TOURISM RESILIENCE AND RECOVERY IN POST COVID-19 ERA

– A STUDY OF SHANGHAI, CHINA

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ABSTRACT

The tourism industry has suffered significant losses since the outbreak of COVID-19, which began in China in late 2019, although it has been under control in China since March 2020. As the largest city in China, Shanghai can be utilized as an example to illustrate the tourism industry's recovery in the post-pandemic era. As such, the purpose of this study is to explore how Shanghai has revived its tourism industry, providing a feasible policy and plan for other Destination Marketing Organizations (DMO) in the post-pandemic period. Under the framework of tourism resilience and crisis recovery, this study employs a case study method to unveil how the Shanghai tourism industry has recovered and rebounded from the pandemic. With the archived data from the Shanghai tourism industry, the study analyzes in detail the pandemic prevention policy and specific tourism recovery strategies for the post-pandemic era. The results of the study confirm the role of crisis recovery in Shanghai’s tourism industry through threat identification as well as crisis planning, response, recovery, and learning. Furthermore, the findings of the study reveal the diverse and innovative development of the market, local community connectivity, improved employee capability, active participation by tourism enterprises, and polycentric governance in Shanghai’s tourism industry, all of which reflect the effects of tourism resilience. The study offers practical implications for other DMOs to develop relevant tourism recovery plans and policies both during and after the pandemic.

Keywords: COVID-19, tourism resilience, crisis recovery, case study
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CHAPTER I
INTRODUCTION

1.1 Impact of COVID-19

In 2020, the new coronavirus has had a significant impact on the world. As of November 19, 2020, there were a total of 55,624,562 COVID-19 cases worldwide, resulting in 1,338,100 deaths (Wikipedia, 2020). Due to this disaster, lives have been changed, and people have learned to maintain the necessary social distance, wear masks, and stop social activities; many have also been forced to stop working. These are all manifestations of the unprecedented challenges COVID-19 has brought to people involved in the pandemic.

COVID-19 has produced considerable losses for various industries and economic development around the world. The International Labor Organization (2020) published statistics to emphasize the negative influence of COVID-19: more than 436 million enterprises have experienced significant damage, including a loss of $232 million in the wholesale and retail industry, $111 million in the manufacturing industry, $51 million in the housing and food industries, and $42 million in real estate and other industries. Moreover, people are restricted from traveling; therefore, the global economy has been affected.

Other than the losses in these industries, COVID-19 has additionally affected the tourism industry, and this industry is one of the most representative industry that loss great. European Data Portal (2020) published the current loss in the tourism industry due to COVID-19: the number of tourism accommodations has been reduced by half in
Denmark, Finland, and Norway, and international tourism performance dropped 22% in the first quarter of 2020, and then fell by 57% in March 2020.

Furthermore, in the airline industry, experts predicted a 4% increase in 2020, but COVID-19 ceased a reduction of approximately 47.9% by the first week of September, and the number of flights continued to drop 70.8% decrease in 2020; every country’s airlines have performed below to a 0% increase (“Year-on-Year,” 2020). After the outbreak of COVID-19, many people chose to alter or cancel travel plans. International travel remains in the doldrums. Out of safety concerns, people dare not travel, leading to the sharp loss in the tourism industry.

China is the first country that has COVID-19 under control, and gradually, the tourism industry is recovering (Czerny, Fu, Lei, & Oum, 2020). After a few short months of tight controls and high levels of prevention to control COVID-19, China has quickly demonstrated to the world that its tourism industry can recover quickly, imparting valuable lessons to other countries (Burki, 2020). Hence, this project mainly focuses on how Shanghai’s tourism industry quickly recovered from COVID-19, providing insights for other same-scale cities around the world. From the analysis, this project finds that Shanghai is a suitable representative in managing and promoting the tourism industry during COVID-19 and reducing tourism losses due to the pandemic. Hence, Shanghai is an example to portray how to manage COVID-19 in the tourism industry and how to recover from it.

