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Citation for final published version:

Colmekcioglu, Nazan, Dineva, Denitsa and Lu, Xiaoming 2022. "Building back better": the impact of the COVID-19 pandemic on the resilience of the hospitality and tourism industries. *International Journal of Contemporary Hospitality Management* 10.1108/IJCHM-12-2021-1509

Publishers page: <https://doi.org/10.1108/IJCHM-12-2021-1509>

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Title

“Building back better”: the impact of the COVID-19 pandemic on the resilience
of the hospitality and tourism industries

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Abstract

Purpose – The purpose of this paper is to provide a critical synthesis of research conducted within the hospitality and tourism industries in response to the impact of the COVID-19 pandemic, identify key perspectives and themes relating to the recovery and resilience of the two sectors and put forward recommendations that help address organizational and consumer behavior changes produced by the pandemic.

Design/methodology/approach – This study adopted a critical reflection approach to identify, select and synthesize relevant research based on which recommendations are drawn.

Findings – This study offers a contemporary framework discussing three distinct themes that emerged from existing research regarding the impact of COVID-19 on the hospitality and tourism industries: management, marketing and consumer behavior.

Practical implications – This study offers operational, practical and actionable recommendations for organizations about how to adapt and recover from the impact of the COVID-19 pandemic by guiding the industry in sustaining long-term resilience.

Originality/value – This study provides a critical and current synthesis of selected literature and theory that discuss key implications of the COVID-19 pandemic for the recovery and resilience-building of the hospitality and tourism sectors.

Keywords: *Business resilience, COVID-19 implications, Organizational behavior, Digital marketing, Consumer behavior, Capacity-building*

1. Introduction

The hospitality and tourism industries have faced unprecedented challenges since the COVID-19 outbreak in 2020 (WHO, 2020). Consequently, government-imposed restrictions and strategies such as the introduction of lockdowns, social distancing measures and mobility restrictions were put in place to cope with the pandemic's adverse effects. The enforcement of these measures has significantly impacted the demand for hospitality and tourism and led to the temporary closure of many businesses operating in these industries (Bartik et al., 2020). In turn, this has raised several imminent research opportunities for scholars to better understand and examine the implementation of recovery strategies in the two sectors.

Among the first initiatives into this were carried out by Gössling et al. (2020) who provided a broad assessment of the impact of COVID-19 on the hospitality and tourism sectors in the early stages of pandemic. Later, more generally focusing on pandemic-related challenges affecting the society as a whole, Donthu and Gustafsson (2020) discussed the preventive measures and societal initiatives across various industries, including tourism and hospitality, used to address changes in consumer behavior and businesses, ethical issues and organizational behavior. However, given that hospitality and tourism have been among the most affected sectors (Donthu and Gustafsson, 2020; ONS, 2021) and these have transitioned to a post-pandemic stage, the research focus has shifted to recovery and resilience-building in the two industries (Fotiadis et al., 2021). This, in turn, necessitates a contemporary synthesis of relevant research into the implications of COVID-19 for hospitality and tourism. The overarching aim of this critical reflection paper is thus to explore the organizational and consumer behavior changes generated by the pandemic with a particular focus on the future implications for hospitality and tourism. We were guided by the following two research questions (RQs):

RQ1. What contemporary themes that underpin management, marketing and consumer behavior in hospitality and tourism emerge from COVID-19-related research?

RQ2. How can organizations in the hospitality and tourism industries learn from these themes and perspectives to build their resilience post-pandemic?

In answering these RQs, we adopted a critical reflection approach, which used purposive sampling to identify and select papers, relevant established theories and industry insights that are explicitly concerned with aspects of organizational and consumer behavior changes in hospitality and tourism industries induced by COVID-19. As such, in this approach and following Hickson (2016), we prioritized papers that appeared to be relevant in allowing us to generate a critical synthesis, rather than focusing on studies that meet certain methodological standards of systematic, all-inclusive or keyword-based sampling procedures. We uncovered several prominent areas of resilience-building, which revolve around management, marketing and consumer behavior that we propose will aid the recovery of the hospitality and tourism sectors and are illustrated in Figure 1.

