

Post-COVID 19 Tourism Recovery and Resilience: Thailand Context

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Abstract

COVID 19 is a pandemic that has significant impacts on tourism businesses. All countries rely on vaccination to create herd immunity to open their doors to welcome international tourists. Building confidence in health and hygiene is essential to create tourism demands after COVID 19. The use of social media is another necessary strategy to communicate stories of attractions and tourism resources of a destination. Other than marketing strategies to operate tourism businesses, the "new normality" strategies on safety protocols and sanitary measures are also essential factors that every business in the tourism industry must consider mandatory. The government must implement and communicate adequate health and safety protocols at all points of the travel journey. To fully reopen doors to international arrivals and travelers without fears of contracting COVID 19, worldwide immunization programs must reach herd immunity. Other measures include health safety and security measures, observing the principles of community-based tourism, and sustainable tourism. Travel recovery and resilience must enhance livelihoods and economies with responsibility and a sense of solidarity. The government must provide economic packages to entrepreneurs for tourism recovery and resilience.

Keywords: Post-COVID 19; Pandemic Crisis; Tourism; Recovery and Resilience; Health Safety Protocols; Economic Packages

Introduction

COVID 19 is a pandemic that significantly impacts many businesses globally, including tourism. Stacy (2019) says that the tourism industry has been at a standstill due to lockdown. For almost two years, people have witnessed temporary and permanent closes of tourism businesses, and many employees lost their jobs. After a lengthy lockdown, international tourism has declined since the pandemic outbreak. Now that lockdowns are gradually ending worldwide, many countries have started to ease border restrictions and reopen international tourism (Aref, 2020). Although many governments are still advising their citizens against "nonessential" international travels, hosts of many popular destinations have eased their COVID-19 border restrictions and readily welcome tourists back. To ensure that their countries will not encounter a new wave of COVID 19, the government and other constituents must take precautions before easing travel restrictions for tourism recovery and resilience.

For Thailand, Phuket Sandbox is a pilot model aimed to recover the tourism industry and gradually revive the country's economy. If Phuket Sandbox proves successful, many destinations will follow suit in a short period to open their doors to foreign visitors again.

Thailand hopes to open its doors to welcome tourists by the end of 2021. While tourism is slowly returning in some destinations, most UNWTO Panel of Tourism Experts members expect international tourism to recover only by the second half of 2021, followed by those who expect a rebound in the first part of next year. However, there are still concerns over the lack of reliable information and the deteriorating economic environment (Pankham et al., 2021). These are factors weighing on consumer confidence. The concerns over the “new wave” of COVID 19 brought on by returning vacationers are wreaking havoc on the world’s tourism industry.

Retrospective Scenario

The number of international tourist arrivals has grown remarkably in the last decade and still sustained growth throughout the last years. Since the outbreak of the COVID-19 pandemic, international tourism has gone down tremendously. At the start of the COVID-19 pandemic, governments worldwide moved swiftly to impose national lockdowns and curtail international travel (Lunkam, 2021), which led to an unprecedented drop in international tourist arrivals. Today, the global situation remains critical in many countries, including Thailand. The country has been experiencing new infections, and the number of cases in each wave continues to rise. The pandemic will continue to impact many communities and the overall economy severely. According to the UNWTO's March forecast and its September update, the recovery for the industry might be in 2021, and domestic demand expects to recover faster than international. In May 2020, the majority of the UNWTO tourism experts expected to see signs of recovery by the final quarter of 2020 but mostly in 2021 (Aref, 2020). For Thailand, international tourism recovery has begun with the Phuket Sandbox model, allowing international tourists who have received two vaccine doses to enter Phuket and stay in Phuket for 14 days without quarantine. After 14 days and three tests of COVID 19 during their stay show, they are free to travel to any destination in Thailand.

Vaccination Is Shredding lights on Tourism Recovery and Resilience.

