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CORONAVIRUS

The management of pandemic
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Mitigating the Impact of the COVID-19 Pandemic on the Tourism Sector: The Case of Jordan





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Abstract

Purpose

The outbreak of the COVID-19 pandemic led to an almost complete cessation in the tourism sector worldwide. The sudden outbreak affected all economic sectors in Jordan and tourism was severely hit. The aim of this study is to adapt a “multi-step model for altering place image” to uncover various media strategies that could possibly be used by Jordanian marketers to increase the flow of tourism and repair their destination image during the pandemic.

Design/Methodology/Approach

A qualitative research method was used to reach the objectives of the research.

Findings

The study provides a framework for tourism marketers to mitigate the effects of COVID-19 in the tourism sector.

Keywords

COVID-19, Jordan Tourism, Destination Marketing, Destination Image.



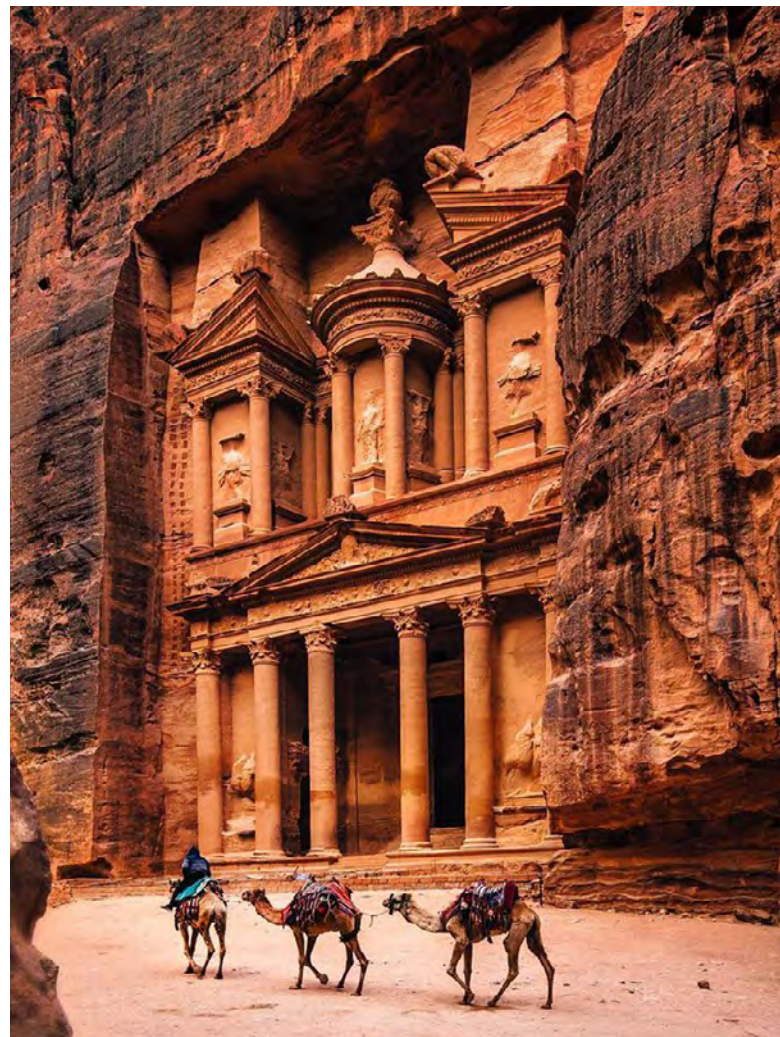
Introduction

Jordan is a Middle Eastern country with 10 million individuals distributed in numerous parts of the Kingdom according to UN world population prospects (Worldometer, 2020). Jordan presents a perfect entryway to the Middle East and North Africa (MENA) region and the remainder of the globe. It shares borders with six MENA countries: Iraq, Syria, Saudi Arabia, Israel, the Palestinian National Authority Territories, and Egypt. The prime location of Jordan reinforces its accessibility, giving it advantage over neighbouring MENA countries whose borders are less exposed (AMIR, 2004; USAID, 2012).

