

THE CONCEPTUAL MODEL OF CRISIS MANAGEMENT IN FACING THE COVID-19 PANDEMIC FOR TOURISM DESTINATIONS

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Abstract: *The study aims to find a crisis management model in the tourism system affected by COVID-19. This study uses a thematic analysis approach to systematically examine the literature. The results of the literature review show that the COVID-19 system and impacts include psychological, health, social, economic, cultural, technological, environmental, and political perspectives. A large amount of literature has described the phases of crisis management in tourism. Management must address disruptive events at three stages before, during, and after. In this way, in the case of industry, stakeholders can react, design, and reorganize new approaches to deal with impending crises. The results of the study also show that measures to deal with the crisis in the tourism sector, in particular, can be carried out through four stages of the resilience cycle, namely system collapse, reorganization, growth, and consolidation.*

Keywords: *Crisis management, Resilience, COVID-19*

1. Introduction

The tourism industry around the world has been severely impacted by the pandemic caused by COVID-19. The uncertainty of the end of this pandemic also has an impact on the length of the crisis experienced by the tourism sector. This protracted crisis has prompted some extensive research to elucidate the possible consequences of tourism and hospitality. This research is of great importance to the academic community and industry practitioners. Zenker & Kock (2020) have identified a lot of research related to crises in the tourism industry over the years by researchers. The researchers concluded that future studies of the consequences of COVID-19 would benefit from research on crisis management models to develop knowledge and offer managerial strategies (Zenker & Kock, 2020).

Tourism is a vital economic and social sector in a number of countries. However, tourism is one of the industries that is most susceptible to unfavorable events (Jin, Qu, & Bao, 2019; Paraskevas & Altinay, 2013). Vulnerability from crises and disasters can be due to the complex structure of the tourism industry, in particular the high level of interdependence and interconnection between stakeholders, as well as its increasing frequency and complexity (Ritchie & Jiang, 2019). Social media also influences the crisis life cycle. Minor or significant crises are widely publicized in a short period of time, compelling tourism sites to respond promptly and efficiently. As a result, crisis management is no longer an afterthought for tourism destinations and organizations, but a core principle and role.

There is no consensus in the literature regarding the definition of crisis (Pforr & Hosie, 2007; Ritchie, 2004; Scott & Laws, 2013). A crisis is typically characterized as a negative incident, a departure from normalcy, that has a negative impact on a destination's or organization's operations (Pforr & Hosie, 2007). Crises are sometimes referred to as unexpected events, and they are marked by a high degree of uncertainty and ambiguity (Racherla & Hu, 2009). There is a recognized difference of understanding in the literature in identifying the difference between the terms crisis and disaster. Faulkner (2001) makes a distinction between disasters and crises depending on the causes of adverse events and their scope or significance. Thus, crises are the outcome of an organization's ineffective activities, while disasters originate from external causes, whether natural or human-induced. However, the terms are frequently used interchangeably in literature.

A survey of various published publications on crisis management was conducted in order to consolidate available knowledge. Mair, Ritchie, & Walters (2016) focus on the process of post-crisis tourist destination recovery. Mair et al. (2016) discovered that the literature on certain aspects of crisis recovery management is still quite sparse, and that many studies omit to discuss the theoretical underpinnings of their research. Ritchie & Jiang (2019) conduct a more in-depth review of studies focusing on all stages of crisis development. Wut, Xu, & Wong (2021) recently published a survey of the literature on crisis management in the hotel and tourism industries. This work, however, varies from Wut et al. (2021) in two significant ways. To begin, this study examines suitable articles using data-driven theme analysis. Second, the research relates emerging themes to a workable theoretical framework and makes recommendations for future research on the use of modeling in crisis management in the tourism sector, particularly in tourism villages. Thus, the two studies complement one another and contribute to the advancement of knowledge in the hospitality and tourism industries about crisis management. There are three ways our study will add to the existing literature: (1) provide a comprehensive overview of existing research on crisis management in tourist villages; (2) identify themes and gaps; and (3) discuss the theoretical perspective on crisis management in tourist villages.

