



### **COVID-19: An Opportunity to Review Existing Grounded Theories in Event Studies**

Journal:	<i>Journal of Convention &amp; Event Tourism</i>
Manuscript ID	WCET-2020-0015.R1
Manuscript Type:	Original Article
Keywords:	COVID-19, Event studies, Customer engagement, Health and safety, future thoughts

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This is an Accepted Manuscript of an article published by Taylor & Francis in JOURNAL OF CONVENTION AND EVENT TOURISM on 12 June 2020, available online: <https://www.tandfonline.com/doi/full/10.1080/15470148.2020.1776657>.

# COVID-19: An Opportunity to Review Existing Grounded Theories in Event Studies

## Abstract

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The outbreak of COVID-19 has negatively impacted the event industry, while offering it opportunities to reinvent itself. Reviewing some of Getz (2012) futurist thoughts, is part of this reinvention process. This study concludes that: (a) Future Proposition 2 is accurate (b) Future Propositions 1 and 7 need precisions, and as a result has been reformulated as follow:

**New Future Proposition 1:** Planned, live events, both personal and societal in scale and meaning, will always be a prominent feature of civilization, in all societies and cultures. However, in time of pandemics or other crisis, live events might be perturbed, before a staggered **return** to normal under certain conditions, and strict controls.

**New Future Proposition 7:** As travel and tourism collapse, possibly because of the cascading effects of global warming, another energy crisis, war terrorism or global pandemics, events will also collapse temporarily, but will remain important globally because they meet fundamental human needs.

On top of Getz (2012) future thoughts, this study suggests additional Future Propositions.

**Keywords:** COVID-19; Event studies; Customer engagement; Health and safety; Getz (2012) future thoughts

## 1. Introduction

The event industry is a major source of income for many destinations in the world (Getz & Page, 2020; Raj, Walters & Rashid, 2017). For instance, in the United Kingdom (UK), the industry has been growing year-over-year (Eventbrite Reports [Online]). In 2019, the industry was worth more than £14 billion to the economy (Parliament.UK [Online]). The growth forecast for 2020 (The Pulse Report [Online]), obviously could not factor the COVID-19 pandemic in the equation. Indeed, as a result of this pandemic, governments have banned travels and gathering for events (Jamal & Budke, 2020), which has put the event industry under serious threat (Winship, 2020 [Online]). This context offers an opportunity to discuss some grounded theories in event studies formulated by Getz (2012).

Getz (2012: 382) formulated seven future propositions (FPs) regarding the future of the event industry (table 1). Only three of them are discussed in this study:

‘FP1: Planned, live events, both personal and societal in scale and meaning, will always be a prominent feature of civilization, in all societies and culture’.

‘FP2: Virtual events will gain in frequency and importance in response to advances in global technology, and because of globalisation forces and the costs or risks of travel, but they will be in addition to, and not a substitute for, live event experiences’.

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3 ‘FP7: Even if travel and tourism collapse, possibly because of the cascading  
4 effects of global warming, another energy crisis, war terrorism or global  
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‘FP7: Even if travel and tourism collapse, possibly because of the cascading effects of global warming, another energy crisis, war terrorism or global pandemics, events will still remain important globally because they meet fundamental human needs’.

[INSERT TABLE 1 HERE]

This study is focusing on FP1, FP2 and FP7, because they are relevant to the current context, as they cover topics such as virtual events; travel; and pandemics, which resonates with the fact that travels and gathering for events have been banned due to the outbreak of COVID-19 (Jamal & Budke, 2020). The overall objective of this study is to investigate the level of accuracy, and limitations of Getz (2012) FPs (FP1, FP2 and FP7). The research question (RQ) of this study is as follow:

How is the COVID-19 context challenging or supporting Getz (2012) FP1, 2 and 7?

The dual meaning of the word ‘event’ makes it even more relevant to discuss event theories with regards to COVID-19, as an event is the gathering of people for a limited period of time; but events also concern with happenings or incidents beyond the will of men or women (Raj et al, 2017).

## 2. Literature review

### 2.1. Anthropological dimension of events

As the field of study for humans and societies, anthropology (Getz & Page, 2020), and more specifically, socio-cultural anthropology, contributes to the understanding of the reasons for events (Getz & Page, 2020). **Research in anthropology explains** that people want and need to come together, and events contribute to fulfil **these wants** and **needs** for interactions (Getz & Page, 2020). This characteristic of individuals is referred **to** by Turner (1982) as ‘communitas’, which is the Latin for people helping people or people coming together for the good of the community. Indeed, events **are playing** an important role within communities by providing individuals opportunities to assert their identities, and share rituals and celebrations with others (Raj et al, 2017). Local community events are the most important one, as they contribute to the development of a sense of community, particularly in destinations where there are many communities or groups sharing the same space (Raj et al, 2017). **These local community events have also** been identified as having the potential to bridge the gap between locals and tourists due to their **abilities** to foster real encounters and exchanges between individuals, in other words, **they can** develop social capital, and **subsequently, contribute to** reducing occurrence of anti-tourism movements, and development of tourismphobia (Seraphin, Gowreesunkar, Zaman &

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3 Bourliataux-Lajoinie, 2019c). The following quote, from Bowdin, Allen,  
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5 O'Toole, Harris, and McDonnel (2012: 4), highlights how deeply anchored rites  
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7 and rituals (which are imbedded within events) are to individuals and  
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9 communities lives: 'Since the dawn of time, human beings have found ways to  
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11 mark important events in their lives: The changing of the seasons; the phases of  
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13 the moon; the eternal cycle of birth, death and the miraculous renewal of life each  
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15 spring'.

## 22 23 *2.2. Theorising COVID-19 with regards to events management*

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28 The COVID-19 outbreak is considered as 'the first real global health emergency  
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30 experienced by many members of today's society' (Jamal & Budke, 2020: 2).  
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33 Indeed, as of March 23, 2020, the world was impacted with 332.930 cases, and  
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35 more than 14.510 deaths (Yang, Zhang & Chen, 2020). The ban for traveling  
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37 nationally and internationally; and gathering for events were among some of the  
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39 first actions of governments (Jamal & Budke, 2020; Yang et al, 2020). Among  
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41 the immediate non-events or tourism related negative outcomes of this pandemic  
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43 were: the raise of non-medically based discriminations and xenophobia toward  
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45 the Chinese community and their restaurants; discriminations towards people  
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47 who had come back from trips to China or abroad; etc. (Jamal & Budke, 2020).  
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56 A systematic literature review of publications on COVID-19 / tourism (and  
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58 related subjects) based on tourism, hospitality, events management, and leisure  
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3 journals from the Association of Business School (ABS) list (Academic Journal  
4 Guide, 2018 [Online]), reveals that existing literature (table 2), could be divided  
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6 into two main categories. On the one hand, research focusing on the negative  
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8 impacts of the pandemic on: local economies; mental health of tourists;  
9  
10 perception of some destinations; the performance of the tourism industry and  
11  
12 cognate sectors such as casinos, cruises, etc. On the other hand, research  
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14 perceiving the pandemic as an opportunity to review: how the different sectors of  
15  
16 the tourism industry operate; training provisions for future leaders; the  
17  
18 relationship of tourism with capitalism; the sustainability strategies in place;  
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20 models in place to evaluate the impacts of tourism; etc. Existing literature is  
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22 looking simultaneously at two directions, namely the present and the future. In  
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24 the following section of this study, this approach is referred to as Janusian  
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26 thinking and/or ambidextrous management approach. That said, it is worth  
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28 highlighting the fact that out of the 45 articles currently available, only one article  
29  
30 focuses on events. Taking the example of the Burning Man (festival), Rowen  
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32 (2020) explains that in the future events will have to play an even more important  
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34 role in the education of consumers. Based on the dearth of research on the impacts  
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36 and opportunities of COVID-19 for the event industry, this study could be said to  
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38 be filling a gap in literature.  
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3 COVID-19 is also limiting the development of social capital, which is the  
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6 outcome of the inclusion of an individual in a range of networks, structures or  
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9 groups (Seraphin et al, 2019c). As for Getz and Page (2020), they added the fact  
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11 that reciprocity and trust are also prerequisite for social capital development.  
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14 When there is not enough quality interaction between individuals, it results into  
15  
16 a low social capital, which translates into the fact that people are unlikely to be  
17  
18 polite; to talk to each other; and perform acts of kindness (Getz & Page, 2020).  
19  
20 Seraphin et al (2019c) explain that this low level of social capital development  
21  
22 between locals and visitors has been at the origin of anti-tourism movements,  
23  
24 therefore tourismphobia. Early forms of lack of kindness have already been  
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26 identified with the raise of discriminations after the outbreak COVID-19 (Jamal  
27  
28 & Budke, 2020). The fact that some rites and rituals can't be fully performed  
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30 anymore, or been totally interrupted, are also going to contribute to lower social  
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32 capital within communities.  
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### 42 *2.3. Key findings from the literature review*