Shanghai has the leading role in China’s tourism industry, exhibiting the top consumption ability in China. Its tourism industry is well developed due to various attractions, such as Disneyland, and quick evolution as an international city. Accordingly,
in past years, Shanghai’s tourism industry captured a significant proportion of China’s overall tourism GDP (TAC, 2018). Hence, Shanghai’s accomplishment is China’s top tourism industry development, and its performance and recovery in the tourism industry predict the future of China’s tourism industry development as a whole. If people want to see the performance of the tourism industry in China, then Shanghai is the optimal choice due to its leadership ability in the tourism industry.

On the other hand, it is well-documented that Shanghai is a model to inspire same-scale cities on the road of recovery in tourism. Shanghai, as a representative of China, demonstrates a comparison between China and other countries’ tourism industries in 2020. Sawe (2018) indicates the situations of Shanghai, Tokyo, Tehran, and Dhaka: Shanghai, the hub of China’s economy and trade, has a population of 24.1 million; Tokyo, the capital of Japan, has a population of 13.6 million; Tehran, the capital of Iran, has 8.8 million residents; and Dhaka, a major financial, political, and cultural center in Bangladesh, has 14.5 million residents. Shanghai features common points of metropolises: it has a considerable population and is a major development area in its country. In June 2020, 3.73 million travelers came to Shanghai during the Dragon Boat Festival, while Tokyo reported 57 new cases of COVID-19, Tehran reported 2,456 new cases in a day, and Dhaka reported 13,400 cases (Xia, 2020). When other countries were trying to control the spread of COVID-19, the disease in China had been controlled, and the tourism industry has gradually recovered. Additionally, the tourism performances in these four cities are different. CGTN (2020) published that, in May 2020, more than 456,000 visitors came to the tourism attractions in Shanghai. JTB (2020) reports that only 5,539 visitors were reported in Tokyo in May 2020. Although the visitor numbers for
Tehran are hard to find, Financial Tribune (2020) mentions that only 74 tourists visited Iran in the first quarter of 2020. Hence, Shanghai demonstrates outstanding performance in the tourism industry around the world in 2020.

1.2 Purpose of study

The purpose of this research is to provide a feasible policy and plan for other destination marketing organizations in the postpandemic period by examining how Shanghai has revived its tourism industry. In the future, how the tourism industry in other countries regains prosperity as COVID-19 gradually comes to an end will be a major issue that relates to millions of people’s work and local economies in the tourism industry (Farzanegan, Gholipour, Frizi, Nunkoo, & Andargoli, 2020). Due to the outbreak of COVID-19, the tourism industry in different countries and cities has experienced different periods of freezing points (Uğur & Akbıyık, 2020). The tourism industry may experience significant risks, such as bankruptcy in the tourism enterprises and depressed consumption in tourism attractions. Officials must observe how the governments of various countries manage and recover properly during the post-COVID-19 period so that the tourism industry can effectively reduce losses and return to normal operating conditions. One example is Shanghai, which shows a positive recovery in the tourism industry. The research question is as follows: How does Shanghai’s response to COVID-19 guide the recovery of tourism in cities of a similar scale? This project analyzes how Shanghai has implemented different plans and actions during the outbreak, middle, and post stages of COVID-19. How the tourism industry manages COVID-19 and tries to improve business is an intriguing topic for other cities to study, thereby reducing mistakes and improving efficiency. Hence, analyzing the reflection, plan, and action that
Shanghai has implemented throughout COVID-19 provides a precedent on how to prepare and react to various stages of the pandemic.

1.3 Significance of Study

This research has both practical and academic significance. China controlled the spread of COVID-19 quickly, allowing people to recover typical activities in a safe environment. At present, Chinese people can work outside their homes, children can begin to return to schools, and all can travel during the holidays. Those countries will have one day controlled the virus. Hence, seeing the performance of Shanghai’s tourism industry and analyzing the stimulation factors, policies, and plans can enable other cities to adequately prepare to develop domestic tourism when they come to the post-pandemic period (Li, Chen, & Huang, 2020). Cities in other countries, as well as in China itself, can reduce mistakes and have a better solution to revive the tourism industry and promote the local economy.