For Jordan, tourism is a dominant industry and accounts for 13% of its annual gross domestic product (GDP). It is also the largest producer of private sector employment in the country (MoTA, 2019). Unfortunately, like its neighbouring countries, Jordan has witnessed significant turbulence and suffered many crises since the establishment of its tourism industry (Beirman, 2002). These crises entail economic recessions, wars, terrorist attacks, political tensions and, finally, the pandemic. Unfortunately, these various types of turmoil were broadcast in the international and local media and drastically affected the sector and the destination image (Mansfeld and Winckler, 2015; Allan and Alkushman, 2019).

The current research attempts to provide initial media strategies for Jordanian marketers to repair its negative image and to re-attract tourists to Jordan after the COVID-19 pandemic. This study adapted the “multi-step model for altering place image” introduced by Avraham and Ketter (2008), and provides suggestions for Jordanian marketers to improve their destination image. This framework provides three types of strategies that could be applied by tourism marketers: source, message and audience strategies. The authors reviewed the literature and analysed the media strategies and marketing initiatives that have been conducted by Jordanian marketers during times of crises. This procedure is performed to uncover the strategies that could be used by Jordanian marketers to build a positive image of the country and to re-attract tourists after the COVID-19 outbreak.

It is important to note that limited studies have focused on mitigating the effects of the pandemic on tourism destinations. Most of the studies were individual case studies and did not elaborate on using marketing communication strategies/media strategies to repair destination images during times of crises (Beirman and van Walbeek, 2011; Walters and Mair, 2012; Mair et al., 2016). To date, no study has examined and provided strategies that could be used by Jordanian marketers to repair their country's image, especially during the pandemic. As a result, this study is conducted to provide some suggestions to mitigate the effects of COVID-19 by adopting the “multi step model to repair tourism image” introduced by Avraham and Ketter (2008, 2016).



Literature Review

Marketing tourism destinations during crises

Destination marketing has been the focus of various researchers in the tourism field (Wang and Pizan, 2011; Önder et al., 2020; Baker and Cameron, 2008; Mariani et al., 2016; Buhalis, 2000). According to the World Tourism Organization (WTO), destination marketing is defined as all of the continuous activities that are provided to bring the buyer and seller together in order to satisfy the buyers. This requires various responsible parties making critical decisions concerning the prices, distribution, branding, market segmentation, and tourism product to create a competitive advantage for a destination (WTO, 1994; Prideaux and Cooper, 2003). Furthermore, Wang (2011) stated that destination marketing is a practical approach that concentrates on the tourists and leads to the economic and social development of the destination by considering the interests of visitors, service providers and the community.

Additionally, Horner and Swarbrooke (1996) stated that destination marketing entails using tourism as a tool to improve the destination image. Therefore, a positive destination image is a vital factor in destination marketing. Researchers believe that there is a positive correlation between a destination image and the inflow of tourism to this destination. A positive image increases the flow of tourism (Govers et al., 2007; Dinnie, 2010; Morakabati et al., 2014; Beerli and Martin, 2004).

However, marketing tourism destinations and maintaining their positive image are challenging tasks for the parties responsible for tourism (Wang, 2011; Bennett, 1999). These challenges are related to the complexity of the tourism products and the involvement of many parties in the decision making (Baker and Cameron, 2008). Furthermore, using various marketing strategies and tools in times of crises, such as wars, terror attacks, and pandemics, would have very limited or zero effect on increasing the number of tourists (Beirman, 2002; Walters and Mair, 2012; Mansfeld and Pizan, 2006).

Consequently, researchers have been using the

novel concept of destination branding or place branding to create a positive image for a destination and increase the flow of tourism (Morgan et al., 2007; Blain et al., 2005; Qu et al., 2011). In addition, researchers used the image repair theory to return positive images to institutions and destinations (Benoit, 1997, 2015). Researchers used several strategies for image repair. For example, Coombs (2014) used four stages in image repair: being aggressive with the opponent, providing explanations, incorporation, and apologising. Further, Avraham and Ketter (2008) suggested the “multi-step model for altering place image”.