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46 Events are important for individuals and communities for social (Bowdin et al,  
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48 2012; Seraphin et al, 2019c), and economic reasons (Getz & Page, 2020; Raj,  
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50 Walters & Rashid, 2017). COVID-19 by limiting or interrupting the happenings  
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52 of events (Jamal & Budke, 2020) is impacting negatively on the development of  
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54 social capital within communities, and is also threatening the future of an  
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56 industry, individuals and communities are depending on (figure 1). That said, the  
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3 outbreak of the virus is also offering the industry opportunities to reinvent itself,  
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6 and to contribute even more to the wellbeing of the society (Rowen, 2020).  
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11 **[INSERT FIGURE 1 HERE]**  
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### 16 **3. Theoretical foundation and theoretical framework of the study**

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21 The theoretical foundation overarching this study, has been influenced by the  
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23 Janusian thinking approach, which is a reference to Janus, the Roman god with  
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25 two faces, who looked in opposite directions simultaneously, and **whom** also  
26  
27 played an essential role in the creation of the world (Rothenberg, 1996).  
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33 Janusian thinking is a process that involves conceiving and utilising  
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35 multiple incompatible opposites or contradictory ideas, concepts, images, or  
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37 antitheses simultaneously (Rothenberg, 1996). This approach is also **used** in  
38  
39 sociology. Indeed, “the *self* is considered nowadays as multiple, varied,  
40  
41 changeable, sometimes as chameleon that, changes along with the context,  
42  
43 sometimes as a double-faced Janus with opposite sides” (Salgado & Hermans,  
44  
45 2005: 3). This theoretical approach has also been applied in tourism by Sanchez  
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47 and Adams (2008), who argued that tourism has a Janus-faced character due to  
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49 the fact that for every benefit **generated by** the industry, there is a negative  
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outcome.

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3 As tourism studies and event studies are closely related (Getz, 2012), what  
4 has been said about tourism and its Janus-faced character could also be extended  
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6 to events studies. As a result, in this lockdown context triggered by the outbreak  
7  
8 of COVID-19, Getz (2012) FP 1, 2 and 7 have been reviewed following a  
9  
10 Janusian approach and turned into New Future Propositions (NFPs). So doing,  
11  
12 some elements of the original FPs formulated by Getz (2012) have been kept  
13  
14 (Past), others have been updated with regards to the impacts of the COVID-19  
15  
16 lockdown (Present). Additionally, the Janusian thinking approach of this study is  
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18 also to be understood from the angle that the negative context created by the  
19  
20 lockdown period (Jamal & Budke, 2020), could be turned into a positive one,  
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22 providing lesson is learnt, and benefits reaped (Rowen, 2020).  
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33 The Janusian-thinking approach developed by Sanchez and Adams (2008),  
34 has already been used to challenge crisis impacting the sustainability of the  
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36 tourism industry. As a matter of fact, to tackle overtourism and its related perverse  
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38 impacts on the sustainability of the industry (Cheer, Milano & Novelli, 2019;  
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40 Namberg, Jackish, Schmude & Karl, 2019); but also to educate the general public  
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42 (locals and visitors), a small independent theatre company (in Lucerne,  
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44 Switzerland), developed a special show on the impacts of overtourism on local  
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46 communities (Weber, Egli, Ohnmacht & Stettler, 2019). 'The play expresses the  
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48 complexity of the dilemma the city currently faces, illustrating that when  
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50 something is called for, one often receives more than one expected' (Weber et al,  
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2019: 176). This theatre company has turned a negative situation (overtourism), into a positive one (the education of the general public).

This study is also adopting a Janusian thinking approach, as it is acknowledging the negative impacts of the pandemic on the event industry (present), while identifying opportunities to update existing grounded theories in events management studies, in order to further knowledge in the field (future). 'It is always pleasantly surprising to find inspiration in unexpected places' (Lugosi, 2016: 217). As a result of the theoretical foundation and framework of this study, FP1 is now referred to as New Future Propositions 1 (NFP1), and has been reworded as follow:

- NFP1: Planned, live events, both personal and societal in scale and meaning, will always be a prominent feature of civilization, in all societies and cultures. However, in time of pandemics or other crisis, live events will be perturbed, before a staggered returned to normal under certain conditions, and strict controls.

The rationale behind NFP1 is articulated around five points: First, the dialogical self-theory (DST) stipulates that nobody exists alone, and it is within a relationship that the *self* means something (Salgado & Hermans, 2005). Second, as previously mentioned, events are anchored in individual's life (Bowdin et al, 2012). Third, with the emergence of social media, there is an increasing want and need from individuals to accumulate social capital via live events (Yeoman,

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3 2013). Fourth, when individuals finally get **something** (back), **after having been**  
4  
5 deprived of **this thing**, they engage in conspicuous consumption (Sanchez &  
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7 Adams, 2008). Finally, based on the fact that pandemics outbreak in Asia in 2005  
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9 did not significantly discouraged (elderly) tourists in Asia to undertake their  
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11 planned itineraries (Lee & Chen, 2011), **individuals might not turn their back to**  
12  
13 **the event industry. This extrapolation is based on the fact that: the** tourism and  
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15 event **industry** are closely related; event, as an industry is more resilient than  
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17 tourism (Getz, 2012). However, return to normal might not be immediate, as,  
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19 when individuals or groups are challenged by external aggressive factors, their  
20  
21 attitude change progressively, as proven with the case of some local communities  
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23 threatened by overtourism (Seraphin, Ivanov, Dosquet, Bourliataux-Lajoinie,  
24  
25 2020). **They first depict themselves as victims; then evolve as activists and**  
26  
27 **sometimes vandals; and finally develop a form of resilience to cope with external**  
28  
29 **threats (Seraphin et al, 2020). It is also worth highlighting the fact that** the return  
30  
31 to normal is likely to happen in least deprived areas **first**, as residents from those  
32  
33 areas are more resilient to external aggressive factors related to tourism and  
34  
35 events, due to the fact that their level of happiness is in general **higher**, and as a  
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37 result, **they cope better with external aggressions** (Seraphin, Gowreesunkar &  
38  
39 Platania, 2019; Seraphin, Platania & Modica, 2019). That said, for some events,  
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41 numbers of attendees will probably be scaled down, as communicable diseases  
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43 can be easily spread in places with large crowds, and ‘turn into a global pandemic  
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3 as overseas pilgrims carry the diseases or viruses back to their home countries'  
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6 (Ferdinand & Kitchin, 2017: 217-218).  
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9 In **the light of** this lockdown context, Getz (2012) FP7, has also been  
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11 **reviewed, and is now** referred to as New Future Propositions 7 (NFP7):  
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15 ■ NFP7: As travel and tourism collapse, possibly because of the cascading  
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17 effects of global warming, another energy crisis, war terrorism or global  
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19 pandemics, events will also collapse temporarily, but will remain important  
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21 globally because they meet fundamental human needs.  
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27 The rationale behind NFP7, is articulated around the feeling of fear and  
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29 suspicion of the other that the COVID-19 context has already facilitated (Jamal  
30  
31 & Budke, 2020). **As the negative impacts of crisis take time to fade away**, this  
32  
33 feeling **(as well the diminution of social capital)**, might remain even after the  
34  
35 lockdown (Ferdinand & Kitchin, 2017; Namyak, Tuffon, Szekely, Toal, Worboys  
36  
37 & Sampson, 2007). Carr (2020: 1) even argued that: **“The COVID-19 pandemic’s**  
38  
39 **impact is predicted to be long-lasting with intergenerational impacts for both**  
40  
41 **Indigenous and non-Indigenous peoples”**. As a result of this hypothetical case-  
42  
43 scenario, virtual events will probably gain in frequency and importance, but they  
44  
45 will be in addition to, and not a substitute for, live event experiences (Getz, 2012).  
46  
47 Live events, new technologies, and social media are complementary, because  
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49 48% of millennials are saying they attend live events so that they have something  
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51 to share on social media (The Pulse Report [Online]). Despite some of the  
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3 limitations and concerns related to technology, such as threats to data security  
4 and identity, they are improving how events are planned, designed, and evaluated  
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6 (Ferdinand & Kitchin, 2017). **Virtual events have** also been fuelled by the fact  
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8 that people around the globe are better equipped with mobile devices (Yeoman,  
9  
10 2013).

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17 As for Getz (2012) FP2, this study is arguing that **the** COVID-19 context,  
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19 **has not changed anything to its accuracy.** As a result, FP2 and NFP2 are the  
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21 same:

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- N/FP2: Virtual events will gain in frequency and importance in response to advances in global technology, and because of globalisation forces and the costs or risks of travel, but they will be in addition to, and not a substitute for, live event experiences.

The rationale behind NFP2, has been covered when explaining NFP7. Both NFPs are complementary.

The theoretical foundation and theoretical framework of the study could be summarised as follow (figure 2):

**[INSERT FIGURE 2 HERE]**

## 4. Methodology

### 4.1. Mixed methods

This research method is a combination of methods, with the overall objective of providing ‘complementary and perhaps contrasting perspectives on a phenomenon’ (Hammond & Wellington, 2013: 171), but also ‘precise and in-depth reports’ (Hammond & Wellington, 2013: 171). Mix methods can be a mix of different qualitative and/or quantitative approaches (Hammond & Wellington, 2013). This study is using mixed qualitative research, in other words, non-numerical data. They are usually in the form of words, but can also be other formats such as images (Fox, Gouthro, Morakabati & Brackstone, 2014). Triangulation is a form of mixed methods, that enables to view a topic from more than one perspective, which enables the researcher to arrive at a reasoned conclusion about the research area in question (Brunt, Horner & Semley, 2017).