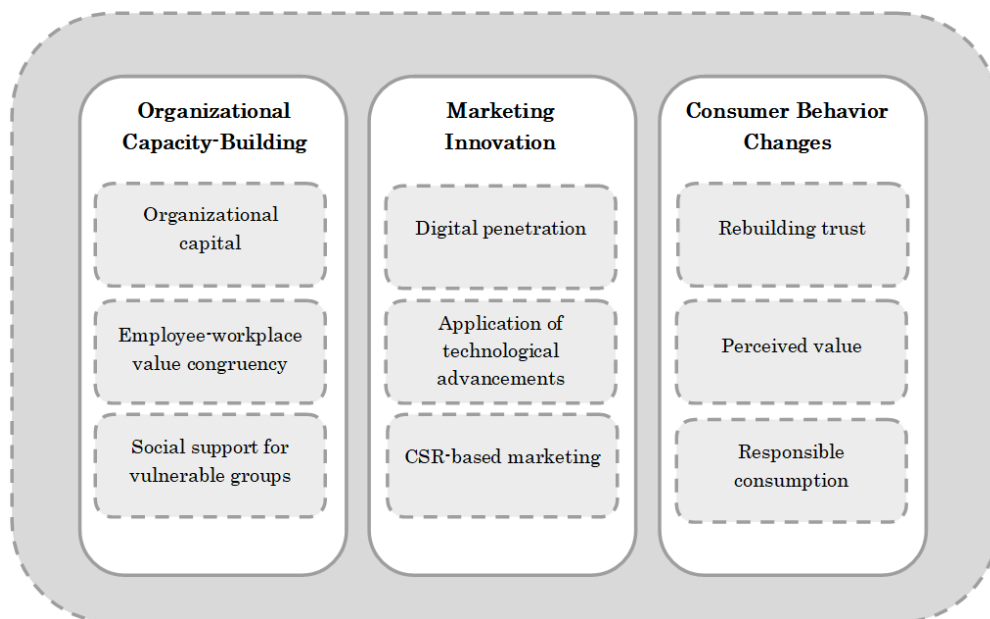


Figure 1. Organizational Resilience-Building Framework for Tourism and Hospitality Industries

First, the management theme, which is predominantly concerned with workforce and human resources (HR) challenges, comprises of organizational capital, congruence of employee-workplace value and social support for vulnerable groups. The second theme, marketing, largely discusses innovation and refers to digital penetration, application of technology advancements and corporate social responsibility (CSR)-based marketing programs. Finally, areas pertinent to the consumer behavior theme revolve around rebuilding trust, perceived value and responsible consumption. This critical reflection paper contributes to the literature by offering insights into tackling operational, promotional and behavioral challenges generated by the pandemic. Our framework further advances existing review studies by providing a timely synthesis that informs recovery and resilience practices in the hospitality and tourism sectors.

2. Organizational capacity-building

2.1 Organizational capital

Organizational capital represents the first area relating to the management theme. Organizational capital is referred to as resources related to economic, social, human, physical, natural and cultural elements. This multidimensional capital approach is based within a broader umbrella of ideas that describe a range of disaster resilience predictors (Brown et al., 2019; Hao et al., 2020). Researchers, for instance, have used organizational capital as a basis to explore disaster resilience in the hospitality sector during the COVID-19 pandemic (Bhaskara and Filimonau, 2021; Filimonau et al., 2020; Lai and Wong, 2020; Ngoc Su et al., 2021). This is because the capacity of hospitality organizations in adapting to crises and

future planning requires a careful allocation of organizational capital in critical times (e.g. the enforcement of closures of airline routes, resorts, hotels to reduce the spread of virus). Consequently, job and income security of employees in the hospitality and tourism sectors are negatively impacted (Zhang et al., 2020). As such, reestablishing a strong fit between the business and the new workplace reality could have a fundamental impact on organizational survival both in the short- and longer-terms. Among the first to address financial constraints and employee retention at the early stage of pandemic were Ngoc Su et al. (2021). The authors conducted empirical research with 20 tourism and hospitality managers and uncovered key management resilience-building practices implemented before, during and after the lockdown centered around HR issues. Particularly, the authors found that health and safety and employee retention are of the utmost importance for maintaining organizational capital. This proposition is further supported by Lai and Wong (2020), who argued that provision of epidemic prevention (e.g. personal protective equipment for front-line service employees and requirement of working from home for general office workers) should be implemented across all the stages of the pandemic. The authors provided suggestions revolving around short-term coping mechanisms (e.g. reducing hotel running costs, limiting hotel services and facilities, offering employees with flexible working hours, providing voluntary early retirement plans and temporary reduction of pay rates) while warning that in the long run losing skilled workers jeopardizes the level of service quality and undermines organizational capacity.

Nonetheless, the financial support and government intervention vary between countries, and it is important to acknowledge that organizations in developed countries are better equipped to cope with the negative consequences of the pandemic than those in developing countries (Yacoub and ElHajjar, 2021). Furthermore, Filimonau et al. (2020) urged the hospitality and tourism companies to retain senior managers since it is a

prerequisite for the future development of the business. According to the theory of reciprocity, organizational commitment toward employees' job security translates into higher levels of job satisfaction and trust in management (Guest and Conway, 1999; Tsui et al., 1997). Thus, increasing the commitment of senior managers toward the employees becomes a key source of organizational capital and a critical task post-pandemic. In sum, past studies have suggested that investment in the workforce contributes to the building of organizational capital, which represents a key enabler to recovery and resilience of hospitality and tourism sectors.

2.2 Congruence of employee-workplace values

The second area within organizational resilience looks at the balance between employee and workplace value. This represents establishing congruence between key employee groups' expectations of the organization and what the organization offers in return. The increased level of concern of health and safety has encouraged a swift adaptation of organizational changes. One of these drastic changes in the workplace has been to work remotely and implement new workplace policies and procedures in a virtual environment. Drawing from person–environment fit theories, Carnevale and Hatak (2020) reviewed the HR practice in the hospitality and tourism sectors and highlighted that employee–workplace value congruence is important because it generates greater satisfaction and higher engagement. Furthermore, people are more willing to work in an environment reflected by the same value and culture as their own (Donthu and Gustafsson, 2020). Given the changing environment of the workplace post-pandemic, fulfillment of employees' needs and desires can facilitate the process of adaptation and adjustment to the new work environment that enables organizations to build resilience.