2. Methodology

This study conducts an in-depth analysis of the academic literature in the field of crisis management in tourist communities, with a focus on the COVID-19 pandemic. This analysis highlights COVID-19 pandemic episodes that have a detrimental effect on the tourism industry. To begin, we identified relevant articles in order to build a large database for this research. The Science Direct, Emerald Insight, ProQuest, and Google Scholar research databases were used to conduct the paper searches. The key terms "crisis", "disaster", "risk", and "COVID-19 pandemic" are used to discover relevant papers, and the subject of research is characterized by adding "tourism" and/or "tourist village". Thus, the precise search term contains several keyword combinations, for example, "crisis tourism" and "tourist village tragedy." We limit our research to tourism hotspots and tourist communities.

The search is not limited to hospitality and tourist periodicals in order to analyze other perspectives on the subject. The publication period, however, is confined to the period following the onset of the COVID-19 pandemic, namely 2020-2021. To eliminate duplication, articles are found using database filtering. Thus, to be considered for the topic analysis, publications must

focus on tourism and/or hospitality crises and/or disasters. The final collection of scholarly papers includes 103 English-language publications. Both conceptual and empirical scholarly publications are included to provide a more holistic perspective. Following the completion of the database, the publication is put into the Atlas.ti 8 software for additional analysis. The preliminary examination of the articles is the next step in the analysis.

3. Results

We examine the profile of publications in detail in this area and provide an overview of the various research methodologies, theoretical frameworks, and methods used. We go into greater detail about each of the eight major themes revealed in the analysis and suggest some options for future research on each.

Study	Type of paper	Context
Anguera-Torrell, Vives-Perez, & Aznar-Alarcón, (2021)	Empirical	The COVID-19 pandemic outbreak had devastating effects on all of the urban areas analyzed, according to UTPI. However, the tourism recovery has been uneven.
Šulc & Fuerst-Bjeliš, (2021)	Empirical	There are two factors that most influence the process, trends, and future barriers to tourist visits due to the pandemic, namely first, global movements and travel bans and restrictions. Both personal responses are reflected in motivation and behavior change.
Soliku, Kyiire, Mahama, & Kubio, (2021)	Empirical	The results showed that the pandemic had a major socioeconomic impact. The socio-economic impact is the loss of livelihoods which are closely linked to tourism.
Lakshmi Singh, Jamal, & Suhail Ahmad, (2021)	Empirical	COVID-19 was reported to have a negative impact on Kashmiri tourism in 2020. This study shows that tourism stakeholders are changing their livelihoods. The pandemic also affects lower economic groups (tourism stakeholders).
Seraphin & Dosquet, (2020)	Empirical	An analysis of COVID-19 mutations revealed the impact of mountain tourism and second home tourism on COVID-19 mutations.
Rosalina, Dupre, & Wang, (2021)	Conceptual	This study shows that rural locations face internal and external constraints. Although resource-related issues affect both developed and developing countries, external threats affect developed countries more. The current state of knowledge in this area suggests future research and pandemic response.
Roman, Bhatta, Roman, & Gautam, (2021)	Empirical	It found that people in both nations want to travel, even during the COVID-19 outbreak, but that tourism in wealthy countries will recover faster than in impoverished countries. In both countries,