Triangulation is viewed in its literal sense in this study (figure 3). Section 2 and 3 of the study has provided data based on academic literature review (1). The data has contributed to review and reformulate some Getz (2012) future propositions. Section 4 and 5 are using two additional sources of data, namely one video (2), and one media article (3). Section 6 is triangulating the findings of section 2 and 3 with the findings of sections 4 and 5 to come with reasoned conclusion.



[INSERT FIGURE 3 HERE]

#### 4.2. *Overarching methodological foundation*

This research paper is adopting bricolage as the overarching methodological approach. Indeed, for this approach the researcher or bricoleur is ‘moving between different disciplines and uses different tools, methods and techniques, whatever is at hand, in order to construct meaning out of data’ (Hammond & Wellington, 2013: 15). This research method is also a way to avoid commitment to traditional research steps, and as results bricolage is also referred to as ‘trial of error’ (Hammond & Wellington, 2013). For Cardno, Rosales-Anderson and McDonald (2017), bricolage is all about daring to be different. That said, this method of research is also said to offer a new form of rigour to social research (Kincheloe, 2005), and in some cases, a necessary step towards developing theory (Fincher, Tenenberg & Robins, 2011). The rigour of bricolage comes from the fact that this research approach uses existing tools, while pushing some boundaries (Cardno et al, 2017). For Cardoso et al (2017: 150), the boundaries were pushed by incorporating ‘the values of respect and participation from Maori Kaupapa into Western research methods to achieve an approach that was culturally responsive’. Practically, the steps followed by Cardno et al (2017) are:

- (1) The assembling of set of documents considered to be pertinent and informative.

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2  
3 (2) The second step, inclusion of a more specific dimension to the existing  
4 methodology; the content analysis of the document.  
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8 (3) Finally, results.  
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12 This study has also been inspired (in terms of sources of information  
13 adopted), by one of the very first academic articles on tourism and COVID-19,  
14 authored by Jamal and Budke (2020). In their study, the authors used the latest  
15 published academic publications, alongside recently published media sources.  
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17 The latter are representing the majority of sources used in their paper. Indeed, out  
18 of 31 sources used in the article, 19 (61%) are recently published media sources.  
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20 The type of sources used are relevant to unfolding situations, such as COVID-19  
21 (Jamal & Budke, 2020).  
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34 At this stage, it is also worth reminding that the Janusian-thinking approach  
35 (figure 4) is also deeply influencing this study as:  
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38 (a) The negative impacts of COVID-19 are acknowledged (present), but this  
39 negative context is also perceived as an opportunity to advance knowledge  
40 (future)  
41  
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43 (b) Research to date (from Getz and other academics) have been acknowledged  
44 (past), and are updated in light of the current situation (present)  
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47 (c) From a methodological point of view, the study is based on academic literature  
48 (theory), but also on up to date information from practitioners (practice) as  
49 explained in figure 3.  
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[INSERT FIGURE 4 HERE]

#### 4.3. *Preparing for bricolage*

This section is establishing how this study is meeting the criteria **for** bricolage:

- **Pushing boundaries**

Cardno et al (2017), pushed boundaries by including a contextual parameter to a well-established research method. In this study, boundaries are pushed by adopting **a variety of strategies**:

**(a) The use of French media sources (exclusively)**

As the etymological foundation of ‘bricolage’ comes from a traditional French expression, used to describe ‘crafts-people who creatively use materials left over from other projects to construct new artefacts’ (Rogers, 2012: 1), this study is using current French media sources, and/or oracular statements from ‘French Oracles’, in other words, French experts in the field of tourism and events.

**(b) A adapted application of the Delphi method**

This study is also pushing some boundaries by reviewing the traditional protocol of the Delphi method. This method used in a variety of contexts to produce oracular statements regarding the future, requires access to a panel of experts, and **the collection of** answers to questions using either interviews or questions over two or more rounds (Hammond & Wellington, 2013). Instead, this study is **using** answers to interviews of experts carried by third parties. This approach could be

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3 considered as innovative, not only because bricolage is associated with  
4 innovation (Rogers, 2012), but also because the term ‘Artisan’, also from a  
5 French etymological foundation, closely related to ‘bricolage’ is used in a tourism  
6 context by Brooker and Joppe (2014) to describe a type of innovative person.  
7  
8 According to **Brooker and Joppe (2014) typology**, artisans are able to see beyond  
9 boundaries; they are able to mix realism and abstract; and are able to develop new  
10 ideas (Brooker & Joppe, 2014). The fact that artisan, and to some extent  
11 bricolage, can consider at the same time two opposites, namely realism and  
12 abstract (Brooker & Joppe, 2014), they connect even more to the overarching  
13 theoretical foundation and framework of the study which based on Janusian-  
14 thinking (Rothenberg, 1996), and also with the overarching methodological  
15 foundation based on bricolage (Brooker & Joppe, 2014; Hammond & Wellington,  
16 2013; Rogers, 2012). Based on the fact that Delphi Method has its roots in  
17 strategic military planning (Hammond & Wellington, 2013), and that the French  
18 President stated that we are in a war against COVID-19 (YouTube [Online]), add  
19 another layer of justification for the methodology and sources used in this study.

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▪ Different tools, methods and techniques

Bricolage and Delphi methods have already been discussed in the above section.

Other main tools, methods and techniques used include:

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3 (a) Case study. This method which is the in-depth exploration of a particular case,  
4 or multi cases, using qualitative methods, enables the explanation of the ‘why’  
5 and ‘how’ of a phenomenon (Hammond & Wellington, 2013).  
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10  
11 (b) The other one is documentary research. This approach which suggests that no  
12 document should be accepted at face value, also suggests that documents in a  
13 variety of formats can be used for research, but equally important suggests steps  
14 (authorship; audience; production; content; context) to analyse these documents  
15 (Hammond & Wellington, 2013).  
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- 24  
25  
26 ■ Different disciplines  
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28  
29 This study is mainly based on tourism, event management and psychology  
30 academic research, what makes it interdisciplinary. Interdisciplinary research,  
31 defined as the collaboration among different areas of study, is recommended for  
32 the development of knowledge in a particular area (Okumus, Van Niekerk,  
33 Koseoglu & Bilgihan, 2018). Interdisciplinary approach also contributes to a less  
34 ethnocentric, more equitable, and more generous world (Young; Witsel & Boyle,  
35 2017).  
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## 5. Data collection and analysis

### 5.1. Applying bricolage

The first document used is an interview of Serge Trigano (founder and former Chief Executive Officer (CEO) of Club Med; as well as CEO of Mama Shelter) in the French newspaper 'Le Point'. The article is entitled 'Le virus vaincu, il y aura une formidable envie de sortir' (in French: 'Once the virus tackled, there will be a conspicuous need for indulgence'). The second document used is an interview of Sebastien Bazin (CEO of Accor group), in the French TV programme 'C a vous'. Both Serge Trigano and Sebastien Bazin are leading global chains of hotels. Accor is the sixth largest hotel chain in the world with 4.200 properties (Worldatlas [Online]). As for Mama Shelter it is a collection of hotels located in 7 countries (mamashelter [Online]). The third source used is a TV news (on France 24). Key facts on the impacts of the pandemic on transport, tourism and event sectors are presented, alongside strategies put in place by private and public sectors to mitigate the negative impacts of the virus outbreak. The fourth, and final source is an academic journal article entitled: 'Social relationships and health: The toxic effects of perceive social isolation' (Cacioppo & Cacioppo, 2014).

The analysis of the sources, is done using an adaptation of the framework for document analysis suggested by Hammond and Wellington (2013: 55):

1  
2  
3 authorship; audience; production; content; context (table 3). **The limited number**  
4 **of expert used for this study could be explained by the fact that this study** is first  
5  
6 and foremost a pilot study. A pilot study is basically a small scale version of a  
7  
8 full study (Van Teijlingen & Hundley, 2001), hence the reason it is **also called**  
9  
10 “feasible studies” (Van Teijlingen & Hundley, 2001); “trial run”, or “pre-test”  
11  
12 (Persaud, 2012). “Pilot studies are particularly valuable in situations where little  
13  
14 is known about the research topic” (Persaud, 2012: 2). This is the case of the  
15  
16 impacts of COVID-19 on the future of the event industry and cognate sectors  
17  
18 **(Gossling, Scott & Hall, 2020; Higgins-Desbiolles, 2020; Jamal & Budke, 2020;**  
19  
20 **Lapointe, 2020; Renaud, 2020)**. Among the advantages of pilot studies could be  
21  
22 mentioned: pre-testing a research tool; **providing** valuable insights; **informing** on  
23  
24 likely outcomes; etc. (Persaud, 2012; Van Teijlingen & Hundley, 2001). For Van  
25  
26 Teijlingen and Hundley (2001: 1), “pilot studies are a crucial element of a good  
27  
28 study design”.