Furthermore, from the perspective of academic significance, this research presents the tendencies of the tourism industry a pandemic period. COVID-19 has caused significant losses for the tourism industry. Under the framework of tourism resilience and crisis recovery, this research reveals tourism industry before, during, and after the pandemic and factors that can stimulate the tourism industry as well as and the changing mentality of consumers toward traveling (Wen, Kozak, Yang, & Liu, 2020). Hence, if another pandemic travels around the world in the future, then this research can summarize common experiences and predict people’s developments. Therefore, this research enables other cities to prepare well in the post pandemic period, thus reviving domestic tourism.
This research additionally summarizes lessons and predicts tourism development regarding epidemics in the future.
CHAPTER II
LITERATURE REVIEW

This review of literature focuses on tourism resilience and crisis recovery, regarding which there is a robust scholarly conversation. The purpose of this review is to recreate some of this conversation by revealing how researchers present the development of tourism resilience and crisis recovery as well as how they apply these frameworks in tourism industry development, as it confronts different crises. Furthermore, COVID-19 is introduced as a topic, as this crisis is powerfully impacting the industry at present.

2.1 Tourism Resilience in Post-disaster Tourism

The contemporary global economic landscape must accept that the world is in an age of epidemic. From 1980-2010, 37 human pathologies have been identified that were heretofore unknown and which all have the potential to become full-blown epidemics (Drexler, 2011). There are many reasons for this, but one factor is the increase in global travel (Wilson, 1995). The tourism industry must be prepared for a period in which crisis will become, if not predictable, at least a more frequent occurrence. Preparation is therefore essential, and the goal of that preparation for any business is resilience.

2.1.1 Resilience Theory

Resilience is the ability to recover or easily adapt from misfortune or change (Herrman et al., 2011). The concept of resilience comes from psychology, and it is conceived in some research as a cycle, as its framework is utilized to analyze resilient ability. Furthermore, resilience involves the ability of the system to resist shock and adjust its status to resolve its dilemma; it also reflects how a system prepares its response to future shock (Gong et al., 2020). The resilience cycle comprises reorganization,
exploitation, conservation, and release, which is experienced as both up and down, and people can research the factors to minimize loss and maximize gains (Cochrane, 2010).

The discipline of psychology has developed through scholarship the idea of resilience. The concept originated with Garmezy (1974) and Werner and Smith (1989). Garmezy (1973) and his team established Project Competence, which collected data by visiting schools and talking with school principals, workers, and counselors. Then, Garmezy (1976) started to analyze stress resistance in three groups of children, including children with arterial and other physical disabilities. In 1993, Garmezy and other researchers concluded through data analysis that some children with physical challenges still have normal abilities, which presents a dilemma for traditional thinking about physical capacity. This finding supports resilience theory as utilized by psychologists. Following these findings, resilience theory was developed by analyzing the factors that influence children’s resilient abilities. Werner and Smith (1989) expand the idea of risks, adding chronic poverty, parental divorce or psychopathology, perinatal divorce or psychopathology, and perinatal stress. Additionally, they observe that individual, family, community, and adult engagement are all related to children’s resilience. Werner and Smith (1989) researched the development of high-risk and resilient children on Kauai, Hawaii, and proposed that resilience is an important part of children’s ability to better cope with life’s risks and pressures, augmenting the process of adaptation. They discovered that children with positive characteristics—such as those who are active, cuddly, or good-natured—have a high capacity for adaptation, which protects them from obstacles, and children who have a high dependence on family and community have satisfactory resilience because they seek help from these people. Hence, these factors
improve children’s resilience, allowing them to overcome obstacles successfully. Rutter (1999), Ungar (2008), and Luthar (2006) have gradually expanded the theory of resilience in the field of family therapy, cross-cultural environments, and social construction in youth adaptation. Rutter (1999) utilizes resilience in family therapy, cross-cultural environments, and social construction in youth adaptation, revealing the importance of human engagement in children’s resilience based on some of its features, which can be revealed in family therapy. Rutter (1999) proposes that engagement enables children to hold a determined belief that they are able to overcome obstacles, which improves their adaptation to them. Ungar (2008) proposes that there is a strong relationship between cultural background and children’s resilience and that children’s resilience ability is influenced by social factors, such as a sense of belonging, self-efficacy, and cultural and ethnic identity. For example, a sense of belonging endows children with mental support, and self-efficacy motivates children to overcome obstacles (Ungar, 2008). Luthar (2006) mentions the difference between resilience, risk, and prevention science research, expanding the factors that influence children’s resilience ability in various risk conditions.