		tourists choose natural and rural destinations to explore with family and friends.
Robina-Ramírez, Medina-Merodio, & Estriegana, (2022)	Empirical	COVID-19 results in a decline in tourist numbers, which has an effect on rural and urban hotel management trends. For COVID-19 mitigation, urban and rural hotels will likely work with tourism and health agencies.
Jiricka-Pürerer, Brandenburg, & Pröbstl-Haider, (2021)	Empirical	As a result of the Covid-19 pandemic, city tourism is being restored. The Covid-19 crisis has prompted discussions about more balanced tourism in metropolitan areas, particularly downtown and around major tourist attractions.
Mwesiumo, Halfdanarson, & Shlopak, (2022)	Conceptual	This research develops a framework that describes the drivers, challenges, and key success factors for navigating the initial project phase of sustainable rural tourism development.
van der Merwe, Saayman, & Jacobs, (2021)	Empirical	This study makes three contributions: Initial assessment is COVID-19's economic impact on private wildlife business. Second, it provides tangible documents that can be used to secure government and non-profit funding and assistance. Third, show the industry's importance to the South African economy and jobs.
Marujo, Borges, Serra, & Coelho, (2021)	Empirical	Because the creative activity is based on sustainable development principles, it relies on endogenous resources and local agents that stay accessible.
Mandić, (2021)	Conceptual	The management of visitors and attempts to support the sustainable development of local communities come first, as they are the most impacted. The risk assessment framework in the study serves as a foundation for a post-pandemic appraisal of protected area management output delivery and decision-making about output priorities and resource allocation.
Costa, Umbelino, de Lurdes Calisto, Nunes, & Afonso, (2020)	Empirical	According to the findings of this survey, the people has a favorable attitude toward economic, cultural, social, and environmental repercussions. Additionally, the survey discovered disparities in opinions by age, gender, and professional activity.
Hussain & Fusté-Forné, (2021)	Empirical	The findings indicate that the government's restrictive measures and progressive reopening have resulted in a movement away from "cruising tourist" toward a gradual return to "domestic tourism." This article argues that when establishing tourist recovery measures, it is critical to consider the perspectives of indigenous people.

Humagain & Singleton, (2021)	Empirical	Travelers face personal, social, practical, and ethical constraints, as revealed by content analysis. We also identified ways tourists avoid crowds and change their recreational aspirations.
Huang, Shao, Zeng, Liu, & Li, (2021)	Empirical	People in China don't want to travel to countries with a lot of infections, places that are far away, or places that have a lot of bureaucracy and culture. Most people want to go to nature, rural, and cultural-based places instead of places with a lot of people who have infections, though.
Goh, (2021)	Conceptual	This article argues that most proposed strategies require more research into underlying causes. SDG-aligned integrated planning benefits sustainable, mass, and high-value tourism alike.
Giampiccoli & Mtapuri, (2021)	Conceptual	The accommodation and food sub-sectors are very important in tourism in Hanoi, as elsewhere. It provides small business opportunities to participate in the name of inclusiveness, empowerment, and poverty alleviation.
Fountain, (2021)	Conceptual	The report finds that pre-COVID-19 food and tourist tendencies are growing during the lockdown, and may impact tourism's resetting to a more resilient and regenerative course.
Duro, Perez-Laborda, Turrión-Prats, & Fernández-Fernández, (2021)	Empirical	The main findings show that COVID-19 affects tourism to the Balearic Islands, Canary Islands, Mediterranean coast area, and Madrid, the nation's capital. Our findings and methods can help policymakers build short- and medium-term strategies to mitigate present and future shocks.
Gabriel-Campos, Werner-Masters, Cordova-Buiza, & Paucar-Caceres, (2021)	Empirical	We discovered that community resilience and social networks influenced community preparedness for the two threats. Due to their self-regulation and topophilia, ecotourism community systems have developed adequate tools for adapting to COVID-19's temporary effects. However, efforts to increase climate change resilience have had mixed results. Communities' relationships with other local organizations to prevent and respond to climate change are fragile.
Borysova et al., (2021)	Empirical	Ecotourism was demonstrated to be "sustainable tourism" during the pandemic. While quarantine restrictions have had a significant impact on him, there is hope for a quick recovery. Post-pandemic tourists will prioritize epidemiological safety, increasing demand for ecotourism and environmentally friendly tourism. Ecotourism will

		also undergo changes as a result of the integration of digital and other technologies.
Bhrammanachote & Sawangdee, (2021)	Empirical	A positive correlation was found between market adjustment, sustainability adjustment, and learning adjustment. COVID-19 is more dangerous in the Canary Islands and Madrid, the country's capital. Our findings and methods can help policymakers develop short- and medium-term shock mitigation strategies.
Marciszewska, (2021)	Empirical	The results reveal that subjects of the tourism sector engage in activities that involve tangible and intangible public goods, yet these activities are incompatible. The state's participation in accomplishing tourism social goals and aiding tourism enterprises affected by the COVID-19 pandemic must be strengthened.
Arbulú, Razumova, Rey-Maqueira, & Sastre, (2021)	Empirical	By 2020, Balearic Island arrivals will be down 89 percent due to fear of contagion and loss of income in tourism-producing countries. A large proportion of tourism workers are women, who are mostly unskilled and low-paid.
Aldao, Blasco, Poch Espallargas, & Palou Rubio, (2021)	Empirical	It recognizes that disruptive events affect many aspects of society, including people's mental health, health care systems, and social and economic components. Tourism may use resilience models to reduce disruptions.
Abraham, Bremser, Carreno, Crowley-Cyr, & Moreno, (2020)	Empirical	The results show that attribution theory (locus of control) can explain foreign travel. People who think their own country is spreading COVID-19 are more likely to visit elsewhere. There were statistically significant differences in generational perceptions of travel risk, both local and international.