Alongside embracing digital technology and remote working patterns, misfit is likely to happen since individual needs and skills may not necessarily adequately fit to the changing working environment. In relation to this, Carnevale and Hatak (2020) suggested that frequent online socialization practices could help to rebalance potential perceptions of misfit among existing employees. Moreover, Collings et al. (2021) argued that COVID-19 highlighted the impact of HR management across different employee groups (e.g. married or single employees) in terms of how and where they worked. For instance, employees with children could be affected by working from home due to school closure during the pandemic.

Moreover, less socialization during the pandemic has had implications on the employees' mental health. Although working from home minimized the transmission, isolation has affected the mental well-being and productivity of employees and especially of single people. For example, reports showed that feelings of lack of belongingness may cause procrastination in work (Miller, 2020). Responding to this challenge, regular virtual meetings were adopted by many managers to strengthen their relationships with employees (Giousmpasoglou et al., 2021). Furthermore, employees were offered autonomy to adjust to the negative effects of the changing environment (Singer-Velush et al., 2020). Indeed, research has confirmed that individuals tend to perform well toward autonomy-supportive environment rather than adapting their behavior based on external and more authoritative controls (Deci et al., 2001). In the same vein, Filimonau et al. (2020) found that work autonomy enabled individuals to showcase more responsibility, which significantly enhances employees' trust and commitment, although it may take some time to know the long-term impact of employee's productivity and well-being. However, studies on HR-related challenges are limited to discussing hybrid working models and rapidly changing workplace environments post-pandemic. Future researchers are thus encouraged to explore how such hybrid working models impact organizational capital and whether these help or constrain

organizational culture to achieve employee-environment value congruence in hospitality and tourism sectors.

2.3 Social support for vulnerable groups

The third area specifically relating to the management of HR focuses on social exchange that revolves around social support within specific organizational communities (Ireland et al., 2002). Social support is defined as “an exchange of resources between two parties perceived by the provider or the recipient to be intended to enhance the well-being of the recipient” (Shumaker and Brownell, 1984, p. 11). Its nurturing and caring nature enables organizations to sustain employee well-being and build resilience (French et al., 2018). The process of social support encourages respectful interactions, which help people learn to appreciate perspectives that are different from their own. While discussing work-related stress and the timely social support during the pandemic, research agenda has been set up to explore the interactions between the helper and helpee in hospitality and tourism sectors (Baum et al., 2020; Sigala, 2020; Williams et al., 2021).

For instance, Baum et al. (2020) and Williams et al. (2021) studied the vulnerability of female groups in hospitality and tourism industry and the necessary social support for these. They found that social restrictions and school closure intensified the stress of female employees and Sigala (2020) further suggested that this employee group requires social support balancing the conflict between working from home and the family roles. On the one hand, hospitality positions are dominated by women who are single mothers with school-aged children (Yavorsky et al., 2021) and, therefore, unable to adjust to the new working environment and patterns. On the other hand, when females hold supervisory or managerial positions in hospitality or tourism sectors, they are forced to adjust their working patterns to meet service deadlines. While these studies have started a debate around the vulnerability of

female employees in hospitality and tourism, research addressing the challenges around improving work-life balance for working women and the social support needed post-pandemic is scarce, particularly in countries with pronounced organizational hierarchies and gender inequalities.

Microentrepreneurs are another vulnerable group who are in need of social support (Carnevale and Hatak, 2020; Knight et al., 2020; Lopes et al., 2021). In line with this, social support theory recommends source of incongruity and timing of reciprocity as two important drivers of provision of the adequate social support, which are particularly relevant to microentrepreneurs and in the context of hospitality enterprises (Tu et al., 2021). The former addressed how the social support matched the highest probability of engendering an ongoing satisfying relationship. The latter referred to whether the prompt support was provided in the reciprocal relationship. These two factors were raised by the researchers who realized the scarce social support provided to struggling microentrepreneurs during the pandemic (Sigala, 2020; Morse, 2020). Since organizations (e.g. chain-affiliated or small- and medium-size enterprises) have given top priority to the health and safety of their employees during COVID-19, microentrepreneurs (e.g. taxi drivers', hourly-paid cleaners, solopreneurs and freelancers) and their working conditions have been challenged. Indeed, three major sectors of hospitality industry (e.g. accommodations, food and drink, tourism and travel) involve many self-employed microentrepreneurs who require adequate social support (Morse, 2020). Thus, the provision of social support to vulnerable groups is an integral part of the organizational capacity management, which also promotes a culture of inclusion and diversity in response to the adverse impact of the COVID-19 pandemic. This notion is also consistent with the key indicators of building destination resilience since resilient destinations are perceived to be associated with social structures, stakeholder relations and community involvement that provide support to vulnerable groups (Traskevich and Fontanari, 2021).