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41 **[INSERT TABLE 3 HERE]**  
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## 45 *5.2. Specificity of the study*

- 46  
47  
48 ■ Layers of analysis and data

49  
50 The first layer of analysis and data to support the New Propositions (NPs), is  
51  
52 based on strong conceptual theories (section 3 **and 4**). The second layer of data  
53  
54 and analysis, is based on oracular voices (section 5 and 6).  
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- Misinterpretation

COVID-19, is a suitable example of disaster, which not only was unpredictable, but has also changed and reshuffled economic, market and social conditions and circumstances [in the world](#) (Jamal & Budke, 2020). Additionally, in events management, it is a well-established fact that good planning can **only** contribute to reduce risks to a minimum, **not eliminating them** (Raj et al, 2017). This study is not at all about forecasting the future of the events industry (and to some extent the future of the tourism industry), but to test three of Getz (2012) FPs. In the COVID-19 context any attempt to forecast the future of the event industry would be personal speculations, and opinion based. The COVID-19 crisis is reforming everything ([Jamal & Budke, 2020](#)). Forecasting the future of the event industry is all the more impossible, as the tourism and event industry are by nature variable (Page, 2019). Moreover, forecasting is by definition an attempt to estimate something based on economic, market, and social conditions and circumstances (Kruja, 2018). [Despite existing research and data available \(table 2\), not enough is known to estimate with enough accuracy what the future is going to be like. This is evidenced by the fact that 26 out of the 45 academic research articles published on the topic of COVID-19/tourism are opinion papers \(table 2\). COVID-19/tourism is therefore an open field for academic research \(Jamal & Budke, 2020\).](#) That said, despite the **inherent** limitations of forecasting, there is



1  
2  
3 a growing need for such exercises, that enables to sketch scenarios to gauge likely  
4  
5  
6 changes in the scale of demands (Page, 2019).  
7  
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9

## 10 11 **6. Results and discussion** 12 13

14  
15 Table 3, reveals that overall individuals will be looking at gathering and indulging  
16  
17 themselves. However, gathering will be only under some conditions, and will be  
18  
19 controlled by governments through new rules and regulations.  
20  
21  
22

### 23 24 *6.1. Health and safety* 25 26

27  
28 Businesses in tourism and cognate industries, will have to provide evidence of  
29  
30 **the implementation of** satisfactory health and safety **measures** to convince  
31  
32 customers to come back again. Accor hotel for instance, has joined force with  
33  
34 Veritas (deplacementspros.com [Online]), the world leader in testing, inspection  
35  
36 and certification (Bureauveritas [Online] in order to develop a label (called  
37  
38 ‘ALLSAFE’) based on sanitary measures to support the return to business in the  
39  
40 hospitality and catering sector (Accor [Online]; Hospitalitynet [Online]).  
41  
42 Certifications are important because they offer credibility (Elliott, 2013);  
43  
44 recognitions (White, Miles & Levernier, 2009), and a result contribute to the  
45  
46 improvement of performances (Elliott, 2013). This strategy adopted by Accor,  
47  
48 should be followed by the event industry, as it is part of the event planning process  
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1  
2  
3 to develop and follow policies and/or regulations (Foley, McGillivray &  
4  
5  
6 McPherson, 2012).  
7  
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## 10 11 *6.2. Mobility* 12 13

14  
15 COVID-19 context is offering local businesses **opportunities to grow**, as it  
16  
17 appears that local tourism is going to be more popular than outbound tourism.  
18  
19 This potential coming trend could be explained by the fact that COVID-19 has  
20  
21 plunged the world into an unprecedented context, and also reshuffled all existing  
22  
23 operation and practices (Gossling et al, 2020; Jamal & Budke, 2020), and equally  
24  
25 important, immersed the world into a transformative moment (Higgins-  
26  
27 Desbiolles, 2020). Mobility has been reconsidered (Renaud, 2020), with a greater  
28  
29 tendency for individual to think more in terms of community and to stay local  
30  
31 (Lapointe, 2020), as part of a global movement to develop strategies to combat  
32  
33 climate change (Prideaux, Thompson & Pabel, 2020), and to stop the spread of  
34  
35 the COVID-19 (Jamal & Budke, 2020). Subsequently, trends such as getting  
36  
37 married abroad (Bertella, 2015; Bertella, 2016) might have reached an end.  
38  
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47 Voyage and more generally getting experiences through mobility is  
48  
49 presented rather negatively in Johnson's *Rasselas* (Zadeh & Pirnajmuddin, 2013).  
50  
51 Because of his desire to travel the world to gain experience and happiness,  
52  
53 *Rasselas* is depicted by Johnson as a fallen angel (Smith, 1996). The happy valley,  
54  
55 the place of residence of *Rasselas* is presented as the Garden of Eden, until he  
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voiced his desire to leave (Zadeh & Pirnajmuddin, 2013). As for the external world, it is depicted very negatively (Zadeh & Pirnajmuddin, 2013). In the COVID-19 context, major cities are presented as prison for locals who are leaving these cities to rural and coastal areas, where they have their second home (INSEE, 2020; Letelegramme [Online]; Liberation [Online]). For Seraphin and Dosquet (2020), rural areas and coastal areas could be assimilated to placebo. This trend triggered by the pandemic is a reminder of one the very first forms of tourism, which was health related (Lickorish & Jenkins, 1997), and nowadays known as wellness tourism (Stainton, 2020 [Online]).

### 6.3. *Virtual events*

Online, teleconferenced and webinars, events are also named virtual events (Getz & Page, 2020; Raj et al, 2017). In 2015, the virtual events market was worth \$18.6 billion (Raj et al, 2017). The results of the study reveal that virtual events are going to gain ground due to travel restrictions caused by the pandemic. Zoom for instance, was downloaded 2.13 million times around the world on 23 March, 2020 (Neate, 2020). Many tourism and event management academic conferences, such as The INC Conference 2020 (LinkedIn) are now being delivered online. That said, there are some mitigated circumstances, as loneliness, as a result of absence of positive relationship (what COVID-19, and lockdown are about) could continue, even when positive relationships are facilitated, while also impairing executive functioning of individuals (Cacioppo & Cacioppo, 2014).

#### 6.4. *New Future Propositions (NFPs)*

Comparing the conceptual theories (section 3 and 4), with the second layer of data and analysis based on oracular voices (section 5 and 6), it appears that they are matching. Therefore:

- NFP1: Planned, live events, both personal and societal in scale and meaning, will always be a prominent feature of civilization, in all societies and cultures. However, in time of pandemics or other crisis, live events might be perturbed, before a staggered returned to normal under certain conditions, and strict controls = Confirmed (item 1, 2, 4 in table 3)

- N/FP2: Virtual events will gain in frequency and importance in response to advances in global technology, and because of globalisation forces and the costs or risks of travel, but they will be in addition to, and not a substitute for, live event experiences = Confirmed (item 3 in table 3)

- NFP7: As travel and tourism collapse, possibly because of the cascading effects of global warming, another energy crisis, war terrorism or global pandemics, events will also collapse temporarily, but will remain important globally because they meet fundamental human needs = Confirmed (item 1-4 in table 3)

The level accuracy of the NFPs could be said to be very strong based on the matching coefficient and strength of association (table 4), adapted from the

1  
2  
3 Pearson Product Moment Correlation (Silver, Stevens, Wrenn & Loudon, 2013).  
4  
5  
6 The level of accuracy of the FPs is also supported with the broadcasted public  
7  
8 announcement (that covered festivals and events) of the French President on 13  
9  
10 April, 2020, who announced the end of the total **lockdown** in France for the 11  
11  
12 May, 2020; but also, the fact that events remain **unauthorised** until further notice.  
13  
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18 **[INSERT TABLE 4 HERE]**  
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## 23 **7. Additional New Future Propositions to be formulated?**

### 24 *7.1. Additional New Future Propositions on customer engagement during crisis*

25  
26  
27 Items 1 and 4 of table 3, reveal the importance for businesses to develop recovery  
28  
29 strategies or post-crisis strategies during the crisis period. Seraphin (2018) refers  
30  
31 to this approach as an ambidextrous management approach, which consists in  
32  
33 using the time being or crisis period (exploitation) to develop strategies for the  
34  
35 future or post-crisis strategies (exploration). **Ambidextrous management**  
36  
37 **approach and Janusian-thinking approach (already mentioned in this study) are**  
38  
39 **synonymous (Vo-Than, Seraphin, Okumus & Koseoglu, 2020).**  
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50  
51 In tourism (and related field of research), research applying and referring  
52  
53 to ambidextrous management is very limited (Vo-Than et al, 2020). That said,  
54  
55 when ambidextrous management is applied in tourism context, it is to discuss  
56  
57 destination management and sustainability (Martinez-Perez, Garcia-Villaverde,  
58  
59  
60