All countries rely on vaccination to create herd immunity to open their doors to welcome tourists. However, uncertainty over the efficacy of vaccines and issues with manufacturing and distribution on a global scale deter tourism recovery and resilience. Although vaccination programs are underway in many countries, the WHO projects herd immunity will require 65-70% of the population to be vaccinated, which is not easy to achieve. Therefore, it is challenging to create confidence among tourists and employees in tourism businesses. Not only do tourists lack confidence in their safety, but they also consider tourism a luxury. Losing jobs and earning less triggered by the pandemic severely reduce travel demands. Nonetheless, vaccination coverage to create herd immunity must be a key measure for tourism recovery, coupled with health and hygiene issues. Destinations must pay attention to the primacy of health and hygiene so speedy and safe tourism recovery and resilience. With new usual ways of life, health and hygiene will be much more critical within the tourism industry. While making an effort to stimulate tourism demands, all destinations must focus on raising health and hygiene standards to build confidence for tourists and employees in tourism businesses.

Creating Demands for Recovery and Resilience

It is essential to build confidence in health and hygiene to create tourism demands after COVID 19. Some measures to create demands are: 1) adjusting services to reduce the risk of

physical contact 2) working with the local community to produce a plan for the recovery of local tourism, 3) revisiting and leveraging tourism resources of a destination, 4) developing a plan for community-based tourism, and 5) developing 'creative tourism' by providing opportunities for tourists to participate in creative activities to verify their creative potential. (Richards, 2004) For a decade, creative tourism has been an expansion of cultural tourism. It is a shift from "passive seeing and learning" to "active experiencing" Tourists want to have experiences of doing creative things of authentic community culture. Creative activities include handicraft arts, performing arts, games and sports, language learning, and participating in the everydayness of community residents. The tourism resources should be re-audited to look for new attractions and offerings to persuade tourists to revisit the destinations. Each community should leverage its tourism resources to make it a tourism destination by applying the resource-based view (RBV) strategic management proposed by Barney (1991). Tourism resources that are valuable, rare, unique, and inimitable must create tourism demand with unique differentiation.

Post-COVID 19 Tourism Strategies

The Covid-19 pandemic has substantially impacted millions of businesses worldwide and has severely hit the tourism industry. It is one of the most affected and probably one of the latest to recover. Ramírez (2020) states that crisis moments give all people around the world the opportunity to experience feelings of uncertainty and anxiety, which leads to the incident of "thinking out of the box" to renovate ways of living and create new strategies to get out of the comfort zone and overcome the crisis. People's mentality and habits have changed, including traveling after Covid-19. Now that tourists' have changed their ways of travel, new tourism strategies are needed to innovate.

As international tourism has been declining tremendously, all businesses in the tourism sector must start thinking more locally and focus their resources on attracting domestic tourism than international. Short-term planning to reactivate tourism businesses and the national economy is formulating strategies to attract domestic tourists. In order to come up with effective strategies, entrepreneurs in the tourism industry must realize that with the COVID 19 pandemic, tourists' habits are changing; thus, they need to keep analyzing their tourists' persona, interests, and new travel habits (UNWTO, 2020). Having insights into tourists' new travel habits will help entrepreneurs in the tourism industry define and implement new strategies that will stimulate tourism after the COVID 19 pandemic.

The use of social media is another necessary strategy to communicate stories of attractions and tourism resources of a destination. New stories of underused tourism resources are essential to inspire tourists to visit a destination they have never considered visiting. The private business sector and other sectors involved in developing and promoting tourism of any destination must re-audit tourism resources in the destination and rethink how to leverage specific tourism resources to be selling points to attract tourists in the incident of tourism recovery and resilience (Pinyocheepet al., 2021). All social media platforms should post exciting content to engage tourists to stimulate demands. People in a destination management organization (DMO) should use social media for rebranding a destination to make an "unsought destination" become a "do not miss destination." Unheard stories are needed for unsought and unseen attractions and activities to inspire tourists to reconsider visiting the destination. It is worth investing time to devise social media strategies to communicate destination stories effectively.

Other than marketing strategies to operate tourism businesses, the "new normality" strategies on safety protocols and sanitary measures are also essential factors that every

business in the tourism industry must consider mandatory. Health and safety measures will influence tourists' decisions to visit a particular destination. For fear of health hazards, tourists will be reluctant to travel again. Paying attention to health and hygiene is essential to build tourists' confidence and ensure tourists' and employees' safety. If another pandemic wave recurs, tourism recovery and resilience will halt and be difficult to resume. The economy will slowly reactivate; thus, the recovery and resilience will not happen as fast as the government and entrepreneurs want (Tan et al., 2022).

