This collection of papers has been written by the international team of scholars teaching at the Master Course in Planning and Management of Tourism Systems of the University of Bergamo, while the Covid-19 emergency was spreading in all parts of the World and especially in the territory of Bergamo.
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This collection is addressed to students and researchers studying in the tourism sector, who are in search of answers in this time of change and crisis. We believe that after reading this volume they won't have all the answers to their dilemmas, but they will reflect about them, they will receive proposals for specific approaches, methodologies, sources, references, examples, useful for the future of their own research.

FEDERICA BURINI is Associate Professor of Geography at the Department of Foreign Languages, Literatures and Cultures of the University of Bergamo where she is member of the CST-DiathesisLab. Her primary research interests are participatory processes and collaborative mapping to promote territorial regeneration in a sustainable perspective.

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TOURISM FACING A PANDEMIC: FROM CRISIS TO RECOVERY

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edited by Federica Burini

UNIVERSITÀ DEGLI STUDI DI BERGAMO

2020

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To our students of the Master Course
in Planning and Management of Tourism Systems
of the University of Bergamo

Table of contents

Presentation and executive summary by Federica Burini p. 11

I - IMPACTS OF GLOBAL SHOCKS IN TRAVEL BEHAVIOURS

Corona pandemic as exogenous shock for international tourism: a context analysis p. 15
Peter Keller, Université de Lausanne

The impact of crisis on travel: Covid-19 and other shocks p. 25
Greg Richards, University of Tilburg

A fragmented system in the face of the crisis p. 33
Andrea Macchiavelli, University of Bergamo

Gastronomy tourism and Covid-19: technologies for overcoming current and future restrictions p. 45
Roberta Garibaldi, **Andrea Pozzi**, University of Bergamo

Back to the basics in the Tourism Marketing during Covid-19 emergency p. 53
Daniela Andreini, Federico Mangiò, University of Bergamo

Flight cancellations and the Covid-19 pandemic: is European Union law on air passenger rights fit for purpose? p. 63
Simon Taylor, Université Paris Nanterre

II - TOURISM SUSTAINABILITY AND ADAPTATION

Responding to the Coronavirus crisis. Parallels for tourism and climate change? p. 73
Andrew Holden, Goldsmiths University, London

Spatial effects of a pandemic on Tourism: discovering territorial pathologies and resilience p. 79
Federica Burini, University of Bergamo

From Covid-19 to COP-21: a 'Travel Typology' for our times p. 99
Jennifer Wells, California Institute of Integral Studies, San Francisco

The unsustainable lightness of tourism p. 109
Elena Bougleux, University of Bergamo

III – TOURISM IMAGINARIES AND DISCOURSES

Tourism at bound distance. Minute cityscapes in Covid-19 times p. 125
Rossana Bonadei, University of Bergamo

From #traveltomorrow to #MagicalKenya: a sociosemiotic analysis of a tourism narrative response to Covid-19 p. 139
Cinzia Spinzi, **Stefania Maci**, University of Bergamo

Imagining the post-Covid-19 world of travel: avoiding fear, anxiety and distress p. 155
Milos Nicic, University of Belgrade

If visitors won't go to Heritage, Heritage must go to visitors. Digitisation of Heritage in time of Corona p. 165
Sanja Iguman, University of Bergamo

IV – BEHAVIOURS AND SOCIAL IMPACTS AFTER A PANDEMIC

Commons and the tourism sector facing a pandemic
Roberto Peretta, University of Bergamo, University of Trento p. 175

The crisis of labour in the tourism and hospitality sectors during the pandemic: discourses and strategies p. 183
Gabriella Alberti, Leeds University Business School, **Domenico Perrotta**, University of Bergamo

Female empowerment in tourism in times of travel bans and afterwards p. 195
Kerstin Heuwinkel, University of Applied Sciences Saarland

V - SURVIVAL STRATEGIES FOR CULTURE, ART AND SCIENCE

The art & science of destination management
Terry Stevens, Swansea Metropolitan University p. 203

Survival strategies for cultural institutions: making space and open licenses p. 223
Iolanda Pensa, SUPSI University of Applied Sciences and Arts of Southern Switzerland

Are we living the future? Museums in the time of Covid-19 p. 229
Gemma Tully, University of Cambridge

Contemporary art and tourism: global and local p. 243
Raffaella Pulejo, University of Bergamo, Accademia di Belle Arti di Brera

The right of access to culture in crisis contexts p. 251
Patrizia Anesa, University of Bergamo

Going Dark: Theater in the Time of Covid-19 p. 261
Gloria Pastorino, Fairleigh Dickinson University

