotels and travel agents that are recommended. This is a long term measurement to protect the industry while adjusting it with the new normal situation.

Re-opening the country- Living with the pandemic

At the moment Sri Lanka has been closed down for outer world due to this COVID 19 pandemic. All the entry points to country have been closed including the main international airport. The question is how long we are going to continue this. As a country we have to face this challenge. We can't close the country and economy until this comes to zero level. According to the World Health Organization (WHO) reports, we can't expect an immediate solution or control of this pandemic. Therefore, people in this country should adjust their lifestyle to live with this pandemic till the world finds a vaccination to eradicate the pandemic. In that case, we should take many precautionary methods. People of the country has to change and train their behaviors to face the challenge. In that case, government should launch a long term awareness programme addressing the community as well as the existing and potential employees in the tourism industry. This is vital to avoid the fear of people. We should show them how to survive in this kind of situation.

CONCLUSION

It is evident that tourism industry is one of the hard hit industry by the COVID 19 Pandemic. It is glad to mention here the government with the support of Ministry of Tourism and Aviation and SLTDA has taken many steps to protect the tourism industry. The successful implementation of them will be helpful for the survival of the industry in this crisis situation. However, government should listen to the industry professionals and experts further before executing the plans. These plans should not be a part of the political agenda and should apply without any biases. As a nation, if we need to recover from this crisis, collaborative decision making including all the parties are essential. Most importantly, these plans should not be limited to the documents. The practical application of them are an immediate requirement. First, it is necessary to assess the affected parties and give financial and other supports immediately to retain them in the industry. Further, the authorities need to use short, and long-term resilient strategies and plans effectively to ensure the sustainable tourism development in the post COVID 19 Pandemic. However, it is a more challenging task for the government. Therefore, it is necessary to have more independent, transparent and collective works effectively

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