The government of Thailand has come up with the following strategies: 1) stimulating domestic demands by subsidizing 40% of accommodation and food expenses for Thais who travel out of their residence cities, 2) launching a half and half program that subsidizes 50% of daily 300 baht expenses at micro, small, and medium enterprises, 3) subsidizing 1,000 baht for domestic airfares, and 4) promoting unseen places in 55 secondary provinces. These strategies help but are not sufficient. Therefore, The government has gradually opened doors to receive international arrivals. The Phuket Sandbox has been designed as a pilot project to receive international tourists who have had two doses of vaccine, and 70% of residents in the destination also have had two doses of vaccine to create herd immunity.

Bubble Tourism: A Balance of Health and Economy

When the COVID 19 pandemic crisis subsides, many countries want to reopen borders to international arrivals to recover the economy. However, there would still be fears of contracting COVID-19, and local communities would still worry about the arrival of outsiders (Lunkam, 2021). Therefore, while trying to recover a country's economy, health safety precautions must also be taken. These two issues must be well balanced. Bubble tourism' with bilateral agreements to allow free travel to and from participating nations would be an appropriate strategy. The requirements are 1) at least 70% of the residents in a destination must have been vaccinated to create herd immunity, 2) vaccinated tourists; two doses for more than 14 days, 3) cautionary arrangement of entry protocols to ensure health safety, so that quarantine will not be needed, 4) clear instructions of a "do and do not list" for tourists while staying in a destination, and 5) new normality should be encouraged among tourists and residents of a destination. Thailand should open its borders to visitors from low-risk countries and countries that were once Thailand's primary source of inbound tourism. The government must build confidence in public health and hygiene standards to attract tourists to visit Thailand. Tourists must believe that Thailand has managed to contain the COVID-19 pandemic crisis well enough to be a safe destination. Though Thailand adopts the Bubble Tourism strategy, it will not open doors to welcome international arrivals in all country destinations. It will gradually select pilot provinces as models to find the best way to restart the inbound tourism industry. The Phuket Sandbox is the first pilot project to welcome international tourists with two-dose vaccination, as it is an area with revenue being heavily dependent on foreign tourism. It is an island, which makes it easy to control the spread of COVID 19. Other provinces with islands and revenue dependent on tourism will be benchmarking the Phuket SandBox.

Tourism Industry Recovery Strategies for Enhanced Economic Impacts

Barbados (2017) suggests that if a destination wants to reform its tourism for economic impacts, it should revisit and redefine its unique value proposition and create a diversity of its tourism offerings to expand its tourist bases with more types of tourism. At the same time, organizations should train their staff to provide world-class services. People involved in developing promoting tourism must increase regional collaboration. For a decade, medical and

education tourism has been on the rise. The strategic concepts cited by Barbados can be applied to the post-COVID recovery of tourism, especially an attempt to promote medical tourism as tourists and people in tourism businesses face health risks. At the same time, more recreational activities, such as sporting, cultural events, eating in excellent restaurants, and fun nightlife, must be provided. These recreational activities help increase the diversity of tourism products and experiences.

The government must issue a public policy, appropriate regulations, and incentives to prioritize tourism as a tool for economic development. Countries with attractive tourism resources should leverage the resources as tourism products to grow other sectors related to tourism. The government must treat the tourism industry as a cohesive and formal part of the economy. Tourism strategies to create economic impacts must create links to the local economy, meaning that the development must comply with the principles of community-based tourism. Community residents must benefit from the development through equitable distribution of wealth. Tourism is a tool to alleviate poverty. The government has to issue programs to help entrepreneurs access capital quickly.

Barbados (2017) recommends tourism reform strategies as follows: 1) improving transportation links, 2) standardizing immigration and customs procedures across the region, optimizing the impact of arrivals, and 4) creating value for community people, value chains, economic linkages, personnel training, and local investment by local enterprises. All sectors should involve in the recovery and resilience programs. A task force to plan tourism recovery and resilience must consist of public officers, private entrepreneurs, community leaders, and academicians in a destination. They have to work together in an integration fashion without friction synergistically.