1  
2  
3 & Elche, 2016); leadership and human resources management (Bouzari &  
4  
5 Karatepe, 2017; Ma, Zhou, Chen, & Dong, 2019); and innovation and  
6  
7 performance (Cheng, Tang, Shih, & Wan, 2016; Mihalache & Mihalache, 2016).  
8  
9 COVID-19 is impacting on all these areas, what makes this management  
10  
11 approach suitable. The application of ambidextrous management in tourism  
12  
13 context generally leads to sustainability; innovation; increase of social capital;  
14  
15 improvement of staff motivation and performance; value creation; market  
16  
17 performance; and customer loyalty (Vo-Thanh et al, 2020). The application of  
18  
19 ambidextrous management is also suitable to the COVID-19 context due to the  
20  
21 fact that the potential outcomes of this management strategies would address  
22  
23 many issues related to the negative impacts of the COVID-19 pandemic, such as  
24  
25 the diminution of social capital in communities; the collapse of the industry; etc.  
26  
27 Additionally, ambidextrous management (or Janusian-thinking), is overarching  
28  
29 the theoretical foundations of this study (figure 4), which is partly based on the  
30  
31 combination of opposites (Sanchez & Adams, 2008; Vo-Thanh et al, 2020;  
32  
33 Mihalache & Mihalache, 2016).  
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Businesses in the tourism industry (and cognate sectors) have already  
adopted this ambidextrous management approach as they are engaging with their  
customers using social media. With the new mobile lifestyle, and the support of  
technologies (tablet devices; access to internet; augmented reality applications;  
etc.), consumers and businesses are constantly engaged (Hudson & Hudson,

1  
2  
3 2017; Yeoman, 2013). New technologies are not only going to play a major role  
4  
5 in the future of the event industry, but are already contributing to the improvement  
6  
7 of festivals and events experience (Yeoman, 2013). Facebook and Instagram are  
8  
9 two of the most powerful event promotions platforms, as the content posted on  
10  
11 those platforms can grab users' attention (The Pulse Report [Online]). There are  
12  
13 200 million Instagrammers that visit businesses profiles every day; and over 1.6  
14  
15 billion around the world are connected to a small business via Facebook (The  
16  
17 Pulse Report [Online]). Platforms such as LinkedIn are used by 79% of  
18  
19 businesses for a variety of purposes such as marketing (Bonson & Bednarova,  
20  
21 2013). Club Med used a variety of platforms such as LinkedIn (table 5) and  
22  
23 Facebook to keep their customers (children and parents) engaged during the total  
24  
25 lockdown period, through a programme named: 'Club Med at Home', which  
26  
27 provides activities for children and their parents.  
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39 **[INSERT TABLE 5 HERE]**  
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43 Based preceded findings and discussions, this study is formulated an  
44  
45 Additional New Future Proposition (ANFP1):  
46  
47

- 48 ■ ANFP 1: The event professionals of the future will be advocate and  
49  
50 competent when it comes to customer engagement during and after crisis (such  
51  
52 as energy crisis, war terrorism or global pandemics)  
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2  
3 7.2. *Additional New Future Propositions based on customers' satisfaction after*  
4  
5  
6 *crisis*

7  
8  
9  
10 The purpose of any service is to satisfy customers wants and needs (Drewery &  
11 McCarville, 2017). The latter are the result of positive emotions, which then leads  
12 to re-patronage behaviours and positive word of mouth (Drewery & McCarville,  
13 2017). These positive emotions arise as an evaluation of the performance of the  
14 organisation, regarding: (a) whether or not the products and services promised  
15 are provided (b) interaction with others, staff included (c) the environment in  
16 which the products and services are provided (Drewery & McCarville, 2017).  
17 Equally important, Drewery and McCarville (2017: 178), highlighted the fact that  
18 leisure services may be particularly emotional in nature, and as a results are  
19 important for customers. This point is important as leisure upgrade is one the  
20 trends that are going to influence the future of the event industry (Yeoman, 2013).  
21 As a result of this leisure upgrade trend, participation to events will become more  
22 important, as they offer social capital, richness, and new experiences (Yeoman,  
23 2013). Along the same lines, Drewery and McCarville (2017), added that positive  
24 emotions which positively influence the perception of customers are the one  
25 combining elements of the “ethos” (credibility and trustworthiness); “pathos”  
26 (emotional appeal of the message); and finally, “logos” (the capacity to inform).  
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56 In order for event organisers to be perceived positively by their customers,  
57 they will have to focus on the health and safety aspect, as this will be a key  
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1  
2  
3 concern of customers (as indicated by the results section). So doing, event  
4  
5 organisers (and other professionals and businesses), will need to keep themselves  
6  
7 informed in terms of health and safety legislations after the **lockdown** in order to  
8  
9 ensure a safe and sound environment to their customers (logos). **The development**  
10  
11 **of a label (specific to the event industry), similar to the ALLSAFE one developed**  
12  
13 **by Accor could play a significant role in this endeavour.** As for strategies in place  
14  
15 to guarantee the safety of customers, they need to be clearly communicated  
16  
17 (Mitki, Herstein & Jaffe, 2011), and be visible by customers (ethos), what should  
18  
19 **contribute to** ease their minds while performing their leisure activities (pathos).  
20  
21 The preceded suggested strategies are all the more important after a crisis, as  
22  
23 customers build their image of products and services very quickly and  
24  
25 superficially (Gowreesunkar & Dixit, 2017). For them the perceived image is the  
26  
27 reality (Cooper & Hall, 2008). Equally important, these strategies need to be able  
28  
29 to turn a negative situation into a positive one. Connecting customers and service  
30  
31 providers in a win-win relationship has proven to be very effective for that (Favre,  
32  
33 2017). ‘Tourism of people, for the people, with the people’ (Favre, 2017: 572).  
34  
35 In the case of the study it is: ‘Tourism and events of people, for the people, with  
36  
37 the people’. Last but not, in this recovery strategy endeavour, it is important for  
38  
39 **professionals** to work together, in order to share good practices, as it will enable  
40  
41 them to understand better and quicker: the expectations of customers; their  
42  
43 perception of the context; and equally important to innovate, and as result  
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3 (re)boost their competitiveness (Amoro & Duarte, 2015; Bermi, 2009; Jackson,  
4  
5  
6 2006; Kibicho, 2008; Novelli, Schmitz & Spencer, 2006).  
7  
8

9 Based on the preceded findings and discussion, this study is formulated a  
10  
11 last Additional New Future Proposition (ANFP2):  
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14 ■ ANFP2: The event professionals of the future will be advocate and  
15  
16 competent when it comes to demonstrate their ability to sustain an event with  
17  
18 effective safety and security practices after crisis (such as energy crisis, war  
19  
20 terrorism or global pandemics)  
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## 27 **8. Conclusion**

### 28 29 30 31 32 *8.1. Conceptual contributions*

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35  
36 The main conceptual contribution of this study is the confirmation of the accuracy  
37  
38 of Getz (2012) FP2. However, a degree of precision has been brought to both FP1  
39  
40 and FP7:  
41  
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44 ■ NFP1: Planned, live events, both personal and societal in scale and  
45  
46 meaning, will always be prominent feature of civilization, in all societies and  
47  
48 cultures. However, in time of pandemics or other crisis, live events might be  
49  
50 perturbed, before a staggered returned to normal under certain conditions, and  
51  
52 strict controls  
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3       ▪ NFP7: As travel and tourism collapse, possibly because of the cascading  
4 effects of global warming, another energy crisis, war terrorism or global  
5  
6 effects of global warming, another energy crisis, war terrorism or global  
7  
8 pandemics, events will also collapse temporarily, but will remain important  
9  
10 globally because they meet fundamental human needs  
11  
12

13  
14       The results of this study have also lead to two new Future Propositions  
15  
16 referred to in this study as ANFP1 and ANFP 2:  
17  
18

19       ▪ ANFP 1: The event professionals of the future will be advocate and  
20  
21 competent when it comes to customer engagement during and after crisis (such  
22  
23 as energy crisis, war terrorism or global pandemics)  
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26  
27       ▪ ANFP2: The event professionals of the future will be advocate and  
28  
29 competent when it comes to demonstrate their ability to sustain an event with  
30  
31 effective safety and security practices after crisis (such as energy crisis, war  
32  
33 terrorism or global pandemics)  
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37  
38       The following quote from Getz (2012:383) epitomises the overall findings  
39  
40 of this study:  
41  
42

43       ‘Instead of event tourism we will have to rely more on media event to stay  
44  
45 connected globally. Instead of mega events that move to country to country, each  
46  
47 nation, region and community will require its own celebrations, meetings and  
48  
49 games to bring people together for live experiences. Because events have met  
50  
51 essential needs throughout history, in all civilisations, it is safe to conclude that  
52  
53 they will endure and adapt’.  
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## 8.2. Future research

Based on the findings (section 6) and overarching foundations of this study (section 3), future research could be articulated around two axes:

- Conceptual research could look at:

(1) Investigating Getz (2012) other FPs (FP3, 4, 5 and 6), and potentially, updating some of the NFPs and ANFPs formulated in this study. All that in a post-lockdown context.

(2) Other major theories or models (formulated and developed by other academics) in event management could also be investigated and reviewed if need be.