Despite the availability of various marketing strategies to improve the reputation and image of a tourism destination, not all the strategies can provide a positive outcome for a destination. Marketers should use the strategies that fit the type of crisis and the abilities of destinations to resist them (Beirman, 2003; Coombs, 2014; Coombs and Holladay, 2010). The “multi-step model for altering place image” suggests that destination marketers can choose the most suitable marketing strategy to repair the destination image in times of crisis. This strategy focuses on three aspects: the message source, the message itself, and the audience. After choosing some or all of the aspects of this strategy, several marketing promotional elements (e.g., Public Relations and Advertising) and media communication channels (TV, radio, and the Internet) should be adopted to deliver the marketing campaign (Avraham and Ketter, 2016).

This study presents an overview of the media strategies used in times of crises, and then provides examples of how Jordanian marketers used these communication strategies. It then offers suggestions for Jordanian marketers on how to use these strategies to mitigate the effect of COVID-19.

Tourism in Jordan

Tourism is one important sector in the Jordanian economy, constituting over 13% of the total GDP (MoTA, 2019). It is also the second largest export industry and foreign currency earner supporting Jordan's balance of payments, after external remittances from Jordanian expatriates. Tourism employs more than 50,000 workers in the private sector (MoTA, 2019).

According to the Central Bank of Jordan (CBJ) statistics from January 2020, tourism income increased by 10.2% in 2019 compared to 2018 and totalled US\$5.8 billion. Furthermore, the CBJ data indicated that revenues continued to increase during January 2020, reaching US\$501.3 million, which is an increase of 11.4% compared to January 2019. The expectations for tourists' arrivals and revenues were high for 2020, until the appearance of the first COVID-19 case in March 2020 (The Arab Weekly, 2020).

Jordan offers a variety of tourism products scattered in different parts of the kingdom. These products include archaeological tourism, such as Petra (which is classified as one of the seven wonders of the world); the Roman city of Jerish; the Castle of Karak; Shoubak Castle; St George's Church; the mosaic map in Madaba, and the Desert Castles. In addition, religious tourism offers a variety of sites and attractions for both Christians and Muslims; these include the Jordan River where Jesus Christ was baptised, the Jordan Valley with its villages and highlands where Jesus and his disciples preached, the Dead Sea, Mount Nebo and many Islamic shrines in the area of the Jordan Valley (Amir, 2004). This is in addition to the heritage tourism and traditional sites such as Salt and Fuhais with old houses and museums. In addition, adventure tourism/eco-tourism is present in the natural reserve areas, deserts, mountain climbing, scuba diving and the Jordan Trail, a national hiking trail crossing the entire country.

Medical tourism is also a vital tourism product in Jordan. There are numerous natural springs and spas scattered in different parts of the kingdom for therapeutic tourism. The Dead Sea is the most

famous destination for natural medical healing. Other hot springs include Ma'en, A'ffra and Himma located in the south and north of the kingdom. In addition, the availability of renowned hospitals and medical care is considered the best in the region. Finally, recreational tourism is represented by annual festivals and events, such as the Jerash Festival for Arts and Crafts. These diverse tourism products increase the socioeconomic benefit to the country, satisfy various tourists' demands, and increase the tourism market share for Jordan (USAID, 2013; Taji, 2005).





There are different government and private institutions responsible for managing and promoting tourism in Jordan. These organisations are represented by The Ministry of Tourism and Antiquities (MoTA); this is the main government institution involved in regulating and operating the tourism sector in Jordan. The Jordan Tourism Board (JTB) is a combination of the public and private sectors; it has a vital and main role in promoting tourism products in Jordan. The Royal Jordanian Airline is responsible for publishing brochures, creating videos and disseminating information about Jordan in their global offices. Finally, the Aqaba Region Authority (ARA) is responsible for developing and promoting tourism projects in Aqaba (Al-Muala and Al Qurneh, 2012; Al-Azzam, 2016; Magatef, 2015).