Tourism Sector Guiding Principles for Recovery

Mahumapelo (2020) lists the following issues for post-COVID tourism recovery and resilience: 1) the health of employees and tourists, 2) the law enforcement aspects, 3) economic activities to preserve the sector, and 4) equitable benefits for all. United Nations (2020) has announced a roadmap to transform post COVID tourism by addressing five priority areas: 1) managing the crisis and mitigating the socio-economic impact on livelihood, 2) boosting competitiveness and building resilience, 3) advancing innovation and the digitalization of the tourism ecosystem, 4) fostering sustainability and inclusive green growth, and 5) coordination and partnerships to transform tourism and achieve sustainable development goals. In order to achieve tourism recovery and resilience, health and safety protocols in all tourism operations are essential for confidence building. The government must implement and communicate adequate health and safety protocols at all points of the travel journey. All regulations and requirements must be issued to rebuild confidence while ensuring travelers, workers, and the host's safety and security. Collaborating and cooperation between countries will be essential in this regard. To prevent a new wave of COVID outbreaks, general guidelines for tourism activities and specific guidelines for certain destinations must be in place and strictly enforced. The regulating agencies must guide and regulate the necessary preconditions undertaken by tourism entrepreneurs towards restarting their tourism businesses. All people involved in the recovery must ensure that all measures taken protect employees and tourists.

The Organization for Economic Co-operation and Development (OECD, 2020) recommends that the return of tourism revenues and safety be well balanced by listing the following: 1) vaccination and new normal behaviors are the keys, 2) health officials develop a plan to classify accepted countries based on how the country is performing in controlling the coronavirus, 3) reopen program announcement contains essential information allowing a safe

re-launch of free movement and tourism in specific destinations, and 4) the platform must provide real-time information on borders, available means of transport, travel restrictions, public health, and safety. Full coordination with health authorities and international cooperation on consumer protection policies and travel restrictions are essential to promote safe travel, build confidence and accelerate recovery as tourism restarts. The lifting or imposing of travel restrictions should be fully coordinated among countries to ensure the safe restart of tourism (United Nations, 2020). Effective reopening and recovery plans and policies will require more dynamic and agile structures and better coordination among all stakeholders, including different ministries and public authorities, to advance safety and security. For Thailand, there must be integrated collaboration among the Ministry of Interior, Public Health, and Tourism and Sports. These ministries should form a tourism recovery action council for the protocols and best practices for safe tourism, an essential strategy for post-COVID economic recovery.

Safe Tourism: A New Normality of Tourism

Mohamed (2020) cites that the World Travel & Tourism Council (WTTC) has recommended that enhancing tourism requires measures ensuring that people are and feel safe towards traveling. WTTC awards global safety and hygiene stamps to countries that demonstrate their commitment to reopening their tourism sector as they recover from the coronavirus outbreak. WTTC, a council representing private-sector travel and tourism, created the Safe Travels Stamp to allow tourists to recognize governments and companies worldwide. Given the health and hygiene global standardized protocols, tourists can experience "Safe Travels" Eligible entities such as hotels, restaurants, airlines, cruise lines, tour operators, attractions, short-term rentals, car rentals, outdoor shopping, transportation, and airports. These facilities can use the stamp of the health and hygiene protocols outlined by WTTC. As of September 2020, the "Safe Travels" List included 100 destinations to adopt the stamp.

Measures Supporting the Recovery

OECD (2020) suggests the following measures for countries that want to recover their tourism and build resilience: 1) reduces red tapes regarding immigration, 2) addresses the VAT issues, 3) provide additional funds for tourism marketing, 4) implement private-public partnership (PPP) for marketing promotion, 5) there must be air liberalization, and 6) the government must provide investment incentives. Tourism Business Council of South Africa (UNCTAD, 2020) points out that there must be government financial relief programs for tourism entrepreneurs to keep their businesses going and increase relief program funds. Also, to devise special incentives for both the supply and demand sides. Peter (2019) gives recommendations concerning communities as follows: 1) there must be a financial injection into tourism communities, 2) entrepreneurs should hire community residents, 3) people involved in the recovery must re-audit tourism resources of the community, and 4) tourism recovery programs must include modifying and strategically leveraging tourism resources according to the principles of RBV management. The United Nations designates a post COVID tourism recovery and resilience process including the following: 1) employee training, screening, social distancing, 2) sanitization of the premises with deep cleaning at the interval, and 3) increasing precaution of food handling systems and processes (International Labor Organization, 2020). These strategies and measures need government support in issuing guidelines, regulations, protocols, and economic packages to build resilience for tourism

businesses. Government subsidies are remedial programs for both the supply and demand sides, essential for tourism recovery and resilience.