These collaborative efforts, in turn, lead to an enhanced tourism industry, which is able to mitigate risks, minimize costs and reduce the overall impact caused by the pandemic (Della Corte et al., 2021; Kušcer et al., 2022).

3. Marketing innovation

3.1 Digital penetration

The first area emerging within the marketing perspective is the increased emphasis on the penetration of digital channels and social media in the marketing of hospitality and tourism industries. While a majority of studies focused on discussing the importance of digital and social media marketing for the recovery of the hospitality and tourism sectors (Guillet and Chu, 2021; Sanchez-Teba et al., 2020; Zhang et al., 2021), a few scholars offered specific implementation recommendations (Garrido-Moreno et al., 2021; Yu et al., 2021).

With the usage of digital and social media increasing exponentially in the hospitality and tourism sectors worldwide (Forbes, 2020), businesses have progressively adopted digital and social media channels in their marketing communications for engaging with their local and international customer bases during the pandemic (Burhan et al., 2021; Davari et al., 2022). This continued presence on, and promotional campaigns delivered via digital and social media channels allow these businesses to remain visible, target desirable markets, generate demand and inform prospective customers of their offers. Guillet and Chu (2021) put this forward as a key mechanism in coping with diminishing revenues in the hotel industry while also enabling consumers to plan for travelling while awaiting the recovery of the tourism industry (Zhang et al., 2021). In line with this, Sanchez-Teba et al. (2020) argued that there is a need for an accelerated transition from outbound to ongoing inbound marketing. This includes enhanced business exposure to digital channels through highly personalized content considering new customer preferences and needs (e.g. staycations,

bleasure (business pleasure), short-term rentals) (Sheresheva et al., 2021) with a major focus on increased conversion (i.e. from visitor to customer), rather than a focus on increasing general visitor traffic to business' digital channels.

More specific recommendations on increasing social and digital marketing adoption of tourism enterprises were provided by Yu et al. (2021), who suggested that emphasis should be placed on monitoring and engaging with tourists' comments on social media to gain some insights. This, they argued, can enhance tourism enterprises' performance, tourist decision-making, travel planning and destination image perceptions. In a similar vein, Garrido-Moreno et al. (2021) discussed the importance of interactive advertising content (e.g. videos, images), investment in search engine optimization and strengthening the brand image in metasearch engines by regularly updating and improving content on social media channels for the recovery of the hotel industry. These activities can, in turn, provide virality at relatively low costs. Moreover, Ketter and Avraham (2021) divided such engaging content strategies according to the different stages of the pandemic: during-pandemic (i.e. promoting hope and inspiration, the brotherhood of man, longing and nostalgia) and the post-pandemic (i.e. welcome back, COVID-19 safe destinations, restorative experience). The authors demonstrated that audience-based content strategies were among the most popular and effective ones because they focused on creating affinity toward a specific audience.

Importantly, social and digital marketing have been regarded as a crucial tool in keeping consumers up to date on business compliance with government guidelines during COVID-19 (Yang and Han, 2021). Equally, it is likely that further penetration through adoption or optimization of technology into the hospitality and tourism industries will help the business gain competitive advantage and recover post-pandemic. Despite this beneficial nature, however, social media marketing has a dark side, that is, the sharing of misinformation and fake news. Williams et al. (2021) researched these challenges and found

that the “misinfodemic” on social media affects consumers’ risk perceptions of travel and thus necessitates careful monitoring of social networks to counteract these adverse effects. Researchers are thus encouraged to investigate how the spread of fake news and misinformation impacts the decision-making of consumers and the reputation of the businesses (e.g. hotels, venues, tours) and resilience of destinations.

3.2 Application of technological advancements

A second related area is the use of technological innovations for marketing and promotion. Indeed, in conducting a literature review on the impact of COVID-19 on consumer research, Šeric and Šeric (2021) confirmed that technology adoption and communication were the second dominant research domain within the hospitality and tourism marketing. Moreover, with specific focus on destinations, Della Corte et al. (2021) showed that pervasive technological infrastructure and innovation are linked with enhancing destination resilience and performance in addressing the adverse impact of COVID-19. Consistent with these findings, our review uncovered that some studies exclusively examine the adoption of new technologies for the purpose of innovations (Chan et al., 2021; Martin-Rios et al., 2020; Rather, 2021; Shin and Kang, 2020), while others investigate the optimization of existing technologies in marketing.

In particular, (Hao and Chon, 2022; Jiang and Wen, 2020) discussed the relevance of adoption of artificial intelligence (AI) in hotel marketing and service provision to enhance the customer experience using unmanned devices for contactless service (e.g. robot delivery, facial scan check-ins, voice guest control) in post-pandemic. More specifically, Pillai et al. (2021) differentiated between the application of technological advances based on the different stages of the pandemic. They suggested that virtual reality (VR), AI and mobile technology should be used by hospitality businesses to ensure customer-brand interaction at

the prestay stage and a satisfactory experience during the during-stay stage. For instance, hospitality marketers are able to implement AI for 24-h customer service and retention while combining VR with AI chatbots to aid the interpretation and understanding of customer interactions and to achieve a personalized experience. Furthermore, in devising marketing campaigns, AI can be used for segmentation, campaign optimization, data analytics and customer service. At the during-stay stage, unmanned devices and robots can be used for contactless service, complying with distance and hygiene measures. Specific to the tourism sector recovery, Lu et al. (2021) found that emerging technologies could help restore the tourism industry through the adoption of virtual tourism practices and experiences enabled through tourism live streaming, 360° virtual tours, VR glasses, among others.