Unfortunately, the Jordanian tourism industry has suffered from a series of crises since its establishment in 1925. Each decade, tourism has been affected by various wars in the region. These have included the Palestinian revolution in the 1930s, the Second World War in the 1940s, the 1950 war in Egypt, the 1967 war, and the Palestinian-Israeli war in the 1970s (Sousa, 2014; Makovsky, 2004). In 2000, Jordan was affected by the Gulf War that was then followed by the Arab Spring from 2011-2018 (Mathur, 2017; Al-Omari et al., 2015; Swaidan and Nica, 2002). Over the past two years, the sector had started to recover, until the outbreak of COVID-19 in March 2020. Since that date, the tourism sector has witnessed many cancellations, including those related to conferences, lectures, recreational activities, hotel bookings, and airline bookings. In addition, restaurants, airlines, hotels, museums and all tourism attractions were closed. This left Jordanian officials to consider what will happen to the industry and its benefits. What are the marketing media strategies that should be followed to regain international tourists and improve the destination image?

Methodology

The current study is conceptual, and the data were collected from various secondary resources to examine the effect of COVID-19 on the tourism sector in Jordan. Conceptual analysis is used to understand a specific concept or to suggest ideas regarding the investigated issue (Furner, 2004). Xin et al. (2013) explained that conceptual tourism and hospitality research does not need empirical evidence to justify their claims of expertise.

The following two research questions are used to uncover the suggested strategies that should be used by Jordanian tourism marketers to create a positive image of their country and to increase the inflow of tourism in the future.

What are the possible media strategies that could be adopted by Jordanian officials during the pandemic?

How can the Jordanian tourism sector overcome the challenges of COVID-19 using these strategies?

To answer these questions, the researchers reviewed the literature, news reports, published articles, marketing initiatives and tourism reports in Jordan. Most of the information was sourced from the Internet, the website of the MoTA in Jordan and the website of the JTB. These resources include information on Jordan's marketing strategies and activities, and tourism statistics that were conceptually analysed. This kind of analysis illustrates certain patterns that help us to understand a specific point of view (Pauly, 1991). A qualitative methodology was used in the Middle East and North Africa (MENA) areas to repair the destination image, such as the studies of Avraham (2015, 2016).



Results

Using the “multi-step model for altering place image”, the primary review revealed that Jordanian marketers and decision-makers should improve and strengthen their efforts to use three kinds of strategies to restore the image of their country and to attract more tourism after the pandemic. Tourism decision-makers should invest in the exerted effort of his Majesty King Abdullah II, the Ministry of Health, and the Royal Medical Services in flattening the pandemic curve. Jordan has taken the lead to get ahead of the curve and enacted

extreme quarantine measures early on to protect its citizens, visitors and guests. Unfortunately, until recently, minimal efforts have been initiated to improve the image of the country to increase the flow of future tourism. Jordanian marketing decision-makers are advised to follow the three main stages of destination image restoration suggested by Avraham and Ketter (2008), which provides three kinds of communication strategies: source, message, and targeted audience.

Source strategy

This strategy includes cooperation with the international media and replacing the traditional media with a more developed one (Avraham, 2016). Cooperation with the international media involves conducting interviews, organising press conferences, and distributing press releases. The analysis revealed that Jordan had initiated many contacts with international media and invited international journalists to visit different tourism locations in Jordan. For example, Jordan invited travel writers and journalists from Canada and the US to visit during the Arab Spring to show them

different tourism sites and to prove to them that Jordan is a peaceful country (eTN, 7 April 2011). Furthermore, the Association of Independent Tour Operators (AITO) in Jordan, together with Royal Jordanian Airline and the JTB organised an international tourism conference for specialist tour operators to take place in Jordan in 2016. This conference sought to familiarise people with the country and encourage them to organise trips. The Chairman of AITO Specialist Travel Agents said the following:

“I’m really happy that we’ll be travelling to Jordan for the conference this November. The conference will be held at several locations throughout Jordan, including The Dead Sea and Petra, allowing conference delegates to experience some of the joys and magical experiences of the country.” (Travelbulletin, 2016)



With the advent of new technologies, such as the Internet, Jordan was able to reach its target market without the mediation of the traditional media. This strategy helped the country to reach its target foreign market and express its point of view without the interference of any intermediaries (Avrahamm, 2009, 2013; Gilboa, 2006). Internet adoption and updating tourism websites were witnessed during the Arab Spring events. For example, Jordan signed an agreement with Google services and ten Jordanian institutions to promote tourism in Jordan (eTN, 14 December 2010). Following that year, Jordan sponsored a social media campaign developed by travel bloggers who visited Jordan (eTN, 11 December 2011).

In addition, the JTB and MoTA developed Facebook pages and used them to promote a positive image for the country. Alternative sources were used to promote tourism and a positive image. These included the development of the film industry, including Aladdin and Lawrence of Arabia, showing different touristic sites. In addition, the country has also hosted opinion leaders, such as travel agents, and religious leaders. For example, the pope visited the baptism site of Jesus in the Dead Sea area and performed the Holy Mass in Amman (Discovery Circle, 2014).

Another tool used in this strategy was the use of webcams on the JTB website. This strategy allowed tourists to experience familiar tourist sites without the intervention of intermediaries. During the Arab Springtime, Egypt and Jordan had placed cameras at major tourism sites in order to demonstrate to foreign tourists that their destinations were safe and active (eTN, 6 and 11 February 2013). The JTB website also includes a media centre that could be developed to include more articles and fundamental information concerning tourism in Jordan.

The above discussion illustrates that Jordan

used several communication source strategies to promote tourism in Jordan during crises and difficult times. Therefore, it is necessary to use the same tools during the pandemic to increase the inflow of tourism and enhance the image of the country during this time. The tourism entities could use virtual tours on their websites at the time of the pandemic and travel bans; this may develop into a complementary addition, becoming the ultimate tool for them to promote and market Jordan. The MoTA, together with the JTB could focus on a digital transformation. This would require them to access online travel agents' databases and sell tourism packages at lower prices than online agencies. This would be a direct way of selling tourism packages and providing a positive image of the country.



Message strategy

The message strategy focuses on the message itself and tries to minimise the effect of the crisis in different ways. These include decreasing the level of the crisis, recognising the harmful image, hosting cultural and tourism events, and geographic isolation from problematic destinations (Avraham, 2015, 2016).

Decreasing the level of a crisis is an important message strategy that could be implemented by retaining the geographical scale of the crisis and revealing its minimal effect (Avraham, 2016). During the Middle East crisis, marketers in Jordan did not deny the Arab Spring events; however, they always portrayed Jordan as a safe destination (Campbell, 2019). Similarly, during and after the COVID-19 pandemic, marketers should divide their attention between local and international tourism. They must emphasise the international media's tribute to Jordan's effort and resilience in combating the Coronavirus, thus portraying Jordan as one of the safest, must-see destinations after COVID-19.

In addition, COVID-19 has spread through the big cities and populated areas in most countries. As such, Jordan has the advantage that it can turn to isolated areas (e.g., Wadi Rum and Petra) or the northern part of the country (e.g., Um Quais), which are deemed safer and not contaminated. Furthermore, the nature of tourism activities in these destinations (cycling, hiking and tracking) does not require people to be close together and they are therefore less at risk regarding spreading the virus.

Admitting and recognising the negative impact of a crisis is an acceptable tactic to return to a trustworthy image (Beirman, 2002). In this strategy, marketers should admit the negative effect of COVID-19 and promise a better future. This strategy was used in Jordan during the Middle East Crisis to emphasise the safety of the destination. The director of the Jordanian Tourism Board explained that "Jordan has a long standing reputation as a very safe, secure, and hospitable destination" (eTN, 27 March 2011).