VI - TOURISM TEACHING FACING CRISIS

PMTS students during Covid-19 outbreak: a survey p. 275
Stephanie Pyne, Carlton University, **Federica Burini**, University of Bergamo

The Authors p. 283

Presentation and executive summary

This collection of papers has been written in April 2020 by the international team of scholars teaching at the Master Course in *Planning and Management of Tourism Systems* of the University of Bergamo, while the Covid-19 emergency was spreading in all parts of the World and especially in the territory of Bergamo.
The main aim of the work is to face the topic of Tourism in the case of exogenous shocks, like the Covid-19 pandemic, reflecting on their impacts on territories, communities and heritage both during and after the crisis. The papers adopt different disciplinary approaches and methods, trying to give a multi-focused gaze to the complexity of a global phenomenon and to possible forms of recovery. The first section is focused on the impacts of global shocks in travel behaviours seen from economic, marketing and legal perspectives (Peter Keller, Greg Richards, Andrea Macchiavelli, Roberta Garibaldi, Andrea Pozzi, Daniela Andreini, Federico Mangiò, Simon Taylor), followed by a second section which analyses territorial and environmental issues related to tourism sustainability and adaptation to global changes (Andrew Holden, Federica Burini, Jennifer Wells, Elena Bougleux). The third section investigates tourism discourses and imageries during and after a pandemic (Rossana Bonadei, Cinzia Spinzi, Stefania Maci, Milos Nicic, Sanja Iguman), followed by a fourth section focusing on behaviours and social impacts (Roberto Peretta, Gabriella Alberti, Domenico Perrotta, Kerstin Heuwinkel). The fifth section analyses survival strategies to a pandemic for art, culture and science (Terry Stevens, Iolanda Pensa, Gemma Tully, Raffaella Pulejo, Patrizia Anesa, Gloria Pastorino). The last section deals with tourism teaching during crisis by analysing the results of a survey (Stephanie Pyne and Federica Burini).
This collection is addressed to students interested in the tourism sector, who are in search of answers in this time of change and crisis. We believe that after reading this volume they won't have all the answers to their dilemmas, but they will reflect about them, they will receive proposals for specific approaches,

methodologies, sources, references, examples, useful for the future of their own research.
I wish to thank the colleagues from the University of Bergamo and the visiting professors from British, Canadian, Dutch, French, German, Italian, Serbian, Swiss, US universities for having accepted with great enthusiasm this challenge in a so difficult period of resistance. Their valuable contributions will undoubtedly be of great interest and demonstrate that a global phenomenon should be always analysed by a global network of researchers. I also thank the anonymous referees from foreign universities who dedicated their time to read and approve this publication.
The book is dedicated to our students of the Master Course in *Planning and Management of Tourism Systems* and to those of them who particularly suffered for Covid-19.

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Commons and the tourism sector facing a pandemic

Roberto Peretta*

Abstract:
The outbreak of the Covid-19 pandemic took the tourism sector by surprise. Discussion about resilience started immediately, and has instinctively been bottom-up. A point that has emerged among Italian professionals and scholars is the local dimension of potential solutions. Separate issues, like sustainability to be granted on a territorial level to attract foreign visitors in the future, awareness that reaction against the pandemic either starts from local stakeholders or does not start at all, and the need of sanitization to be carried out massively throughout a destination, all may be referred to the concept of common goods, i.e. goods beyond individual properties – entities that have owners but are not owned personally. In a word, Commons. Strictly speaking, Commons belong to a prefeudal organization of societies, where pastures are shared and run smoothly by local communities. Commons like these are still alive here and there across the Alps and in Switzerland. Commons, however, are also at the origin of urban parks in the British Isles, and the field in which Elinor Ostrom was awarded the Nobel Prize in Economics in 1994. What's interesting, the digital protocol and language that billions of people have relied on to keep communicating during the lockdown after the Covid-19 outbreak are Commons, too. No one individually owns the World-Wide Web or initiatives like Wikipedia, nor – the keyword, again – Creative Commons.
Keywords: *tourism, pandemic, commons*

Online discussion among tourism professionals and scholars started immediately after the Covid-19 outbreak. This was not surprising. As the result of a combination among infrastructures, industries, services and people, the tourism sector does suffer instantly from any lacks in the infrastructures, industries or services involved. It happened worldwide after 9/11, on a regional scale after political turmoil, and locally after terrorism attacks (Zibanai, 2014).