(3) Investigating the extent to which virtual events have gained ground, with a focus on opportunities and limitations related to this type of event

- Empirical research could look at:

(4) Developing and testing for the event industry a label similar to ALLSAFE

(5) Investigating which segments of the event industry (such as weddings), could be impacted by the change of behaviour in terms of mobility; and equally important, how are they going to be impacted

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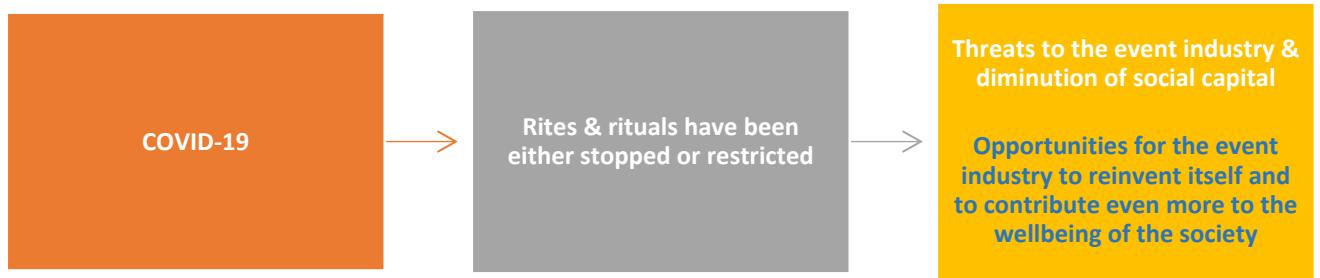


Figure 1: COVID-19 and its impacts  
Source: Author

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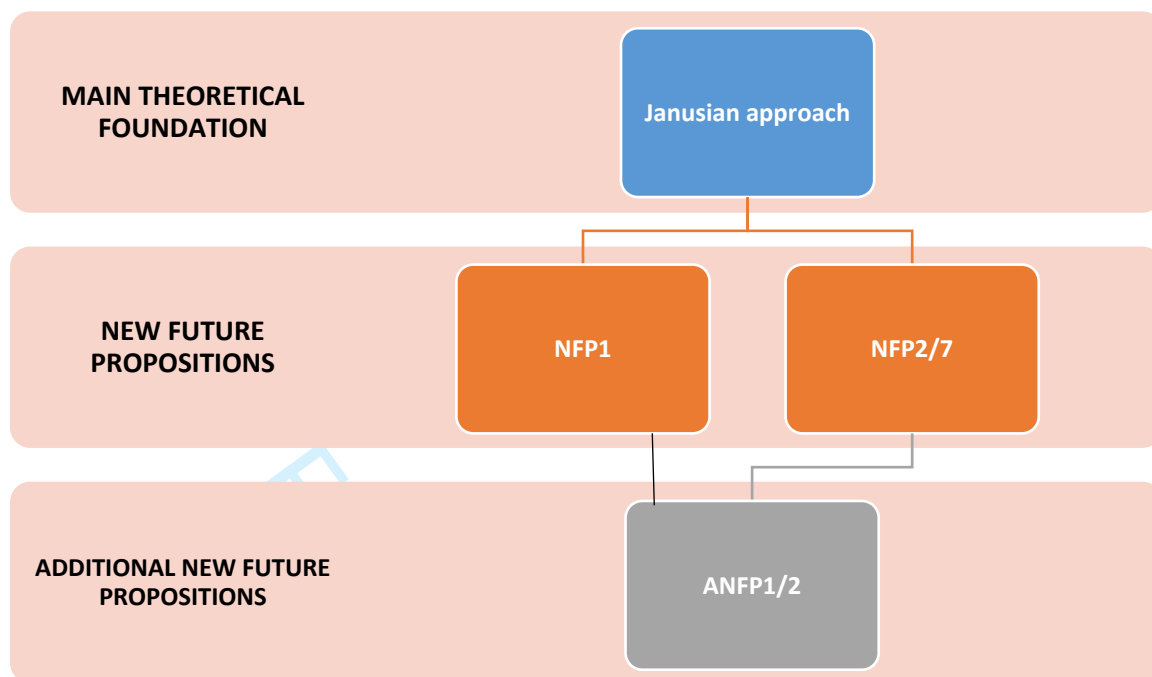


Figure 2: Theoretical foundation and framework of the study  
Source: The author

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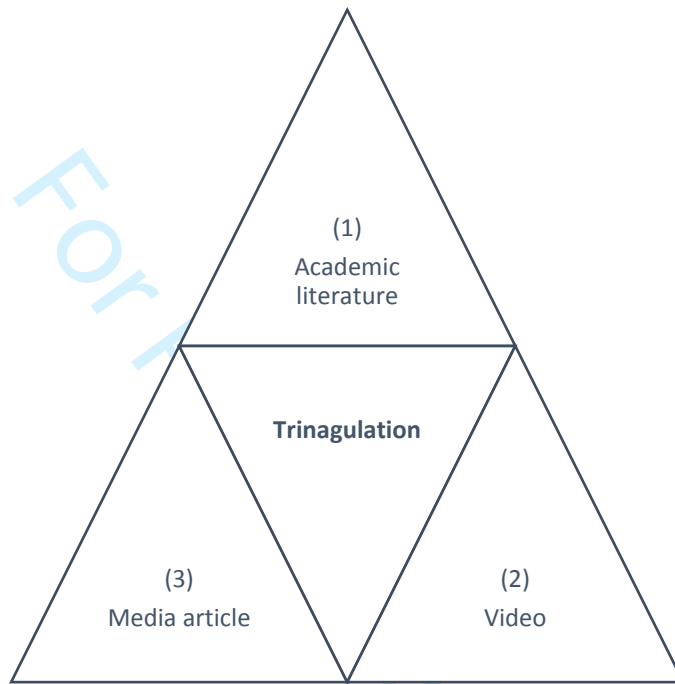


Figure 3: Triangulation approach of the study  
Source: The author



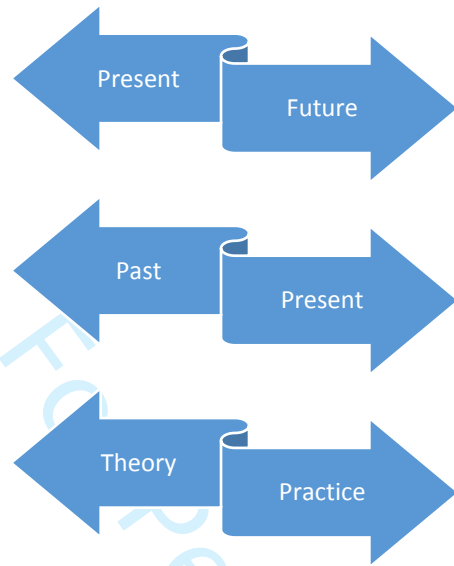


Figure 4: Janusian-thinking approach of the study  
Source: The author

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Table 1: Getz (2012) 7 FPs

FP1	Planned, live events, both personal and societal in scale and meaning, will always be a prominent feature of civilization, in all societies and cultures.
FP2	Virtual events will gain in frequency and importance in response to advances in global technology, and because of globalisation forces and the costs or risks of travel, but they will be in addition to, and not a substitute for, live event experiences.
FP3	Corporate influence on the field of planned events will continue to increase, especially in terms of events produced as manifestations of marketing and branding.
FP4	The strategic justifications for public-sector involvement with events, especially mega events bearing heavy costs, will be increasingly scrutinised and more difficult to defend, while social, cultural and environmental justifications will become more acceptable.
FP5	Generic 'event management' professionals will become the norm, forcing the various professional associations to adapt their recruitment appeal and to demonstrate their added value.
FP6	The event professional of the future will be competent in event management theory and applications, knowledgeable about the importance of events in society, an effective advocate for event-related policy, and a constant learner within the field of event studies.
FP7	Even if travel and tourism collapse, possibly because of the cascading effects of global warming, another energy crisis, war terrorism or global pandemics, events will still remain important globally because they meet fundamental human needs'.

Source: The author (from Getz, 2012)

Table 2: Systematic literature review COVID-19/Tourism and cognate sectors

Author(s)	Year	Title article	Journal	<sup>1</sup> OP	<sup>2</sup> RN	<sup>3</sup> FP	Key points
Baum & Hai	2020	Hospitality, tourism, human rights and the impact of COVID-19	International Journal of Contemporary Hospitality Management			X	Impacts of COVID-19 on peacetime
Wen, Kozak, Yang & Liu	2020	COVID-19: potential effects on Chinese citizens' lifestyle and travel	Tourism Review			X	Impacts of COVID-19 on the future of the tourism industry
Seraphin & Dosquet	2020	Mountain tourism and second home tourism as post COVID-19 lockdown placebo?	Worldwide Hospitality and Tourism Themes		X		In the post-COVID-19 lockdown context, second home tourism and mountain tourism could play the role of placebo.
Gossling, Scott & Hall	2020	Pandemics, tourism and global change: A rapid assessment of COVID-19	Journal of Sustainable Tourism			X	Impact of COVID-19 on the different sector of the tourism industry / strategy for the future
Higgins-Desbiolles	2020	Socialising tourism for social and ecological justice after COVID-19	Tourism Geographies			X	COVID-19 offers the tourism industry an opportunity to reinvent itself
Lapointe	2020	Reconnecting tourism after COVID-19: the paradox of alterity in tourism areas	Tourism Geographies	X			These changes points to a relinking of tourism to the needs of the host communities as part of a survival strategy in a time when there are no tourists, and could become, in the long run, a resilience strategy.
Zeng, Chen & Lew	2020	From high-touch to high-tech: COVID-19 drives robotics adoption	Tourism Geographies	X			Robotics, artificial intelligence, and human-robot interactions have gained an increased presence to help manage the spread of COVID-19 in hospitals, airports, transportation systems, recreation and scenic areas, hotels, restaurants, and communities in general.
Carr	2020	COVID-19, indigenous peoples and tourism: a view from New Zealand	Tourism Geographies	X			The COVID-19 pandemic's impact is predicted to be long-lasting with intergenerational impacts for both Indigenous and non-Indigenous peoples.