In this respect, Jordanian marketers should

illustrate the hygiene measures that have been followed in public and tourist areas. This may include broadcasting videos and TV programmes illustrating the safety and disinfection procedures followed by airports, airlines, hotels, restaurants, bars and tourist areas. Additionally, all of the strict preventive measures and the efforts of his majesty King Abdullah II to send special aircraft to Taiwan, collect more testing kits for the virus and export medication to other Arab countries should be positively portrayed by the media; the media should give a positive impression of a safe destination.

Hosting cultural events is another strategy to repair the destination image during a crisis. This strategy aims to focus the media's attention on part of a destination for a short period of time and show the audience that the destination is safe (Avraham and Ketter, 2008). Fortunately, prior to COVID-19, Jordan hosted many cultural events and broadcast them locally and internationally. These events included the Jerash festival, musical events, art events, etc.

However, during the COVID-19 period, Jordanian marketers could host outdoor activities for local and international tourists, especially after the opening of the airports. These activities could include promoting Arabian nights in the Jordanian desert (Wadi Rum and Petra), horseback riding, hiking and camping (Jordan trail). Later, they could host some indoor recreational activities.

The geographic isolation from areas highly hit by COVID-19 is another strategy that could be adopted by Jordanian marketers. This strategy is used by destinations located in problematic areas, such as Jordan, Lebanon, Turkey, Tunis and Egypt (Beirman, 2000). Jordanian marketers managed to isolate themselves during the onset of the Arab Spring from the Middle East area. The Jordan Tourism Board highlighted Jordan as an "oasis of stability" in the media, despite being in the middle of a region hit by riots (eTN, 3 February 2011). The Chairman of the Independent Tour Operators described Jordan as "a quiet street in a busy area", implying the safety of the destination in comparison to other Middle Eastern destinations (Travelbulletin,

2016).

In addition, the head of the Jordanian Committee expressed that Jordan is “not associated with the Middle East” before a sporting event (eTN, 29 March 2011). Jordan has been described as a safe, calm and stable country despite the political unrest in the Middle East region (Lonely Planet, n.d.). The same scenario could be applied during the pandemic. Jordanian marketers could use the international media to announce the total number of cases and the safety measures being followed in their fight against COVID-19. Perhaps a comparison between the total number of cases in Jordan and neighbouring countries would give a positive impression of the destination. For example, Figure 1 illustrates the number of COVID-19 cases in Jordan compared to other countries in the region.