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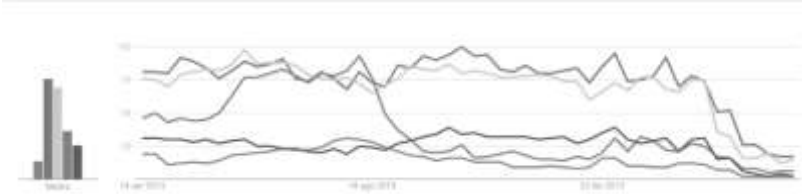

Figure 1 - Hotel reservations in Lombardy 2019-2020
Source: Google Trends, April 2020

A pandemic, like the one ignited by Covid-19, triggers a very powerful mix of disruptions in tourism. Transport is significantly halted, travels are regulated if not stopped, no tourism attractions can be accessed, and congregations of people – those concerning accommodation and dining included – are limited (European Commission, 2020; Italia, 2020).

1. Discussion in Italy

Professional and scholarly discussion after the Covid-19 outbreak has been intense in Italy, a country where the tourism sector is reckoned to account for some 13% of total national employment (European Commission, 2018). Among the initiatives which have been feeding the discussion, #tuscanytogether (a digital initiative by Regione Toscana, https://tuscanytogether.edubit.it/) and online webinars hosted by The Data Appeal Company (an Italian data business, https://datappeal.io/) should be mentioned for quality of interventions and authoritativeness of speakers.

2. Sustainability

A session at #tuscanytogether made clear that the sector's reaction to the Covid-19 pandemic can be effective only if destinations address the sustainability issue as a whole (Cagol, 2020). In fact, it is understood that no visitors may be entranced by a place where health conditions are dubious – even less so in the future – on a scene where travellers already appeared to prefer eco-friendly accommodation before Covid-19 burst out (Booking.com, 2019).

During a Data Appeal webinar held on March 30, 2020 (https://youtu.be/7e9bqhUR4oc) serious sustainability (and cost) issues were said to be expected on the accommodation side: how will hotels be able to sanitize lift buttons or air conditioning systems in real time?

Professionals taking part in the same webinar observed that selfishness led some destinations to make major communication mistakes on the first days of the outbreak. Indeed, the case of the "Milano non si

ferma" campaign ("Milan does not stop", https://www.youtube.com/watch?v=Gr0Nsrz7W3s), launched by the City of Milan on February 27, 2020, may be mentioned to prove that sustainability was not considered a priority at all. The campaign endangered the destination's brand and – last but not least – contributed to the spreading of the disease. Less than a month later, the Mayor of Milan openly apologized (https://twitter.com/chetempochefa/status/1241861330224795650).

3. A voice from Val Seriana

During the Data Appeal webinar mentioned above, an apparently minor voice from the destinations world appeared to deserve attention. Serena Bonetti from Promoserio, a consortium acting as the local destination management organization, said that the reaction against pandemic in her Val Seriana and Val di Scalve – mountain valleys just north of a major concentration of Covid-19 – consisted in strengthening the community links, on both the digital and the interpersonal level.

> *Nel giro di pochissimo tempo si è passati ad avere il virus in casa. […] Come destinazione abbiamo cercato di mantenere un tono di ottimismo all'esterno. […] Ma una destinazione [...] deve cercare anche di fare una riflessione su quello che sta accadendo all'interno, perché la destinazione si forma anche con gli operatori […].*
>
> *Sul nostro portale abbiamo creato una pagina con tutte le diverse iniziative degli amministratori locali e i servizi di consegna a domicilio […]. Abbiamo cercato di distribuire il nostro magazine, che è il nostro mezzo di comunicazione cartacea […] con storie delle persone che vivono il territorio. […] Un altro ruolo importante che abbiamo cercato di mantenere è il contatto, il fatto di essere di riferimento per situazioni di aiuto […], anche per camere in affitto per operatori sanitari e […] per una raccolta fondi per l'ospedale di Piario, un presidio locale che è di riferimento soprattutto per l'alta valle […]; queste […] esperienze ci aiuteranno quando dovremo ripartire.*

Instinctive reaction to the pandemic has been perceived as the key for tourism to be relaunched.

4. La Ville du quart d'heure

On a much larger urban scene, a bottom-up spatial organization of local life has been proposed by Anne Hidalgo, Mayor of Paris, France. The idea of "La Ville du quart d'heure" is based on similar experiences in

Barcelona (the "superblocks"), London ("Every One Every Day") and Portland, OR. On a district level, services should – and can – be made reachable by locals with no need of walking longer than for fifteen minutes. "Les mesures de confinement instaurées afin de lutter contre la propagation du coronavirus sont l'occasion de passer en ville à une autre temporalité, estime Carlos Moreno, professeur associé à l'Institut d'administration des entreprises de Paris" (Le Monde, 2020).