How to Boost Competitiveness and Build Resilience

United Nations' guidelines state that all stakeholders must rethink the structure of tourism economies to improve competitiveness and build resilience. They have to adopt new policy frameworks, more conducive to a sound and resilient business environment. The government must support the development of tourism infrastructure and quality services that enable the development of other related sectors and facilitate investment for local micro, small, and medium enterprises (MSMEs) in the tourism industry. The government should provide alternative income sources for tourism-dependent communities to build crisis resilience. An inclusive model that designates linkages between the tourism sector and the rest of the economy should be established, especially the transport and trade sectors. The marketing plan should diversify markets and products (Pankham et al., 2021). At the same time, it should address seasonality to promote all-year-round demands.

Destinations should improve visitor experiences through new offerings, including cultural heritage and creative industries, to raise competitive potential. Entrepreneurs must repurpose skills and competencies to diversify beyond tourism and establish a "smart sector mix" in places where tourism has become the sole economic activity. To achieve safe tourism, all destinations should create a system of early warning tourism based on destinations' risk assessments. In this case, there must be data intelligence systems, science-based approaches, and assessment mechanisms based on clear indicators and targets to detect any warning. When developing new offerings, principles of sustainable tourism must be well observed by preserving all three dimensions of tourism sustainability, namely economy, socio-culture, and quality of environments (Sungmala et al., 2021). In the recovery and resilience programs, community residents should be heard. Their inputs are essential in the decision-making process.

Content marketing on social media platforms is an important strategy to create competitiveness for a destination. Thus, it is necessary to strengthen digital and other emerging technologies and tools for integrated marketing communication. Contents, communication strategies, and technology are three essential components of integrated marketing communication to inspire tourists to visit a destination. Contents on social media platforms must be sharable buzzes to enhance viral marketing. Content provided should correspond with the 5 A's (Awareness, Appeal, Ask, Act, and Advocacy) of the customer journey in decision making. (Kotler et al., 2020). Details of 5 A's are as follows: 1) awareness means creating awareness with accurate information about a destination, 2) appeal means giving details of tourist attraction in a destination that will attract tourists., ask means provoking conversation to get engagement, 4) act means being able to persuade tourists to decide to visit a destination, and 5) advocate means tourists who have visited a destination help promote the destination on social media platforms.

Not only are social media platforms communication channels, but they are also sources of big data. People involved in developing and promoting post-COVID tourism should use social listening to understand better and monitor travelers' needs and trends. Enormous data analytics competency is needed for entrepreneurs to develop new offerings to create innovative experiences for tourists. In short, entrepreneurs must use digital platforms to enhance the competitiveness and agility to reach customers.

Boosting competitive advantages requires a nation to leverage more tourism resources to offer more tourism products and attractions to persuade tourists to visit a destination (Songsraboon et al., 2021). With more leveraged resources, one can develop more types of

tourism for a particular destination. Each resource might be modified, enhanced, supplemented, and complemented according to its condition to make it ready to welcome post-COVID tourists. Economic packages are needed to stimulate entrepreneurs to invest in tourism recovery and resilience programs to develop the tourism resources.

Economic Recovery and Resilience Packages

United Nations (2020) recommends that all countries develop economic packages for tourism recovery and resilience incorporation with multilateral development banks and financial institutions. It is also important that financial support packages for COVID-19 encourage a green recovery economy. The packages should support jobs and livelihoods in local communities. The packages should be designed to support transformative actions for leveraging local tourism resources in tourism development projects (Stacey, 2019). Financial and bailout support from governments must be available for the accommodation and transportation industries. Public-private partnerships should be deployed at all levels to integrate vertical coordination between national and local authorities. The packages should be designed to enhance coordination across sectors supporting tourism such as air, land, and maritime transport, trade, environment, culture, employment, and strong public-private partnerships (United Nations Educational, Scientific and Cultural Organization, 2020). The transformative projects must place the well-being of host communities at the center of tourism policies and management.