Ioannides & Gyimothy	2020	The COVID-19 crisis as an opportunity for escaping the unsustainable global tourism path	Tourism Geographies	X			The COVID-19 pandemic has halted mobility globally on an unprecedented scale, causing the neoliberal market mechanisms of global tourism to be severely disrupted.
Cheer	2020	Human flourishing, tourism transformation and COVID-19: a conceptual touchstone	Tourism Geographies	X			The concept of 'human flourishing' offers merits as an alternative touchstone for evaluating the impacts of tourism on host communities. Human flourishing has the potential to offer more nuanced sets of approaches by which the impact of tourism on host communities might be measured. The challenge remaining is how to develop robust indices to calibrate human flourishing policy successes.
Prideaux, Thompson & Pabel	2020	Lessons from COVID-19 can prepare global tourism for the economic transformation needed to combat climate change	Tourism Geographies	X			Many of the lessons that emerged from the pandemic can be applied to strategies to deal with climate change.
Brouder	2020	Reset redux: possible evolutionary pathways towards the transformation of tourism in a COVID-19 world	Tourism Geographies	X			COVID-19 presents a once in a generation opportunity where the institutional pump is primed for transformation.
Everingham & Chassagne	2020	Post COVID-19 ecological and social reset: moving away from capitalist growth models towards tourism as Buen Vivir	Tourism Geographies			X	In relation to tourism, the pandemic provides an opportunity for reimagining tourism otherwise, away from exploitative models that disregard people, places, and the natural environment, and towards a tourism that has positive impacts.
Haywood	2020	A post-COVID future: tourism community re-imagined and enabled	Tourism Geographies			X	Such undertakings represent a 'coming together' of all stakeholders, a role that academicians are urged to embrace, especially through action research, curriculum change and creation of 'daring classrooms'.

Galvani, Lew & Perez	2020	COVID-19 is expanding global consciousness and the sustainability of travel and tourism	Tourism Geographies	X			The pandemic will stimulate growing numbers of people, businesses and governments to adopt new ways of thinking, behaving and operating that are more closely aligned with the goals of sustainable development.
<b>Rowen</b>	<b>2020</b>	<b>The transformational festival as a subversive toolbox for a transformed tourism: lessons from Burning Man for a COVID-19 world</b>	<b>Tourism Geographies</b>	<b>X</b>			<b>As borders reopen and mobility and recreation recommences, the capacity of transformational festivals both within and beyond their highly porous time-spaces to transform their participants offer lessons for the blurring, if not the outright obliteration of the demarcation between guests and hosts.</b>
Renaud	2020	Reconsidering global mobility – distancing from mass cruise tourism in the aftermath of COVID-19	Tourism Geographies	X			Host territories, relying on national and regional governance, should gradually ban or restrict the arrival of mega-cruise ships, implement policies that promote the development of a niche cruise tourism industry (NCTI) with small ships and develop a fleet controlled by local actors.
Crossley	2020	Ecological grief generates desire for environmental healing in tourism after COVID-19	Tourism Geographies	X			In this context, animal reclamation of urban spaces can be identified as a motif of environmental hope that symbolises life, regeneration and resilience, the understanding of which may contribute to the project of hopeful tourism in the post-COVID-19 era.
Niewiadomski	2020	COVID-19: from temporary de-globalisation to a re-discovery of tourism?	Tourism Geographies	X			The path of re-development and transformation which the global tourism production system will follow once the COVID-19 crisis has been resolved is yet to be determined.
Brouder, Teoh, Salazar, Mostafanezhad, Pung, Lapointe, Higgins-	2020	Reflections and discussions: tourism matters in the new normal post COVID-19	Tourism Geographies			X	No abstract provided

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Desbiolles, Haywood, Hall & Clausen							
Romagosa	2020	The COVID-19 crisis: Opportunities for sustainable and proximity tourism	Tourism Geographies	X			No abstract provided
Nepal	2020	Travel and tourism after COVID-19 – business as usual or opportunity to reset?	Tourism Geographies	X			No abstract provided
Tremblay-Huet	2020	COVID-19 leads to a new context for the “right to tourism”: a reset of tourists’ perspectives on space appropriation is needed	Tourism Geographies				No abstract provided
Hall, Scott & Gossling	2020	Pandemics, transformations and tourism: be careful what you wish for	Tourism Geographies			X	It is concluded that that the selective nature of the effects of COVID-19 and the measures to contain it may lead to reorientation of tourism in some cases, but in others will contribute to policies reflecting the selfish nationalism of some countries.
Edelheim	2020	How should tourism education values be transformed after 2020?	Tourism Geographies	X			Values and axiology are necessary components for successful and meaningful tourism education and research. They especially need to be revisited in considering the future of higher education in a COVID-19 world.
Cooper & Alderman	2020	Cancelling March Madness exposes opportunities for a more sustainable sports tourism economy	Tourism Geographies	X			COVID-19 offers an opportunity to bring about an alternative, more sustainable sports tourism economy.
Cave & Dredge	2020	Regenerative tourism needs diverse economic practices	Tourism Geographies	X			Calls for a new relationship between tourism and capitalism have intensified as a result of COVID-19.

1	Stankov, Filimonau & Vujcic	2020	A mindful shift: an opportunity for mindfulness-driven tourism in a post-pandemic world	Tourism Geographies	X			Many see the COVID-19 pandemic as a turning point for tourism, a chance to reflect on the pressing environmental and socio-economic concerns of the industry, and an opportunity to pinpoint a more desirable direction.
2								
3	Benjamin, Dilette & Alderman	2020	We can't return to normal": committing to tourism equity in the post-pandemic age	Tourism Geographies	X			A resilient post-pandemic tourism must be more equitable and just, in terms of how it operates, its effects on people and place, and how we as scholars teach, study and publicly engage the travel industry particularly in preparing its current and future leaders.
4								
5	Pernecky	2020	Critical tourism scholars: brokers of hope	Tourism Geographies	X			The hope driving post COVID-19 visions of tourism is argued to lie in more thoughtful and responsible engagement with tourism, and in our ability to positively transform it.
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7	Tomassini & Cavagnaro	2020	The novel spaces and power-geometries in tourism and hospitality after 2020 will belong to the 'local'	Tourism Geographies	X			This crisis has spread novel uncertainties and fears about the future of our world, but at the same time, it has also set the ground to rethink the future scenario of tourism and hospitality to bring about a potentially positive transformation after 2020.
8								
9	Ateljevic	2020	Transforming the (tourism) world for good and (re)generating the potential 'new normal'	Tourism Geographies	X			With or without the global COVID-19 pandemic to promote and envision a meaningful and positive transformation of the planet in general, and tourism specifically, a wake-up call is long overdue.
10								
11	Hall, Scott & Gossling	2020	Pandemics, transformations and tourism: Be careful what you wish for	Tourism Geographies	X			COVID-19 is going to lead to important changes in the industry (with global and national initiatives). Other changes will be societal, and economic.
12								
13	Yang, Zhang & Chen	2020	Coronavirus pandemic and tourism: Dynamic stochastic general equilibrium modelling of infectious disease outbreak	Annals of Tourism Research		X		Model to examine the impact of COVID-19 on the tourism industry
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Nanni & Ulqinaku	2020	Mortality threats and technology effects on tourism	Annals of Tourism Research			X	It opens the door to future research on what can tourism do to help people when they are faced by mortality salience due to a series of events: pandemics, terrorist attacks, or natural disasters
Yu, Li, Yu & Zhou	2020	Communication related health crisis on social media: A case of COVID-19	Current issues in Tourism			X	Impacts of COVID-19 on customers' perception of tourism products and services
Chen, Huang & Li	2020	A content analysis of Chinese news coverage on COVID-19 and tourism	Current issues in Tourism			X	News coverage plays a significant role in the tourism industry. 2019 Coronavirus Disease (COVID-19) has severely affected the tourism-related businesses and has been featured in Chinese news coverage.
McCartney	2020	The impact of the coronavirus outbreak on Macao. From tourism lockdown to tourism recovery	Current Issue in Tourism			X	The economic consequences to the casino industry, which supplies 85% of the government's total tax revenues, have been dramatic, as casino revenues continue to spiral downwards by over 80% in both February and March.
Zheng, Goh & Wen	2020	The effects misleading media reports about COVID-19 on Chinese tourists' mental health: a perspective article	Anatolia		X		COVID-19 and its impacts on Chinese tourists' mental health + stigmatisation of individual Chinese
Wen, Wang & Kozak	2020	Post-COVID-19 Chinese domestic tourism market recovery: potential influence of traditional Chinese medicine on tourist behaviour	Anatolia		X		Tourism industry recovery is important to discuss amidst COVID-19. Findings can provide insight and possible solutions for stakeholders in various destinations.
Naumov, Varadzhakova & Naydenov	2020	Sanitation and hygiene as factors for choosing a place to stay: perceptions of the Bulgarian tourists	Anatolia			X	How the tourism industry has been hit by the tourism industry
Rivera	2020	Hitting the reset button for hospitality research in times of crisis: COVID19 and beyond	International Journal of Hospitality Management		X		Opportunities for academic research tourism/COVID-19