4. Discussion

4.1 Proposed taxonomy of the impact of COVID-19 on tourist villages

In complex systems like tourism, it is difficult to monitor all possible interactions between factors and construct forecasting models (Baggio, 2017; Aldao et al., 2021). Disruption of events in the tourism system will cause Complexity to increase exponentially. It is therefore very important to analyze the elements that make up this complexity and the relationships among them. So that a better understanding of the system complexity framework in tourism will be obtained. Some of the analyzed dimensions raised by the literature related to the impact of the COVID-19 outbreak on the tourism system include psychological, health, social, economic, cultural, technological, environmental, and political perspectives (Lew, Cheer, Haywood, Brouder, & Salazar, 2020; Soliku et al., 2021).

4.1.1 Psychological dimensions. Villagers have also been psychologically affected by COVID-19, not only because of information attacks but also because they complied with government policies. This of course also has an impact on the activities of tourist villages, most of which have stopped. Attacks on information and hoaxes about COVID-19 have caused anxiety, fear, anger, panic, and psychological trauma for each individual, this causes a decrease in individual motivation to travel to tourist destinations (Abraham et al., 2020). The World Travel and Tourism Council estimates that around 50 million jobs worldwide are at risk and this pandemic has also created uncertainty around job security (Nicola et al., 2020). This results in community psychology and an increase in mental health problems, especially for day workers who do not have savings (Douglas, Katikireddi, Taulbut, McKee, & McCartney, 2020). At the same time, solidarity and support have become the key to strengthening people's psychology (Aldao et al., 2021). The presence of tourist villages has created employment or business opportunities for local communities, the cessation of activities in tourist villages has caused unemployment or the closure of businesses related to tourist villages, this has an impact on the psychology of people who lose their source of income.

4.1.2 Dimensions of health services. At the national level, the central government is primarily responsible for implementing measures to mitigate the outbreak's impact (Melly & Hanrahan, 2021; Sułkowski, 2020). The central government has made decisions regarding the quarantine schedule, financial assistance, and the establishment of a task force on public health. This policy is not only aimed at mitigating the impact of COVID-19, but also at resuming tourism activities safely. To ensure safety precautions and maintain high hygiene standards, the WHO has developed a number of operational considerations for the tourism and hospitality industry (Aldao et al., 2021). These measures reduce tourist stress when arranging future vacations (Wen, Kozak, Yang, & Liu, 2021). Most tourist village managers have followed the direction of the central government by implementing strict health protocols for tourists, such as the use of masks, providing handwashing facilities, checking body temperature, and limiting the number of visitors according to the available capacity.

4.1.3 Social dimension. Due to the COVID-19 pandemic, social norms and values have shifted. Douglas et al. (2020) assert that the COVID-19 outbreak has resulted in "social trauma." So the "new" normal social gatherings and events must adhere to social distancing methods. People's behavior changes over time, making popular tourist sites less desirable. Consumers will seek out healthy products and socially responsible organic services (Everingham & Chassagne, 2020; Galvani, Lew, & Perez, 2020). Villagers in general have high social values compared to urban communities, the practice of social distancing disrupts the social activities of rural communities. This creates a problem of discomfort in interacting either individually or socially for the village community.