There are more cases that indicate how resilience is employed in psychology. Fleming and Ledogar (2008) utilize resilience in aboriginal research to analyze how youth respond positively in difficult situations. They illustrate that the mechanism that triggers resilience tends to be individual, family, and community support as external factors and spirituality as well as traditional activities, languages, and healing as internal factors in youth resilience in a new environment. Silke Schwarz (2018) portrays how people’s living environments—connecting to politics, economy, and history—influence
their ability to be resilient. Schwarz (2018) emphasizes the ability of the resilient to self-adjust: in a process that moves people out of their comfort zones and into new environments, people experience peaks and valleys—positive and negative situations—and finally adjust to them to keep their original psychological balance in a new environment.

Furthermore, the concept of resilience is common in other subjects, including sociology. Resilience is closely related to many aspects of sociology, such as environment, economy, and population. Resilience has been utilized in social ecosystems to demonstrate the interdependence between humans and the environment (Cochrane, 2010). Cochrane (2010) proposes that the resilience cycle makes people realize individual influence in the ecosystem. For example, although there is harmony between the forest environment and nomadic shifting cultivators, people may deplete natural resources with chainsaws and guns, making it hard to maintain a nomadic family unit, which is a relationship between human social evolution and the ecosystem; therefore, the new nomadic family unit has a new, changed set of values (Cochrane, 2010). Resilience is additionally utilized in environmental sustainability, and the United States Environmental Protection Agency wrote a report to provide suggestions on community engagement with an eye to environmental resilience. This report (2015) emphasizes the interaction between sustainability and resilience: the former refers to human health, economic prosperity, and sufficient resources, and the latter refers to the ability to adapt to changes, catastrophes, or problems. The Environmental Protection Agency (2015) connects the resilience in the environment with human behaviors, such as making adjustments based on a disaster’s environmental lifecycle: prevention, mitigation, response, and recovery. Additionally,
communities must include regional coordination to improve environmental resilience, such as reducing the waste and debris due to disaster.

2.1.2 Resilience in the Tourism Industry

Resilience is related to the development and conditions of all walks of life. Additionally, it is an important subject of research in the tourism industry; such research is related to the future development of tourism and the importance of planning ahead. In tourism development, the concept of resilience is a useful conceptual tool. Tyrrell and Johnston (2008) employed resilience to design a mathematical model, named the dynamic model of sustainable tourism. This new template is utilized to analyze the difference between real and perceived changes in the influence of social, financial, and ecological aspects in tourism resilience. The intent of this pair of scholars was to understand the stresses that tourists place on the natural environment; it was with this aim that they introduced the concept of resilience, which focuses more on the capacity of the natural environment to withstand the tourism industry than the industry withstanding natural disasters (Tyrrell & Johnston, 2008). The complex analysis they bring into the conversation around tourism and resilience places them in an important relationship to this treatment, however. The two argue that the industry requires more complex analyses and that resilience must be an integral part of all consideration of the relationship between tourism and nature (Tyrrell & Johnston, 2008).