In addition to the implementation of new technologies, scholars also studied the effect of optimizing existing ones. In investigating the impact of COVID-19 on air passenger demand, Gallego and Font (2021) examined two tourists' travel indicators: searches (i.e. the desire to travel) and picks (i.e. clients progressing to the decision-making stage). The authors proposed that these technologies provide destination marketing managers with detailed information about the behavior of their target markets, which, in turn, informs their targeting, marketing and promotion strategies. The authors further argued that the current use of big data in understanding and promoting air travel is fragmented, which can be addressed via a systematic collection of data to inform marketing and targeting decision-making.

The adoption and/or optimization of digital technologies aiding innovation and building resilience discussed in past research has been developed without the involvement of relevant stakeholders in the digital ecosystem (e.g. organizations, policymakers, suppliers, consumers and internal employees). Future research is encouraged to examine the integration of digital ecosystems as a source of transformational change connecting businesses and their

various stakeholders, further enhancing the competitive advantage of the organization post-pandemic.

3.3 CSR-based marketing

A third area with the marketing theme focuses on more sustainable and conscious marketing and promotion. He and Harris (2020) suggested that the COVID-19 pandemic represented an opportunity for marketing to shift toward more genuine and authentic CSR and to address imminent social and global challenges. This is especially relevant to the hospitality and tourism sectors, given their significant economic impact globally.

A larger proportion of the review studies discuss the importance of health and safety compliance during and post-pandemic as a viable marketing strategy forward (Jiménez-Barreto et al., 2021; Yang et al., 2021). Gursoy and Chi (2020) proposed that a key selling point for brands is complying with rules and safety measures in attracting consumers back to pubs, restaurants, hotels and travel. In other words, businesses operating in the hospitality industry must incorporate more socially oriented and health-conscious brand images. In the context of restaurant sales promotions, Kim et al. (2021a) found that safety food message framing was effective in generating desirable consumer behaviors.

Burhan et al. (2021) and Garrido-Moreno et al. (2021) further added to this perspective by examining the latest marketing communications campaigns of hoteliers and restaurateurs. The campaigns consist of content that demonstrates an ability in complying with health safety, which, in turn, is expected to increase customer confidence in using the services. The authors further argued that promotion efforts reflecting compliance with government-imposed regulations are crucial in generating favorable consumer responses. Taking a green marketing perspective, Cai et al. (2021) and Brewer and Sebby (2021) found that promoting a green and healthy physical environment is the most important driver for

desirable consumer behaviors, while informativeness also helps to generate favorable consumer responses (Sun et al., 2022). In a similar vein, Ho et al. (2021) investigated the adoption of green marketing orientations for the recovery and competitive advantage of the hospitality industry during the COVID-19. Their findings identified several green marketing dimensions, including environment, market (i.e. competitor, customer), resource (i.e. uniqueness, synergy dynamism) and brand (i.e. return on investment, functionality, positioning) for developing the sustainability of hospitality and tourism sectors.

Other scholars examined different directions of sustainability of future tourism and hospitality marketing. In a perspective paper, Stankov et al. (2020) discussed the importance of a mindfulness-based approach to marketing tourist experiences and encouraged a shift in global awareness and collective values. More specifically, the authors put forward mindfulness-driven tourism marketing considering conscious consumers who favor more sincere approaches to promoting tourist experiences as well as socially and environmentally responsible traveling. This contrasts with more traditional advertising (e.g. promotion of sea, sex and sun), which can be seen as patronizing and being stereotypical by more self-aware-oriented consumers (Szmigin and Carrigan, 2000). Dash and Sharma (2021) further emphasized the importance of adopting social marketing in tourism advertising campaigns that is centered around well-being, mindfulness, sustainability and is underpinned by cooperation between marketers, policymakers and business managers.

Finally, in discussing the future of the tourism post-pandemic, Haywood (2020) put forward the idea that the tourism industry should become more transformational and transcendent. The author argued that while in the pre-COVID-19 period, the marketing and branding of communities-as-destinations remained an allusion, these unique entities offer different types of value to diverse sets of visitors and should be at the forefront of marketing in the tourism sector. Moreover, the focus of marketing should be capturing the presence and

uniqueness of every public-serving entity, followed by strategic segmentation and differentiation to promote their uniqueness.

In sum, in response to COVID-19 studies examined efforts in the hospitality and tourism sectors toward more sustainable and conscious marketing and promotion with shift toward more genuine and authentic CSR. Future research should investigate whether this trend produces more sustainable and conscious consumer behaviors post-pandemic and the implications this has on tourism and hospitality recovery. For example, while sustainable travel helps address environmental challenges, it may be counterproductive to destination recovery and resilience.