Measures to support Enterprises and Jobs

United Nations lists measures to support tourism enterprises and create jobs for residents in a host community as follows: 1) postponing the due payment on tourism and hotel establishments, 2) assisting businesses (hospitality, travel agencies and tour operators, restaurants and fast food establishments among others) by covering the insurance payments owed by the employers, 3) approving the suspension of tax payments, social security, and welfare contributions for the tourism sector and extending the measure to cultural businesses, 4) providing direct payments to enterprises that have been forced to close due to the pandemic, 5) announcing funding from multilateral partners and international institutions to be made available for small and medium tourism enterprises for COVID-19 response and recovery, 6) setting special conditions for loans with low-interest funds, particularly for paying employee salaries, and 7) providing wage subsidy for hardest-hit sectors to aid businesses in retaining jobs in tourism, hospitality, travel, and aviation industries.

Each country should consider what economic packages it could offer to tourism entrepreneurs, especially micro, small, and medium enterprises (MSME) because they experience a brutal hit of the pandemic impacts.

Without economic packages provided by the government to help entrepreneurs recover their businesses, it will be challenging to build tourism resilience. Special funds for this mission must be secured.

Thailand's Post COVID 19 Tourism Recovery and Resilience

Thailand declared a state of emergency on March 25, 2020, and temporarily closed Thai borders to inbound tourists. Since then, there have been zero foreign arrivals in Thailand. The measures taken were successful in controlling the spreading of COVID 19. Seeing that the situation improved slightly, the Thai government introduced the Special Tourist Visa (STV), allowing foreign tourists to enter the country, subject to strict conditions. Visitors must have

proof of valid health insurance. They must stay in an alternative state quarantine (ASQ) for 14 days. Upon arrival, tourists test for COVID-19 and two more tests on the fifth and the fourteenth days. This program brought in a certain number of upper-class tourists who could afford the expenses of ASQ, which was relatively high.

Thailand is now facing the third pandemic wave, which is complicated. The number of infected people is high, and the number of deaths. Nonetheless, the Thai government cannot wait until the pandemic subsides to recover tourism and build resilience. It has adopted a Phuket Sandbox pilot project to open doors to welcome international tourists. The procedures are: 1) 70% of the residents vaccinated with two doses in order to create herd immunity, 2) the destination will open doors to welcome international and domestic tourists who have received two doses of vaccine for more than 14 days, 3) entry protocol designed to ensure health safety for tourists, employees in tourism businesses, and residents, 4) tourists will be tested for COVID upon arrival, on the fifth day, and on the twelfth day before they can travel in areas other than Phuket, and 5) there are health safety criteria to assess whether the project is viable so that it will be a model for other destinations to benchmark.

Pinchuck (2020) points out that travelers will re-venture cautiously with the concept of social distancing in mind. As the tourist sector comprises a significant part of the Thai economy, Thailand needs to recover and build resilience for tourism before the end of 2021. Thailand should leverage the fact that it has been hailed by the World Health Organization as a success story in its handling of the outbreak to project an image of a safe tourism destination. However, plans to reopen borders to foreign tourists have been postponed due to the incidents of the third wave of COVID 19, which is very severe. The success of Phuket Sandbox will encourage other famous destinations of Thailand to replicate the model. The tourism sector will continue to deteriorate if Thailand cannot reopen its borders before the end of 2021.

Things that will help recover the tourism industry in Thailand are: 1) lower prices of air tickets and room rates, 2) lower total travel costs that make traveling more affordable, 3) assurance of health safety measures, new tourism destinations with a diversity of tourism offerings, 4) low contact experiences with new normality, such as social distancing and online services, and 5) enforcement of rules and regulations that control business operation, residents' behaviors, and tourists' behaviors while staying in a destination. Any destination that tries to reopen doors to welcome international tourists must ensure a safe destination with all due measures to protect tourists. It must be positioned as a safe destination.