In the same year, Schianetz and Kavanagh (2008) developed a model to measure the sustainable indicators in the tourism industry; their systemic indicator system contains the interdependence of social, cultural, economic, and environmental aspects. The scholars argue that the typical analytical approaches to tourism and crisis management lacks the
complexity needed to accommodate systems with both natural and manufactured elements. Schianetz and Kavanagh (2008) conclude that sustainable indicators must be utilized in the background of adaptive management, employing the example of Lamington National Park in Queensland, Australia. The Ridge on Binna Burra is an ecoresort with 66 properties, designed to serve as a vacation spot, conservation area, and learning center. The researchers met with the design team and led workshops on how to integrate the model into their planning of the ecoresort. This provided an excellent opportunity for the scholars to delineate the application of their concepts at an actual site, though the system of analysis designed by the researchers had not, at the writing of their paper, been tested in an actual crisis. Nevertheless, the system was employed by the World Tourism Organization to establish a tourism resilience committee in 2009 (Cochrane, 2010).

Tourism resilience demand refers to the sensitivity of tourism demand to the change of various influencing factors. This demand mainly includes the price elasticity, income resilience, and cross-elasticity of tourism demand as well as the resilience of substitute products. Tourism resilience is developed by analyzing how crisis promotes resilience in a given tourism attraction, based on its resilience cycle. For example, Cochrane employs the tourism resilience of Sri Lanka after the Asian tsunami to portray how crisis forced people to make changes to improve their tourism industry. The Asian tsunami broke a rigid system, made stagnant by stakeholder fragmentation and confused leadership in Sri Lanka. This crisis stimulated the government to develop new policies to attract visitors, combining efforts from stakeholders and other engaged parties (Cochrane, 2008). Cochrane (2008) emphasizes that the influence of crisis can fracture old systems in the
tourism industry and motivate people to change, leading to the formation of a new, adaptive system, thereby increasing resilience in the tourism attraction. The development of tourism resilience starts by connecting sustainability to tourism resilience ability, establishing related sustainability indicators to measure resilience, and analyzing data to determine whether crisis promotes tourism resilience and how it does so.

The advantage of the tourism resilience model is its framework, which causes people to connect tourism resilience to sustainability, analysis, and performance in a long-term perspective. Cochrane (2010) illustrates the resilience cycle (reorganization, exploitation, conservation, and release), presents the meaning of sustainability, and enables the system to develop adaptations and innovations. Reorganization is the change that quickly occurs after an event destabilizes relevant systems; most often, a natural disaster impacts tourism in this context. Exploitation is the creation of new systems in the vacuum created by destabilization and the potential destruction of systems that maintained the infrastructure of the industry. Conservation is the development of a new infrastructure, with some new systems in place alongside ones that have survived. Finally, release brings analysis to the brink of recurrence, as the event that occurred led to the destabilization that preceded reorganization (Cochrane, 2010). In the tourism industry, tourism resilience guides people to combine the local situation and values when strategizing, causing them to realize the interdependence within the tourism systems (Cochrane, 2010). Cochrane illustrates the phases of the resilience cycle in her 2016 analysis of a European seaside resort, which demonstrates the reorganization and exploitation stages when the resort opened in the 19th century; it reached the conservation stage when it gradually entered stable markets with its product and then experienced a decline in the 20th century (the
release stage) due to changing methods of consumption, which forced the resort to diversify its tourism services and products.

In a 2020 journal article, Choi, Oh, and Chon organized the conversation among some scholars and their own research into five principles of resilience that can be easily applied to tourism resilience. The first of these is diversity, which means that the system is designed so that there are several ways to solve every problem. The next is connectivity, both between similar groups, such as the human stakeholders in a project, and across groups, such as the solutions that humans and nature design to address a crisis, like flooding in a specific area. Learning, the third area, involves both creating knowledge and modifying extant knowledge. Participation means that stakeholders actively engage in a governing process. Finally, polycentric governance is the principle that management of any system ought to be shared by many stakeholders with a range of goals and priorities (Choi, Oh, & Chon, 2020).

