

Discussion Questions

Chapter 1

- 1. In what ways did the Carnival Diamond Princess cruise protect their guests once COVID-19 hit the ship?**

Once the first passenger tested positive for the coronavirus the captain of the ship announced to the rest of its passengers what has happened. The rest of the ship began a 2 week quarantine in their respected cabins, as ordered by the Japanese government.

- 2. How did marketing come into play for many countries when the coronavirus hit? Describe in detail one of the many country's responses.**

Students answers may vary. Many countries came up with slogans to encourage guests to stay home for now but upon re opening to come visit. One city in Japan created an "Empty Kyoto" campaign that promised travelers that if they did visit Kyoto they would have all of the usual tourist attractions to themselves due to COVID-19.

- 3. Describe one event that was cancelled due to COVID-19 and the impact it had.**

Students answers will vary. Ex: Mobile World Congress 2020 was cancelled. This conference is usually held in Barcelona every year and generates about \$500mil in revenue as well as over 14,000 part time jobs. It was supposed to take place in late February but could not due to the effects of COVID-19 at the time.

- 4. How were ski resorts effected by the coronavirus?**

On one of the busiest days of the year for many ski resorts, March 14th, the Governor of Colorado began looking more closely at the COVID-19 numbers and decided that ski towns were 20-30x more infected than other towns and ultimately decided they should close. Many ski resort owners pushed for a little more time open because it was their busiest week, but Vail Resorts set off a domino effect when they closed their resorts that evening.

5. **Describe how pubs, bars and restaurants closing their doors impacted many other industries in a ripple effect?**

The hospitality industry was hit pretty hard and were forced into closing their doors. This led other industries such as the food production, liquor and wine, fishing, farming, etc was effected by restaurants closing because they supply their goods to mainly pubs, bars, etc. This created a large ripple effect until businesses looked for alternative ways to make money such as curbside pickup, takeout and delivery.

Chapter 2

1. **Discuss a leader mentioned in chapter two and how they handled the coronavirus. State whether it was effective or not.**

Students answers may vary.

2. **Describe Disney's first step in responding to COVID-19. Did they already have a crisis management team prior to the pandemic?**

Disney does have a crisis management team and a mission statement to go along with it. Disney began crisis management by trying to convince their CEO, Bob Iger, to postpone his planned semi-retirement. He agreed to stay without pay and help steer Disney in the right direction during this uncertain time.

3. **The UNWTO launched "Healing Solutions for Tourism Challenge." Describe in detail what this initiative does.**

The head of the UNWTO stated that the tourism sector has been hit the hardest and they needed help. This initiative was a global call to entrepreneurs and innovators asking them to submit ideas that could help the tourism industry. It would help by finding ideas that could make a difference right away. The winners then would pitch their ideas to government representatives. They received over 1,000 applications.

4. **Describe one way the airline sector of the travel industry was impacted by COVID-19?**

Students answers may vary. Ex: Many airlines grounded their entire fleets but finding a place to store them became a new problem. The

climate of Europe is not built to have “boneyards” to store planes and therefore parked many of their planes at other airports.

5. Choose one hotel company and describe their approach to getting through the pandemic.

Students answers may vary.

Chapter 3

1. What did Micato Safaris do in regards to marketing that many other businesses/companies didn't do?

Micato stated that they would not change their budget at all during the COVID-19 crisis. They saw this is a more personal approach and found that it has worked previously for them. They stated, “We learned after 9/11 that if you kept your foot on the has you were stronger coming out of a crisis.”

2. How is advertising a key marketing tool within the hospitality and tourism sector?

It provides images of product offerings since they cannot see the physical alternatives. Many companies lessen their advertising during a recession or slowdown of travel but doing the exact opposite is what gets people to travel to your hotel, country, etc.

3. Describe Tourism Australia's approach to the pandemic.

They encouraged tourists to stay home and suggested the world was getting rest and would be even better once we could travel again. They released a video called “With Love from Aus” where they show nature getting a “rest” from tourists while they are in isolation. It is a heartfelt way to say, we will welcome visitors when it is the right time to do so.

4. How did Sicily's government attempt to persuade tourists to begin visiting again?

The regional government said that once borders open up, they will cover half of flight costs and a third of hotel expenses as well as a few free museum tickets. This plan would cost the island well over \$50 million.

5. Describe how Thomas Willms, CEO of Deutsche Hospitality, handled the crisis.

He offered training webinars to employees while they were on lockdown. The “Staff Training Staff” project won an eLearning award for these webinars. These videos contained employees teaching other employees on different topics related to their daily work that could be viewed via mobile devices 24/7. He did this in order to keep morale high.

Chapter 4

1. Explain why changes in the type of travel restrictions in place between March 9 and April 6 might have happened, as seen in Figure 4.2?

Student responses will vary. At first, travelers who were already abroad sought to travel home before a tighter restriction on travel across countries. As the virus spread more heavily across the world, more and more nations proposed travel restrictions. COVID-19 was not declared a pandemic by the World Health Organization until March 11, 2020. Different destinations experienced different outcomes overtime with the virus. As of April 6. Nearly half of destinations worldwide had completely or partially closed their borders. Another 21% had introduced more selective, destination-specific restrictions and 27% had suspended some or all international flights, while the remaining 9% of destinations were relying on more varied visa measures, in-country travel restrictions, and/or quarantines.

2. Why were trip cancellations such a challenge for businesses in the travel sector?

Student responses will vary. Businesses struggled to afford giving refunds to travelers that canceled their plans either voluntarily or under travel restrictions. The boss of Lufthansa Group issued a plea to passengers to be patient over cash refunds for canceled flights amid the COVID-19 crisis. Carsten Spohr warned that the entire industry was at risk due to demands for refunds. Travel restrictions to prevent the spread of COVID-19 saw daily passenger carryings for Lufthansa deteriorate to 3,000 a day during lockdown from 350,000 before the crisis.