4. Consumer behavior changes

4.1 Rebuilding trust

Minimizing tourist perceptions about uncertainty and risks as well as reestablishing trust is the first area identified here deemed important in encouraging consumers to resume travelling post-pandemic. Focusing on psychological factors such as cognitions, researchers tried to understand how tourists' attitudes, beliefs and expectations can be enhanced through reciprocated interpersonal care and concern (Hsieh et al., 2021; Sharma et al., 2021; Williams and Balaž, 2021). Specifically, Ellen et al. (2021) confirmed that tourists experience mixed feelings about travelling when this coexists with concerns about health and safety.

Consequently, rebuilding trust is a crucial factor to motivate tourists to resume their travel intentions (Kim and Liu, 2022). Trust also plays an important role in mediating perceived risk, anxiety and travel intention, given the intangible nature of tourism services (Kim et al., 2021b). Hence, a major behavioral change is linked to consumers receiving reassurance by service providers regarding the effective compliance with all health and safety measures in relation to the rapidly changing COVID-19 circumstances.

When examining the negative psychological impact of the COVID-19 pandemic on leisure consumption activities, Kim et al. (2021b) found that risk perceptions suppressed consumption demands because certain leisure activities were regarded by consumers as risky behaviors. They also pointed out that trust toward the specific tourism or leisure service could help reduce the level of perceived risk and, in turn, encourage less risky behaviors. Moreover, Kim and Liu (2022) postulated that tourists' self-efficacy (i.e. confidence in one's ability to perform an action) played a positive moderating role between trust and lower risk behavior.

Furthermore, it is worthwhile mentioning that perceptions toward perceived risk is also related to credibility. According to uncertainty reduction theory, consumers who are susceptible to uncertainty are likely to implement strategies to reduce it (Berger and Calabrese, 1975) by finding credible information that is helpful for their decision-making (Jacoby et al., 1994). For instance, technology has allowed companies to implement innovations enhancing the customer experience. Recent technological applications in facilities (e.g. service robots and drones for food delivery; electrostatic sprays and ultraviolet light for cleaning) to improve social distancing have strengthened tourists' positive attitudes toward travelling and leisure consumption and also enhanced customer trust in their chosen services (Jiang and Wen, 2020; Maher et al., 2022; Radic et al., 2021). In addition, the level of consumer trust toward tourism and hospitality organizations can significantly influence their decision-making, as pointed out by several scholars (Agag and Colmekcioglu, 2020; Colmekcioglu and Okumus, 2022). Therefore, building consumers' trust post-pandemic represents a key priority for hospitality and tourism companies, which minimizes risk perceptions and encourages desirable travelling and consumption behaviors. Altogether, research confirms that the suppressed consumer needs and the pursuit of these could act as push factors in post-pandemic decision-making processes while rebuilding trust acts as a pull factor in increasing behavioral intentions (Christou and Chatzigeorgiou, 2020; Shin et al.,

2021; Romero and Lado, 2021; Sharma et al., 2021). Thus, focusing on establishing relationships with consumers that rebuild trust and go beyond transactional exchanges are key post-pandemic.

In addition to rebuilding trust in consumers, there is scope for organizations to develop institutional trust that draws on government regulation and politics in relation to risk management and hazard perceptions during- and post-pandemic (Hsieh et al., 2021; Williams and Balaž, 2021). Sociologists differentiate between institutional trust from interpersonal trust and emphasize that institutional trust can be developed through interactions and collaborations among network members, which in turn, strengthen the structures of the network (Roy et al., 2017; Van der Zee et al., 2017), and such trust is particularly relevant to tourism and hospitality organizations post-pandemic. Building a higher level of institutional trust through collaborative efforts thus represents a key priority in coping with risks and uncertainties produced by COVID-19, which, in turn, shapes public perceptions and confidence (Donthu and Gustafsson, 2020; Wen et al., 2021).

4.2 Perceived value

Customers' value perceptions represent the second area providing important insights for understanding behavior and demand changes during the transformation period of post-COVID-19. According to recent market research, because of the pandemic, tourists now weigh the necessity of travelling against the asking price and the perceived value (e.g. its associated functional, social or psychological elements) when evaluating a tourism-related product or service (Chebli, 2020; Ivanova et al., 2021; Zwanka and Buff, 2021). Ivanova et al. (2021), for instance, found that due to limited financial resources utilitarian value-based, domestic travelling represents a preferred choice, and this represents a pattern across many countries and destinations post-pandemic (Chebli, 2020). Likewise, Zwanka and Buff (2021)

argued that heightened stress levels during the pandemic have resulted in changing consumption habits, values and travel priorities (e.g. importance placed on health and safety, value-for-money). Indeed, research confirmed that following COVID-19 consumers place greater importance on the quality of the service in the wider context (e.g. tour operators, airline companies and hotels) while not compromising on their price sensitivity (Shin et al., 2021). Therefore, businesses operating in the hospitality and tourism industries should offer more flexibility in, for example, consumer reservations, cancellations and pricing choices to adapt to the consumer needs and to aid the recovery of the two sectors.