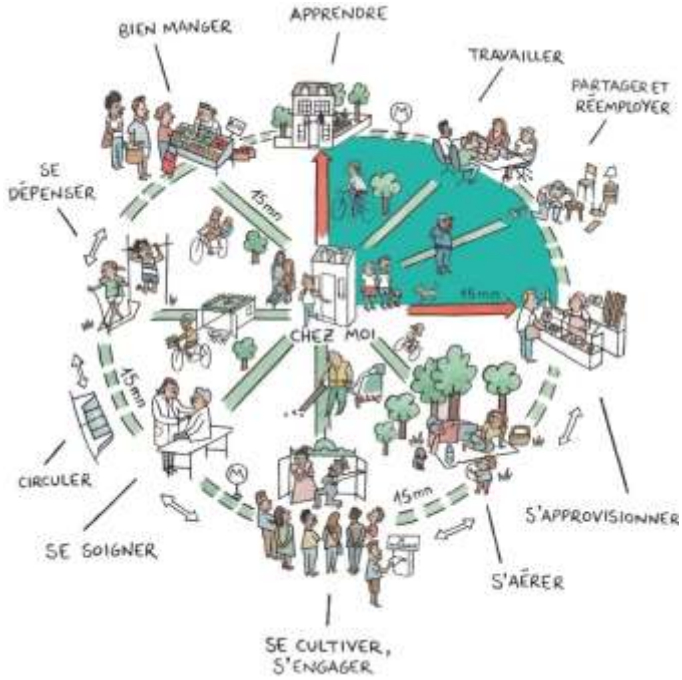

Figure 2 - Paris du quart d'heure
Source: https://www.citylab.com/

There is no reason to exclude a local management of tourist accommodation from this proposal.

5. Commons

The concept of Commons encompasses goods that a community shares, being they "an area of land for use by the

public" (from the Britannica "Commons" item), "the cultural and natural resources accessible to all members of a society" (from the Wikipedia "Commons" entry) or "a large area of open land in a town or village that people walk or play sport on" (according to the Longman dictionary of Contemporary English).

A research on "Shared ownership as a key issue of Swiss history" – related to a country where cases of prefeudal societal organization survive – was recently released by an authoritative academic publisher, as the first chapter in a collective book on Commons in a glocal world (Haller *et al*, 2019). The whole book provides a lot of relevant sources and suggestions.

Commons was also the keyword under which Elinor Ostrom (1933-2012), the first woman ever to win the Nobel Prize in Economics, was awarded the Prize in 1994 "for her analysis of economic governance, especially the commons". Here is how The Nobel Foundation summarizes her work.

It was long unanimously held among economists that natural resources that were collectively used by their users would be over-exploited and destroyed in the long-term. Elinor Ostrom disproved this idea by conducting field studies on how people in small, local communities manage shared natural resources, such as pastures, fishing waters, and forests. She showed that when natural resources are jointly used by their users, in time, rules are established for how these are to be cared for and used in a way that is both economically and ecologically sustainable (The Nobel Prize, 2009).

6. Digital Commons

A broader sort of Commons, on a global scale, has been represented during the pandemic by the World-Wide Web (and, well... webcams.). The role of the Web after the Covid-19 outbreak has been – as we all have been forced to recognize – crucial and invaluable. Information technologies (IT) have provided the only available ground where human communication is kept alive, and discussion held, under a lockdown. By the way, this matter of fact has confirmed that digital machinery and human lives have definitively intertwined (Floridi, 2014).

Figure 3 – The Rotterdams Philharmonisch Orkest performs the Anthem of Europe from their homes during the lockdown
Source: https://www.youtube.com/watch?v=3eXT60rbBVk

On the other hand, yet still under an IT approach, clashes between politicians and virologists about measures to be enforced to fight the spreading of the disease have brought the general public to reconsider the role of data. The consciousness has grown that any decision-making model involving challenges and solutions does require a reliable set of data, solid methodologies and a working information system in between (Laudon, Laudon, 2014).

Back to tourism, it should be noted that an approach based on information systems has been proposed to confront overtourism (Mich, 2020). A parallel question rises. Can a similar approach be embraced now, to help addressing the current "no tourism" crisis?

An analysis on the web presence solutions locally adopted by different destinations during the pandemic might play a role in contributing to an initial answer. This analysis is a task that both tourism professionals and students from the relevant courses in some Italian universities are currently performing.

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