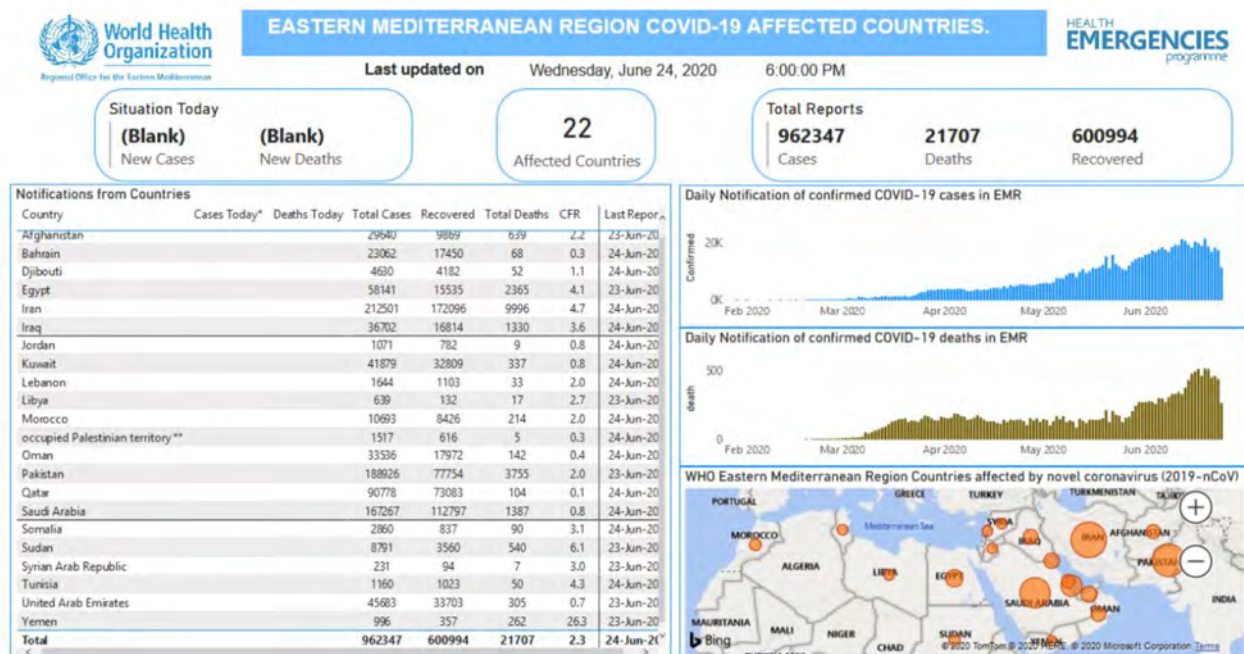


Figure 1: COVID-19 Affected Countries

Source: World Health Organization, 2020

In addition, the safety manuals for all standards and procedures in hospitality institutions should be announced publicly so it will give a positive and safe impression for both local and international tourists. Finally, the announcement of the closure of hospitality institutions should be removed from the JTB website and the information in the COVID-19 section should be updated.

Target market strategies

This strategy focuses on using different tactics to reach a specific market to improve the destination image (Avraham, 2015, 2016). The target market could be an already established market or the development of a new niche market (Kotler et al., 2018). This strategy also focuses on relating the traditions, values and culture of the destination with a specific market. This strategy has been used during crises in Arab countries, such as Egypt, Lebanon, Turkey and Syria (Avraham, 2016).

Jordanian marketers can regain the trust of both local and international tourists in this respect. For local tourism, they can promote tourist attractions and convey a clear message in the local media that these hospitality institutions need Jordanian support. This signal of patriotism will motivate local tourists to visit local tourist attractions rather than spending their marginal income outside Jordan once the COVID-19 travel restrictions are removed. It is also worth mentioning that these kinds of promotional messages should include discounted prices to encourage people to visit these places. Jordan has the advantage of having various platforms to promote domestic tourism, such as Urdonna Jannah, Sawwah and Aqabawi. However, the language, tone and style of the promotion in these platforms should be appealing to Jordanian tourists.

In addition, many Middle Eastern countries started promoting their destinations to neighbouring Arab countries. This initial step is vital because these countries share almost the same culture and are close to each other; therefore, communication and travelling would be easier once travel bans are removed. During the Arab Spring, Jordan used this strategy to attract tourists from other neighbouring Arab countries, such as the Gulf countries (Al-Hamarneh, 2013). Jordanian marketers could attract tourists back by including special slogans in their marketing initiatives, such as 'we missed you', 'Jordan misses you', and 'Jordan is safe'. These messages reflect welcoming and warm gestures to a specific target market.

Jordanian marketers also need to target international tourists and develop new niche markets. Once again, Jordanian marketers need to promote Jordan as a safe destination and illustrate all the safety and hygiene procedures that have been administered during the COVID-19 pandemic. These procedures should be clear for the tourists from the minute they step onto the plane to their arrival at Queen Alia Airport, various accommodation, food and beverage outlets, and tourist attractions. This requires strong coordination among the responsible parties in the hospitality industry (e.g., the Jordan Tourism Board, Royal Jordanian Airlines, the MoTA, the Jordanian Hotel Association, and the Jordanian Restaurants Association).