4.1.4 Economic dimension. As a result of the COVID-19 pandemic, restrictions on community activities have severely hampered tourism. To stop the outbreak, aircraft are grounded, hotels are closed, and all travel is prohibited (Aldao et al., 2021). The UNWTO claims COVID-19 will cause a global recession and a severe debt crisis for governments (Aldao et al., 2021). Due to the high level of uncertainty, forecasting the economy after the restrictions are lifted completely is difficult (Aldao et al., 2021; Baniamin, Rahman, & Hasan, 2020). Governments in countries that

rely heavily on tourism as a primary economic pillar must urgently develop plans for economic recovery and development (Higgins-Desbiolles, 2020). Some of the actions that can be taken are offering interest-free loans to the industry, flexible mortgages, or other financial assistance (Assaf & Scuderi, 2020). In the context of tourism villages, local governments and village governments must play an important role in the development of recovery plans and development of tourist villages to minimize the economic impact that occurs. The actions that have been taken currently only depend on the central government, such as the distribution of social assistance which is nominally very small in number, unable to meet the needs of the people affected by the COVID-19 pandemic. This is because most of the tourist villages have not been able to independently provide sufficient income for their village residents, so they are still dependent on assistance from the central government.

4.1.5 Cultural dimensions. The COVID-19 Outbreak's lockdowns and social isolation have obliterated or diminished the essence of cultural visits; these essences are real experiences that are only possible in tourist destinations (Aldao et al., 2021). Prior to the COVID-19 outbreak, cultural tourism was a vibrant component of urban and rural tourism, according to UNWTO (Aldao et al., 2021). Exhibitions and performances will need to adjust to new social distancing policies, such as limited seating, once the pandemic is contained. Also, the number of cultural events and activities tends to reduce, and huge events can be avoided or postponed. Tourist villages that rely entirely on cultural destinations or partially on cultural attractions are disproportionately impacted by the COVID-19 pandemic's lockdown and social isolation. Almost all destinations and attractions have been removed to prevent the spread of this epidemic.

4.1.6 Technological dimensions. The COVID-19 crisis has forced the world to embrace digital technology due to social distancing (Sułkowski, 2020;). Rapid response to lockdowns and restrictions on community activities has aided the tourism industry's economic recovery by successfully engaging potential future travelers via smart technology and "virtualizing" their experiences (Buhalis, 2020; Sigala, 2020). The internet has evolved into a vital tool for daily life. It also develops online tourism experiences and supports tourist groups. Destinations utilize online promotion techniques to attract potential future clients (Nicola et al., 2020). Hotels, museums, parks, and other tourist attractions all make similar use of technology. In Indonesia, tourism village managers have also responded quickly to these opportunities, several online promotions have been carried out including promotions through social media and websites (Sułkowski, 2020).

4.1.7 Environmental dimensions. COVID-19 has had an effect on the environment, transforming overcrowded tourist destinations, reducing long visitor queues, and creating vacant spaces (National Geographic, 2020). As a result of the COVID-19 pandemic, carbon emissions and contamination levels have decreased globally (NASA Earth Observatory, 2020). As food delivery numbers increase, so does the use of disposable face masks and protective gear (Reuters, 2020). The global recession is also expected to stifle investment in green energy and sustainability, as governments rush to enact new health and economic measures in response to the epidemic (CNBC market, 2020). In tourist villages, the environmental impact that occurs is less significant, due to the low number of visits to tourist village destinations due to lockdowns and social restrictions. But on the other hand, environmental maintenance in tourist villages is

not managed properly due to budget constraints due to the absence of income received by tourism village managers (Gabriel-Campos et al., 2021).

4.1.8 The political dimension. COVID-19 outbreak forces government to set tight safeguards to stop virus spread All governments have imposed travel restrictions, including whole or partial border closures for inbound visitors, cancellation of international flight operations, entry bans for tourists from the most affected nations, and rigorous visa requirements (Aldao et al., 2021). With emergency declarations, governments can weaken human rights and adopt new policies (Baum, 2020; Verfassungsblog, 2020). In certain countries, a lack of press freedom has led to "misinformation" and a growth in political conspiracy theories (UN News, 2020). However, long-term limits on "rebellion" against these regulations, along with the transmission of a lot of information on social media, would enhance the village's psychological and political position.