Furthermore, the responsiveness of online tour operators plays an important role in consumers' value perceptions toward increased convenience, which can significantly influence their travel decision-making (Šeric and Šeric, 2021). Importantly, pre-pandemic travelers were concerned about the reliability of online tour operators due to the lack of physical contact. The pandemic has, however, decreased resistance to technological solutions and created a better online experience for many travelers (Lu et al., 2021). This shift in value perceptions toward technology adoption for increased convenience is crucial for hospitality and tourism industries since predictions suggest that less consumers will use the physical channels to book the travel-related products and services post-pandemic (Marketing Week, 2020).

Finally, Zwanka and Buff (2021) postulated that value perceptions vary by age. Using Generation Y (e.g. born 1982–1991) and Generation Z (e.g. born after 1992) for comparison, the authors found that younger Millennials like Generation Z appeared to be less price sensitive than Generation Y, while their travelling choices is driven by perceived hedonic value. In contrast, the Boomers generation are more careful with their financial planning and can manifest price sensitivity post-COVID-19. Moreover, value perceptions are closely linked with perceived benefits, which comprise of functional, financial, emotional,

experiential or symbolic and depend not only on the generational difference but also on personality, culture, income or lifestyle (Chuah et al., 2022). Therefore, it is recommended that future studies investigating shifting value perceptions of consumers following COVID-19 examine these in the context of perceived benefits of the service used, which will, in turn, significantly contribute to the formation of appropriate marketing and promotional efforts adopted by hospitality and tourism sectors post-pandemic.

4.3 Responsible consumption

A third and final area within the consumer behavior theme focuses on the impact of increasing consumer's awareness of the impact of tourism consumption. The pandemic has led to a significant increase in societal attention to CSR considerations worldwide (Bae et al., 2021; Brewer and Sebby, 2021; Cai et al., 2021). Consistently, hospitality researchers found a positive impact of hotel CSR communications on customer hotel selection behavior and brand loyalty (Huang and Liu, 2020; Stankov et al., 2020). Additionally, Kock et al. (2020) pointed out that a company's CSR initiatives (e.g. environmental protection, careful use of natural resources, fair working conditions as well as security issues) has become one of the criteria for travelers to make their purchasing decision. The authors further suggested that tourism brands and their values should be closely aligned with this wider shift toward increased CSR adherence. For example, Dash and Sharma (2021) confirmed that brands that offer holiday packages using products polluting the oceans with plastics and services that create inequality would be seen value deducting and adversely impacting consumers behavioral intentions. In contrast, consumers are willing to pay a higher price if the product or service increases the environmental standards or contributes to the implementation of CSR (Jones and Comfort, 2020; Kim and Thapa, 2018; Paskova and Zelenka, 2018).

Virtue ethics theory explains the mechanisms behind individuals' ethical behavior (e.g. responsible consumption) and suggests that individuals' ethical decisions are determined by their good traits. This can be particularly relevant to the tourism and hospitality sectors, given that traits are known to shape consistent patterns of socially responsible consumption behaviors, such as pro-environmental purchases, recycling behavior and consumers' responses to CSR actions (Fraj and Martinez, 2006). However, the good traits may not emerge or reflect equally in behaviors across different customer groups. For instance, Sigala (2020) confirmed that younger tourists put a greater emphasis on responsible efforts than older groups of consumers. Shin et al. (2021), on the other hand, found that CSR initiatives have little impact on holiday accommodation choice of egoistic (self-oriented consumers). The authors found that these consumers reported positive attitudes toward CSR; nevertheless, when engaging in decision-making, their focus was placed on the monetary offer. This attitude-behavior gap represents an area where hospitality and tourism researchers can investigate consumers' motivations for engaging in wider CSR programs post-pandemic and how to encourage these more effectively.

Another area concerning the new trend of individual CSR initiatives is related to people's demand for outdoor recreational consumption, which is expected to grow post-pandemic (Ho et al., 2021). Consumers have begun to revitalize local facilities such as parks and public recreational areas to substitute their inability for international travelling with domestic travel (Zwanka and Buff, 2021). This approach may also lessen the negative impact of travelling on the environment and further encourages collective behaviors from other parties (e.g. travel agencies, airlines, accommodation facilities) and tourists themselves to consider the significant impact of tourism activities on the environment (Paskova and Zelenka, 2018). Sigala (2020) claimed that this group of consumers are likely to practice environmental sustainability by discontinuing long haul travelling, thus encouraging tour

companies to reevaluate their offerings and design more environmentally friendly holiday packages.

In sum, research discussed in this theme largely demonstrates that consumption patterns of consumers have significantly shifted during the pandemic based on age, motivations, values and financial resources. This warrants the need for scholars to explore new ways for organizations and consumers to work together to cocreate responsible demand post-pandemic taking into account the changes in consumer behaviors identified here.