Parnell, Widdop, Bond & Wilson	2020	COVID-19, networks and sport	Managing Sport and Leisure			X	Impact of COVID-19 on events
Hammami, Harrabi, Mohr & Krustup	2020	Physical activity and Coronavirus disease 2019 (COVID-19): Specific recommendations for home-based physical training	Managing Sport and Leisure			X	COVID-19 and impacts on physical activities
Wen, Wang, Kozak, Liu & Hou	2020	Many brains are better than one: the importance of interdisciplinary studies on COVID-19 in and beyond tourism	Tourism Recreation Research		X		Promotion multidisciplinary research into global health problems as a way to enhance social welfare.

Source: The author

Date: Data collected on 26.05.20

<sup>1</sup>Opinion paper

<sup>2</sup>Research note

<sup>3</sup>Full paper

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Table 3: Analysis of oracle sources

Item No.	Authorship	Date released/date published	Source	Title	Audience	<sup>1</sup> Production	<sup>2</sup> Context/frame	Summary/key points
1	Begle Jerome	02.04.20	Le Point	Trigano : ‘Le virus vaincu, il y aura une formidable envie de sortir’.	General public	COVID-19 lockdown period	Interview of Serge Trigano (founder & former CEO Club Med / current CEO Mama Shelter)	<p>*Event during <b>crisis</b> it is important to think about <b>the future</b></p> <p>*All planned projects must go ahead after the crisis</p> <p>*After the <b>lockdown hygiene</b> / environmental / health related issues are going to be extremely important for customers</p> <p>*After the lockdown people will be looking to <b>indulge</b> themselves (go out; meet each other; party). It will be the same for businesses and their staff</p> <p>*Reopening of businesses are going to be <b>staggered</b>, under very strict <b>health &amp; safety</b> conditions and control</p>
2		08.04.20	C a Vous	‘Le patron d’ Accor s’ exprime’	General public	COVID-19 lockdown period	Interview de Sebastien Bazin, CEO Accor Group	*Important to <b>plan</b> for the after <b>lockdown</b>

								<p>*Booking centres are still running</p> <p>*Limited number of customers after the pandemic. Most of them will be locals (<b><u>local tourism instead of inbound &amp; outbound</u></b>), looking forward to learn more about their own country.</p> <p>*<b><u>Health and safety</u></b> will be a <b><u>priority for customers</u></b>, as if not guaranteed, customers won't travel</p> <p>*Governments are likely to enact <b><u>new regulations and controls</u></b></p> <p>*<b><u>Gathering</u></b> will be allowed after the lockdown but might be limited (scaled down), and under <b><u>strict conditions</u></b> (wearing gloves &amp; masks) for customers &amp; staff.</p>
3		02.03.20	France 24	'Coronavirus : Le tourisme, l' aerien et l' evenementiel, des	General public	COVID-19 lockdown period	Journalist talking about the impacts of COVID-19 on tourism and cognate	* <b><u>Virtual events</u></b> are used to mitigate the negative impacts of the pandemic (ie fashion week Milan; etc.).

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				secteurs touches'			sectors & strategies to tackle issue	
4	Cacioppo & Cacioppo	2014	Social; and Personality Psychology Compass	'Social relationships and health: The toxic effects of perceived social isolation	Researcher/Academic	Pre-COVID-19 breakout	Research in social epidemiology	*'The <b>absence of positive relationships</b> is a significant factor for broad-based morbidity and mortality' 'Evidence indicates that loneliness heightens sensitivity to social threats and <b>motivates the renewal of social connections</b> , but it can also <b>impair executive functioning</b> , sleep, and mental physical well-being'

Source: The author (adaptation of Hammond & Wellington, 2013)

<sup>1</sup>What were the social, political and cultural conditions in which it was produced?

<sup>2</sup>Whose views of events have been recorded in documentary format?





Table 4: Future Propositions [matching coefficient](#)

Range of correlation coefficient	Strenght of association
4/4 items table 1 matches NFPs	Very strong
3 / 4 items table 1 matches NFPs	Moderate to strong
2 / 4 items table 1 matches NFPs	Weak to moderate
1/4 item table 1 matches NFPs	Weak
None of the item table 1 matches NFPs	Nonexistant to very weak

Source: The author (adapted from Silver, Stevens, Wrenn & Loudon, 2013)

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Table 5: Club Med at Home

Club Med at Home	LinkedIn	 Like	 Celebrate	 Love	 Insightful	 Curious
	13.04.20	145	8	3	0	0

Source: The author

For Peer Review Only

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3 Dear reviewers and chief editors,  
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8 The corrections requested by reviewer 1 are in BLUE in the paper. As for the  
9 corrections requested by reviewer 2, they are in GREEN in the text. Sometimes  
10 there are some overlaps, therefore corrections are either in BLUE OR GREEN.  
11 I have also proof-read the document. Corrections are in RED.  
12  
13

14 I have addressed every single one comment from reviewers. I really hope that you  
15 all agree that I have successfully addressed all comments. Shall you need  
16 anything else from me, do not hesitate to get in touch.  
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19 Enjoy the new version of the article. Thank you for your valuable feedback.  
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## Reviewer 1

COMMENTS FROM REVIEWER	COMMENT FROM AUTHOR
This paper needs to be edited by a native English speaker	Corrections are in <b>RED</b>
This doesn't present anything particularly ground-breaking. As far as contribution to the body of knowledge, it is minimal. Most of what has been presented is common sense. Anyone who has seen the news will have heard these things from other sources	<p>The literature review has been strengthened with the analysis of the systematic literature of publications on COVID-19/tourism</p> <p>A systematic literature review has been done on publications related to tourism/COVID-19 (see table 2)</p> <p>More specific information has been added to the rationale for the NFPs.</p> <p>Figure 1 has been updated</p> <p>More information is provided about Accor and Mama Shelter (section 5).</p> <p>More information is provided on the state of research on COVID-19/Tourism, and the difficulties related to forecasting (section 5).</p>
Methodology section needs more detail	The section is much more detailed now. 4.1 is a brand new section; in 4.2, some information has been added (as requested by reviewer 2). Figure 3 and 4 have also been added.
Results section is rather light on information. I would have expected more depth here	This section has been pretty much rewritten. It is now much longer. This section now articulated around 4 subsections.



I know you said you aren't making predictions for the future in this study, but Conclusion section needs to say more about moving forward.

The section 'future research' of the conclusion as been rewritten. This section offers now a detailed research agenda.

For Peer Review Only

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## Reviewer 2

COMMENTS FROM REVIEWER	COMMENT FROM AUTHOR
Thank you for the opportunity to review the article””, especially in view of the current COVID-19 situation all over the world and the decisive restrictions for our everyday life. Generally, the article is well done, except some minor comments.	Thank you very much for your comment
Throughout the manuscript there are loads of spelling mistakes and sentences that are difficult to understand, which may be corrected by the help of professional linguistic editing services and is obligatory in my opinion. As an example please see abstract line 30 “returned”, which should be “return”.	Corrections are in <b>RED</b>
The abstract is quite well written, hence there is information missing to get the outline of this research, as the abbreviations etc. A clearly worded abstract is essential to attract the interest in the specific research work.	The abstract has been updated with information based on the systematic literature
Introduction A compliment to the authors, the introduction is very well done and also captures the urgency of such considerations.	Thank you very much for your positive comment
Literature Review The literature review is a well done overview of the necessary literature, according to the aim of this research.	Thank you very much for your positive comment  Ps: The literature review has been strengthened with the analysis of the systematic literature of publications on COVID-19/tourism

<p>Theoretical foundation and theoretical framework of the study See comments above! Hence, for my understanding the Janusian approach should also be part of the methodological approach of the study concerned.</p>	<p>Janusian approach and ambidextrous management approach are now referred to as early as the literature review section.</p> <p>In section 4.2, a section on Janusian-thinking approach has been added. Please also see figure 4.</p>
<p>Methodology etc. Please apply professional linguistic editing services.</p>	<p>Corrections are in <b><u>RED</u></b></p>

**Associate editor**

<b>COMMENTS FROM ASSOCIATE EDITOR</b>	<b>COMMENT FROM AUTHOR</b>
The reviewers make some good points to further strengthen your article. Please consider and work on the recommendations and resubmit.	I have addressed every single comment.

For Peer Review Only