4.2. Crisis management strategy to deal with COVID-19

Having examined the impact of the COVID-19 pandemic events, this section analyzes the crisis phase and strategic management from a resilient perspective. Implementation of crisis management strategies to deal with the COVID-19 pandemic is often confusing (Zenker & Kock, 2020). To deal with crises effectively, the use of strategic management techniques is essential (Wen et al., 2021). In terms of tourism, the optimal strategy is to emphasize the outbreak's positive effects (Boğan, Dedeoğlu, & Balikçioğlu Dedeoğlu, 2021). Several earlier signs were warning of a possible global outbreak (Gössling, Scott, & Hall, 2020; Wen et al., 2021). The impact of this outbreak occurred on the psychological, health care, social, economic, cultural, technological, environmental, and political dimensions which had consequences for the sustainability of tourism.

The stages of crisis management in tourism are well documented. The three stages of crisis management, according to Sigala (2020), are before, during, and after. In this approach, tourist stakeholders can respond, recuperate, and reorganize tourism in reaction to the looming catastrophe. According to Ritchie & Jiang (2019), From 1960 to 2018, all tourism crisis and disaster management models have three stages: planning, reaction, and recovery. The first stage emphasizes being proactive rather than reactive. Numerous researchers have concentrated their efforts on the second stage (Aldao et al., 2021), which emphasizes the importance of returning to "normalcy" after a disaster. Get government funding, communicate with stakeholders, and build a marketing strategy during this period. The third and final step involves long-term planning and applying past lessons to future situations. Ritchie & Jiang (2019) underline the importance of researcher-government collaboration in putting theory into practice All crisis management techniques and models should focus on successful local, regional, and global development decision-making processes (Faulkner, 2001; Okuyama, 2018; Ritchie, 2004). Complexity and chaos theory can help understand tourism systems during crises (Ritchie, 2004; Ritchie & Jiang, 2019).

Resilience is closely related to crisis management. The way to deal with disruptive events is suggested through a sequence of cycle model stages Lew, Cheer, Haywood, Brouder, & Salazar (2020) namely: system collapse, reorganization, growth, and consolidation. The cycle starts by creating a loop that evolves and updates with each disruption. The next paragraph looks at the COVID-19 pandemic's resilience cycle.

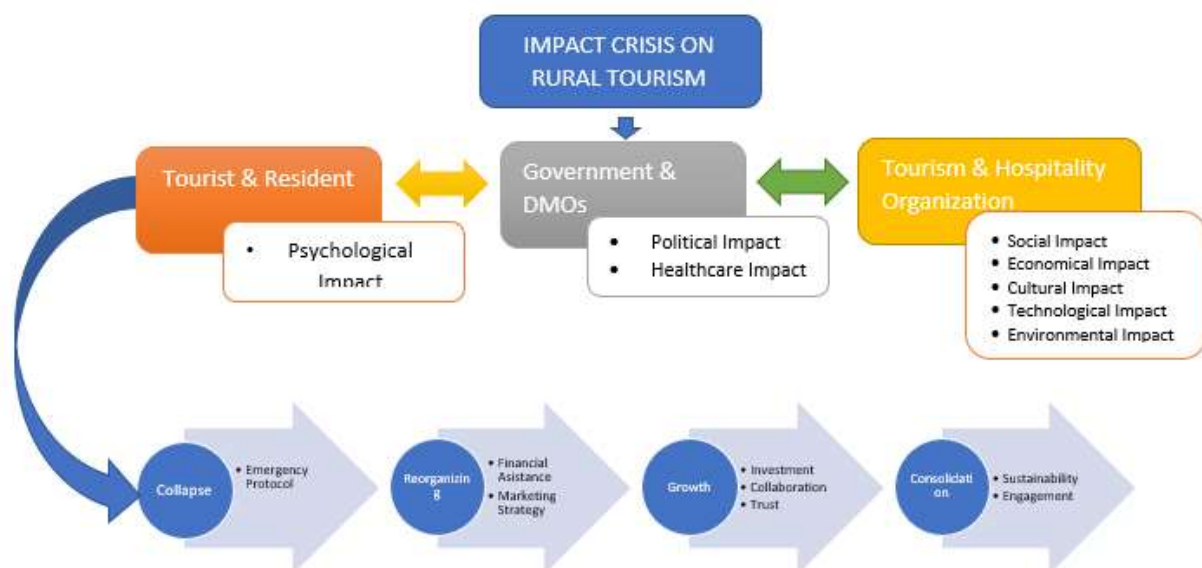
A pandemic's collapse phase includes rapid measures including social isolation, lockdowns, curfews, and closures of tourist attractions, hotels and restaurants as well as borders. In order to save lives, strict surveillance and control mechanisms are in place (Assaf & Scuderi, 2020; Brouder et al., 2020; Lew et al., 2020). The reorganization phase involves reallocating tourism resources. Success in tourism and other economic sectors requires creativity. It connects people and places. The community rallies to support small businesses. Preventive measures like interest-free loans and nonrefundable subsidies help deal with crisis (Assaf & Scuderi, 2020; Brouder et al., 2020; Lew et al., 2020).