5. Conclusion

Based on a synthesis of global efforts in addressing pandemic-related disaster and crisis management, we identified gaps in the literature and designed a conceptual framework to guide future studies. The framework includes newly emerging themes in literature, which will encourage future research to generate strategies in building resilience for achieving a long-term recovery. Drawing an integrative review of three important areas management, marketing and consumers, this study recommends that resilient businesses should adopt a long-term planning centered around HR management, marketing innovation and changing patterns in consumer behaviors, while the focus of the majority of studies in literature to date has been on either short-term solutions or temporary survival strategies.

5.1 Theoretical implications

A review of the articles and obtained findings about the impact of the COVID-19 pandemic on hospitality and tourism enabled us to integrate some notable points into our conceptual model differentiating between three different areas for future investigation including management, marketing and consumer behavior (Figure 1). Although researchers in many fields emphasize the significant impact of the COVID-19 pandemic on organizations, marketing applications and customers, this research is lagging behind the rapidly changing

circumstances surrounding COVID-19. To address this, our study examines the impact of COVID-19 on hospitality and tourism comprehensively and holistically. Despite the rapid growth of awareness of the impact of COVID-19, there are still significant gaps in the hospitality and tourism literature, as we indicated in this article. By reviewing a selection of studies in hospitality and tourism literature relating to COVID-19, we hope to inspire future research to pursue studies across different aspects and dynamics of COVID-19 and post-COVID-19 in which customers, marketers and firms are inevitably embedded. By providing key recommendations, our research sheds light on opportunities for future hospitality and tourism researchers, especially in a post-pandemic world about how to bridge the gap between those three areas (e.g. management, marketing and consumer behavior). We hope that our review will extend the interdisciplinary research in this critical area or at the minimum pique the interest of those who find the COVID-19 impact on hospitality and tourism an intriguing area.

5.2 Practical implications

Given that the tourism and hospitality industry currently face an uncertain future, this study provides several practical and operational implications to organizations. First, an integral part of long-term planning is managing employees' perceptions, expectations and values, so that employees are empowered to maintain high service standard and quality. Resilient companies should thus use and optimize their organizational capital and provide employment security, employee autonomy and up-to-date training. In line with this, maintaining the congruence between employee and workplace values will enhance job satisfaction, lower employee turnover rates and generate positive employee attitudes toward a continuously changing work environment. Moreover, given some of the social demographics discussed here comprising hospitality and tourism as well as the vulnerability of certain employee groups, appropriate support will help achieve an organizational culture of inclusion

and diversity. Second, hospitality and tourism companies should also engage in continuous marketing innovation concerning both internal and external customers. post-pandemic marketing innovation represents a transformational structure that enables businesses to liaise and effectively engage with their various stakeholders (Altinay and Arici, 2021). Many marketers have already responded to challenges produced by COVID-19 by optimizing or adopting new communication channels and technologies, revisiting their brand and destination images and strengthening their CSR messages. Going forward, continued marketing innovation, optimization of emerging technologies and online service provision tools will contribute to the long-term recovery and success of tourism and hospitality. Third, health and safety concerns and travelling uncertainty have become a major barrier to consumers' behavioral intentions post-pandemic. However, this has also provided an opportunity for hospitality and tourism businesses to rebuild consumer trust through reducing the perceived risks and enhancing the perceived value associated with these barriers. Given the close relationship between customer (repeat) purchase intentions and a business' financial stability, there are significant implications for businesses from understanding their consumers' emerging or evolving needs and preferences. For instance, research indicates that older consumers are more price-sensitive seeking utilitarian, value-based travel services and products, while younger generations of consumers have a preference toward responsible consumption. Likewise, more generally, the pandemic has driven an increase in environmentally conscious consumer behaviors and patterns (e.g. "ecological," "responsible," "minimalist" and "nomadic" travelling), which provides hospitality and tourism businesses with creative opportunities to build resilience.

5.3 Recommendations for future research

First, pandemic research into the management implications outlined several HR-related challenges that are largely produced by the prevalent hybrid working models and

rapidly changing workplace environments. Future researchers are thus encouraged to explore how such hybrid working models impact organizational capital and whether these help or constrain organizational culture to achieve employee-environment value congruence in hospitality and tourism sectors. Second, there is a consensus on the development of social and digital media marketing. It is agreed that its further penetration into the hospitality and tourism industries helps to gain competitive advantage. However, the adoption of technology has produced deviant and undesirable consequences and behaviors such as the spread of fake news and misinformation. Researchers are encouraged to investigate how the spread of fake news and misinformation impacts the decision-making of consumers and the reputation of the businesses. We acknowledge that the adoption of digital technologies aiding innovation and building resilience has been developed without involving relevant stakeholders in a digital ecosystem (e.g. organizations, policymakers, suppliers, consumers, internal employees) post-pandemic. Future research is encouraged to examine the integration of digital ecosystems as a source of transformational change connecting businesses and their various stakeholders, further enhancing the competitive advantage of the organizations. Finally, the review demonstrates that consumption patterns of consumers have significantly shifted post-pandemic, which is varied by age, motivations, values and financial resources. It warrants the need for scholars to explore new ways for organizations and consumers to work together and to cocreate a responsible future taking individual characteristics and demand into account.

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