3. How did naive responses to COVID-19 contribute to the spread of the virus?

Student responses may vary. Cases as far away as California and Massachusetts have been linked to the Winter Party Festival of Miami Beach, Florida in early March. Students on spring break in Florida refused to let the threat of COVID-19 stop them from partying and enjoying time off from school that had been planned months prior.

4. Choose one of the virtual events discussed in this chapter (Art Basel, Formula 1's Grand Prix, Burning Man, Dorset's annual knob-eating competition). How is the virtual event beneficial over cancellation?

Student responses will vary. While Burning Man is normally hosted in Nevada's Black Rock Desert, it became a popular online event in 2020. Many ticketholders were persuaded not to request refunds with the hopes of the organization staying operational into next year's event season. The organizers of the Burning Man Project recreated the desert culture in cyberspace with commitment to keeping Burning Man culture alive and thriving, attracting at the very least their usual ticketholders.

5. Based on what people enjoy about traveling, why is the travel industry expected to bounce back once the crisis passes by?

Student responses will vary. Travelers value strong travel insurance policies and flight discounts. They also report to miss vacations, dining in restaurants, planning travel, weekend getaways, concerts/musicals, going to museums, going to conventions, business trips, going to bars, and attending professional sporting events.

Chapter 5

1. Why might a seal or special certification lure tourists back to destinations and businesses?

Student answers may vary. A health certification program developed as a result of COVID-19 is predicted to lure tourists to destinations with one, which would ensure them as visitors that the destinations upholds the highest health and safety standards throughout their stay. The idea is that tourism-related businesses would pay special attention to meet

required standards of health and safety in order to earn their seal or title.

2. Economic impact – Explain why certain countries seemed to be worse-hit in the coronavirus outbreak.

Small island nations like Aruba, Thailand, and the Philippines were the worst-hit in the coronavirus outbreak due to their dependence on the tourism industry. Thailand and the Philippines rely on tourism for more than a fifth of their GDP – 22% and 21% respectively. Small island nations have staked their entire economies on overseas travelers visiting their beaches and resorts, but because of major travel restrictions placed to slow the spread of coronavirus, those economies were not welcoming any money during that time.

3. Social impact – How might a low-touch economy, where pandemic-control health measures have led to social behavior shifts, impact tourism businesses?

Student answers will vary. Interactions between customers and employees in a way that is safe but doesn't offend presents a challenge to businesses. Many businesses in general have to plan a shift towards a remote workforce and virtual communication platforms as a long-term practice. On a positive note, since working from home does not suit everyone, hotels are able to gain business through those people renting hotel rooms in order to work away from home while still remote.

4. Environmental impact – How did a slowdown in travel and worldwide economic responses due to coronavirus impact the environment?

Student answers will vary. The coronavirus lockdowns led to drastic changes in energy use and CO2 emissions. The extent to which world leaders consider climate change when deciding how to respond to the economic impacts of coronavirus would influence the global CO2 emissions trends for decades to come. The common response of lockdowns throughout most of the world led to short-term environmental benefits, but the individual responses of world leaders would impact the environment in the long run.

5. **Choose one impact of COVID-19 and explain how it was positive or negative.**

Student answers will vary. The impacts of COVID-19 on the travel industry ranged from social to economic to environmental. The impacts include but are not limited to; unemployment, extreme poverty, mental health, acts of charity, new health and safety measures, working from home, and decreasing CO2 emissions.

Chapter 6

6. **Based on what experts and businesses predict the future practices of travel will look like, what challenges might the travel industry face?**

Student responses may vary. Airports and airlines push for uniform regulations to ensure health and safety, which requires practices such as on-site rapid COVID-19 blood tests. This likely presents the challenge of slower airport security. It is also apparent that digital technologies will play a critical role in the future of travel and hospitality. The challenges this faces is having power and knowledge in software and equipment, ensuring reliability, and laying off employees.

7. **Do you believe the use of robots in the travel industry is more beneficial than hurtful? Why?**

Student responses may vary. The use of robots can be very beneficial to the travel industry. For example, robots introduced to multiple cruise ships have the ability to bartend for passengers. This supports a low touch practice by eliminating the amount of interactions between people on board. Utilizing robots as bartenders allows cruise lines to hire less staff for food and beverage purposes and more staff for health and hygiene purposes. There is an increasing value and attention paid towards health and hygiene protocols on ship, so the robots would alleviate the pressure which many concerns are causing travelers and crew.

8. **How did businesses have to adapt to COVID-19? Provide one example.**

Student responses may vary. Businesses had to adapt to COVID-19 in a way that would cater to new demands focused on health and safety,

which was a heightening issue for operating businesses as a result of the pandemic. One example of a company adapting their products to cater to new demands was EmiControls satisfying their customers' growing need for disinfection. Using similar technology to their snowmaking technology, EmiControls provided machines that could distribute disinfectants like it would snow.

9. Why would changing the 'servicescape' of a business impact the success of that business after the COVID-19 crisis?

Student responses will vary. Allowing for socially distant gatherings in public spaces, such as restaurants and stores, by changing the setup of chairs, tables, aisles and other such factors of a 'servicescape', would support a more comfortable environment for customers and respect the multitude of health and safety guidelines. In addition, having a more comfortable environment than a business' competitors would leave that business in better economic standing than it would be having a traditional, packed 'servicescape'.

10. Of the five lessons learned – indicated throughout the end of this chapter – which is the most interesting or surprising to you? Explain.

Student responses will vary.