The third phase, growth, occurs when the community's economic situation improves. Reviving cultural heritage destinations and relaxing tourist arrival regulations are all signs of growth (Assaf & Scuderi, 2020; Lew et al., 2020). Destination marketing groups are vital in reviving tourism. Transnational collaboration in health care and institutional trust is a force for equity in the reshaping of globalization (Lew et al., 2020; Ritchie & Jiang, 2019; Romagosa, 2020; Zenker & Kock, 2020).

Consolidation is the fourth phase of transformational learning. Sustainable consumption patterns and education on responsible tourism are long-term transition strategies. Leaders must promote sustainable tourism as a commercial investment to secure cleaner energy and a more balanced economy (Lew et al., 2020; Romagosa, 2020). Long-term, businesses that incorporate environmental principles into operations will be more robust to future disasters (Ioannides & Gyimóthy, 2020; Sigala, 2020; Wen et al., 2021).

4.3. Towards an Integrative Conceptual Model

To better understand the effects of disruptive events on tourism and how to address them using a resilience cycle model, this section condenses the preceding two sections (Figure 1).



Gambar 1. Impact Model For a Complex Disruptive Event In Tourism

Source: Lew *et al.* (2020) and McKercher (1999)

Tourism has established itself as a viable industry that generates significant revenue for tourist destinations or countries, and thus reorganizing the industry in the post-COVID era should take a forward-looking approach (Ritchie & Jiang, 2019). Individuals, collectives, and institutions are all impacted by the crisis. The psychological impact on individuals, both tourists and residents, is referred to as the individual dimension. Tourism and hospitality are collectively organized by social, economic, cultural, environmental, and technological institutions. The COVID-19 outbreak has had political and health implications on government and destination marketing and management agencies. Interactions between dimensions are unpredictable in this influence on the third dimension. The resilience cycle has four stages: collapse, reorganization, growth, and consolidation, each with a set of actions to be implemented and the stakeholders that need to be engaged (Lew et al., 2020).

Three dimensions of impact are distributed across the resilience cycle's four phases. It develops in an unpredictable manner, depending on the crisis management measures implemented during each phase (Lew et al., 2020). This research indicates that the interaction of "impact" and "solution" necessitates complex crisis management scenarios with unforeseeable consequences for the tourism system.

5. Conclusion

The COVID-19 outbreak has had psychological, health, social, economic, cultural, technical, environmental, and political effects on the tourism industry. To overcome this, governments or tourist management must be crisis-ready. The stages of crisis management in tourism are well documented. Before, through, and after crises must be controlled. In this approach, tourist stakeholders can respond, recuperate, and reorganize tourism in reaction to the looming catastrophe.

In general, and rural tourism in particular, the research shows that dealing with crises can be done through four stages of the resilience cycle: system breakdown, reorganization, growth and consolidation. During the epidemic, take immediate measures such as social isolation, lockdowns, curfews, and closures of tourist attractions, hotels, restaurants, stores, and borders. It entails reallocating resources and restructuring the tourism sector system. The growth phase happens when the community's economic status improves. For long-term obligations from transformational learning, we prepare scenarios in phase 3. Sustainable consumption patterns and education on responsible tourism are long-term transition strategies.

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