Conclusion and Discussion

To fully reopen doors to international arrivals and offer travelers less fear of contracting COVID-19, worldwide immunization programs must reach herd immunity. Thailand is one of the top 10 destinations for tourists of most countries; therefore, it has strong potential for the inbound tourism sector when the COVID-19 crisis has been contained. New tourism offerings generated by revisiting and leveraging the tourism resources of a destination will create competitive advantages by offering more types of tourism to tourists. Easy accesses, more attractions, health safety measures, and pricing will be success factors to attract tourists. Once Phuket Sandbox has proved successful, other destinations in Thailand will follow. Pattaya, Hua Hin, Chiang Mai; Krabi, and Samui are just a few to mention. These destinations have high appeal to international tourists. As foreign tourists are increasingly looking for new travel destinations, Thailand has issued a policy to promote tourism in 55 secondary tourism destinations. Thus, Thailand will respond to tourists' needs to visit new destinations by developing and promoting more country destinations. As tourists' post-COVID behaviors will radically change, people involved in the development and the promotion of post-COVID tourism recovery must pay attention to data analytics through social listening to understand

tourists' persona. Having insight into tourists' persona will help increase entrepreneurs' abilities to respond to tourists' needs, tastes, and expectations. Information derived from data analytics will help entrepreneurs redesign their business strategies amid a changing landscape in the tourism sector.

The mandates to recover and build resilience for the tourism industry are as follows: 1) government officers, entrepreneurs, employees, and residents of a destination must develop disease control measures and enforce health safety standards, 2) there must be government measures to stimulate domestic demands as long as borders remain closed to foreign tourists, 3) public-private partnerships enhance frictionless integrated collaboration, 4) harmonize and coordinates immigration and customs protocols and procedures, 5) uses digital technologies for communication and transaction, and 6) community residents perceive equitable economic benefits. Tourism recovery and resilience are a means to recover the economy and create jobs. It has to be carried out along with confidence recovery through health safety and security measures. To complete the mission, one must observe community-based tourism and sustainable tourism principles. In order to recover the economy, destinations should set an objective to recover the tourism industry before the end of 2021.

It should be noted that the recovery and resilience of tourism can be materialized with government economy revival projects to support the supply-side survival to enable recovery and resilience. Easing restrictions for various businesses in the industry and the safety of tourists, employees, and community residents must be well balanced. All stakeholders must realize that tourism, one of the most dynamic and job-intensive sectors of our times, has been one of the hardest hit by the COVID 19 pandemic. Millions of livelihoods worldwide are at stake and need to be supported. Countries attempt to lift travel restrictions with health safety priority gradually to open up opportunities for recovery. A well-coordinated health protocol management protects employees, community residents, and tourists while supporting businesses and employees must be firmly in place.

Multilateral collaboration is needed to build tourism resilience; therefore, international cooperation needs to be stepped up, especially around travel restrictions and border management, to enhance livelihoods and economies with responsibility and a sense of solidarity. Collective action and international cooperation are essential to recover and reform tourism to ensure an economic contribution. The COVID 19 pandemic crisis is also an opportunity to rethink the tourism sector and its contribution to sustainable growth. It is time for all stakeholders to harness innovation and digitalization. It is also time to embrace local values and create job opportunities. The resilience project must leave no one behind.

Recommendations

Once we contain the COVID 19 pandemic crisis, strategies to recover and build resilience for tourism must take place. The following states a few crucial recommendations:

1. Vaccination program executed to reach herd immunity
2. Strictly enforce health safety protocols.
3. Residents, employees, and tourists behave in line with new normality to ensure safety for residents, employees, and tourists.
4. International cooperation is essential to ease border restrictions while raising guards against a recurrence of a new wave of the pandemic.
5. All measures taken must be well considered to balance tourism recovery and health safety.

6. Revisiting, redefining, and leveraging the tourism resources of a destination are needed to come up with new tourism offerings to attract tourists.

7. The recovery program must expand target bases by developing new destinations in a country with new tourism offerings, including products, services, attractions, and new types of tourism following tourism resources available in a destination.

8. Digital technologies should be leveraged for communication, transaction, and operation for low physical contact services.

9. Government policies that set tourism recovery and resilience as national priority agendas must ensure that the economic packages to support tourism recovery and resilience are available.

These measures for post-COVID 19 tourism recovery should commence as soon as the pandemic ends. To wait until the country is COVID-free will be too late to recover economies and livelihoods worldwide. Thus, we recommend the following strategies: 1) health safety protocols that align with the guidelines of the World Health Organization (WHO) and the Department of Health (DOH) of each country, and 2) train employees to comply with health safety protocols and new normality in the tourism industry.

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