Furthermore, during the pandemic, Jordanian marketers could increase and initiate tourism from new markets, such as religious tourism, medical tourism, and sport or outdoor tourism. Jordan has many religious attractions that could be promoted for religious tourism that are less affected by the question of safety (Mansfeld and Pizan, 2006). Medical tourism and sport or recreational tourism are advantages that Jordanian can promote during the pandemic. In medical tourism, tourists will be going either to certain limited destinations, such as the Dead Sea or Main Spa, where no cases of COVID-19 were found. Sport tourism, such as mountain hiking or the Jordan trail, are done outdoors with limited or no social contact. This would be very appealing and safe for tourists.



Discussion, Conclusions, and Limitations

The research adapted the conceptual framework of the “multi-step model for altering place image” introduced by Avraham and Ketter (2008). This model indicated various media strategies that marketers could follow in times of crisis. The literature review indicated that Jordanian marketers used the source, message and audience strategies during the Arab Crises. In addition, various marketing initiatives were adopted to improve the destination image and to regain the trust of both local and international tourists. Unfortunately, despite the availability of the media centre on the Jordan Tourism Board website, all the marketing initiatives were scattered efforts. Furthermore, most of the published literature in the field of tourism crises in the Middle East did not employ theories using crisis communication and image repair. Therefore, the current study applies these communication strategies to offer suggestions for Jordanian marketers to mitigate the effect of COVID-19.

Sustaining the flow of tourism in Jordan and protecting its image is a continuous challenge. The tourism sector is a large employer and statistics from the Central Bank of Jordan show that revenues reached US\$501.3 million by the end of January 2020, an increase of 11.4% compared to January 2019 (The Arab Weekly, 2020). This means that the destination is working intensely to increase the flow of tourism and repair its image. However, as mentioned earlier, since the establishment of tourism in the kingdom until the current date, tourism in Jordan has been affected by various crises. Even after lifting the travel bans, it is expected that the demand for tourism will not increase automatically; this is due to the economic crisis worldwide and the decreased level of income globally. In addition, most of the international tourists visiting Jordan from European countries travel using low budget airlines: most European countries are highly contaminated. This means a large drop of the European market that constituted 16.4% of the total tourists in 2019 (MoTA, 2019). For this reason, tourism marketers must be prepared to use crisis communication strategies to minimise the effect of the pandemic and restore the image of the country as much as possible (Ritchie, 2009; Coombs and Holladay, 2010).

In conclusion, there are several communication

strategies that could be used in times of crises. During the pandemic period, marketing decision-makers could use one or all of the previously mentioned communication strategies (source, message, and audience) to mitigate the effect of COVID-19 in the tourism sector in Jordan. This largely depends on their financial capabilities and expertise in the chosen communication strategy. Additionally, the parties responsible for tourism marketing should plan a media communication plan to be used during pandemics, monitor traditional and social media news on the pandemic, and develop a comprehensive report explaining the COVID-19 situation in Jordan and the hygiene standards and procedures applied to all components of the hospitality industry. Finally, marketers should reinstate the confidence and safety of the destination.

In addition, it is important for Jordanian marketers to use several marketing initiatives to repair the country's image and increase the flow of tourism. These initiatives could be used to promote visiting some attractions that require fewer social contacts, such as hiking and medical tourism. Moreover, marketers could work on attracting more international charter flight companies and reduce the prices of tourism packages. Finally, marketers should focus their attention on local tourism to support this sector in the short term.

It should be noted that there are some limitations inherent in this research. First, the current research is descriptive and uses conceptual analysis. This research needs to be extended to adopt a sequential exploratory design in which the qualitative method phase is followed by quantitative data analysis. Second, longitudinal methods should be adopted in future research.

Future research should concentrate on the plan that could be followed for each of the communication strategies. Perhaps the challenges and opportunities of each strategy could be investigated for various destinations during the crises. The factors of choosing certain marketing initiatives and media campaigns during the pandemic should be presented in case studies to benefit decision-makers during the pandemic.

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