Although tourism resilience is an appropriate theory to guide the industry, disadvantages also exist in its practice. Overly optimistic attitudes regarding adaptation in the midst of crisis is a quickly observed defect. Vernon (2004) expresses this when he questions whether resilience research leads people to believe that they can easily predict the future and success through academic research, which may ignore real problems in an excess of optimism. In short, resilience enables researchers to connect more issues to people, systems, or environmental adaptation and recovery, but the complexities of resilience also make it difficult to predict the future accurately. When people do not acknowledge this, it can lead to exaggerated optimism regarding overcoming crises.
2.1.3 An Empirical Case in Tourism Resilience

Examining recent cases of disaster recovery, Indonesia, which experienced diverse disasters from 1990 to 2001, represents the profound wielding of tourism resilience. Dahles and Susilowati (2015) demonstrate the resilience in the city of Yogyakarta, emphasizing the application of tourism resilience in the detailed case. Yogyakarta met continuous crises that threatened its tourism industry. Beginning with 1996’s forest fires in the East Kalimantan and Sumantra, Yogyakarta experienced Krismon, the Asian currency crisis, in 1997; an unstable status due to political, ethnic, and religious unrest; the SARS epidemic in 2003; and an earthquake in 2006, which all impacted tourism. The subjects in this research are Sosrowijayan and Prawirotaman, two small communities in the city of Yogyakarta. Dahles and Susilowati (2015) determined that the city of Yogyakarta had experienced several crises continuously from the later 1996s to the 2006s, and the volume of international tourists dropped in those 10 years. Nevertheless, Yogyakarta, together with the two communities, continued to develop, managing several crises well and achieving recovery.

While analyzing the factors that supported Yogyakarta to overcome these crises, Dahles and Susilowati (2015) reveal two factors: embeddedness and livelihoods. They explain that people understand and analyze tourism resilience through various characteristics of local tourism business activities because embeddedness makes people consider the influence of social backgrounds in tourism resilience, such as the significant level of human relationships or interactions. Livelihood—assets and earning ability—promotes tourism resilience by utilizing social relationships to attract new income during the period of dilemma, especially in poor areas (Dahles & Susilowati, 2015).
During the first wave of crisis, hotel owners demonstrated diversity by shifting the focus of their businesses from international to domestic clients. They renovated their rooms to accommodate the different needs of their new customers. The connectivity of local residents made those new customers possible, as they were able to spread the word among people in the community that they were eager for local business (Dahles & Susilowati, 2015). Their learning and adapting to their new circumstances allowed their product to appeal to a new market. The economic situation was harder for them, but they persisted and kept their hotels open, taking second jobs if necessary to endure the hard times.

When crises once again struck their businesses in 2002 following the Bali bomb attack and in 2003 with SARS, these business owners employed the same skill sets to survive. Based on their expanded knowledge base, which speaks to the learning principle, they knew that local schools required boarding accommodations for their students, so they expanded their businesses to include this need, utilizing local networks (connectivity) and increasing the diversity of their businesses (Dahles & Susilowati, 2015). In one instance, the owner expanded his offerings through a modestly priced restaurant intended to serve local people, including students. The menu was designed to appeal to local tastes, reflecting diversity, connectivity, and learning concurrently.

A 2006 earthquake impacted Yogyakarta, and the tourism business owners’ resilience was tested once again. In this case, as tourism business declined, the owners began adapting some of their rooms for the aid workers who arrived to assist those impacted by the earthquake. In one case, the learning base of the owner included proficiency with both English and German, and this business actively sought relief organizations before they
came to Yogyakarta by employing their international connectivity and communicating that they would be a welcoming hotel for aid workers and volunteers (Dahles & Susilowati, 2015).

The work of these scholars illustrates the importance of deliberate crisis planning. Reorganization began when the supply chain was disrupted by the wave of crises that started with the 1996 forest fires, which caused the flow of tourists to taper. The adaptation by the hotel managers to accommodate the new situation through entrepreneurship reflects a conservation impulse. Exploitation of the situation was certainly a factor, but conservation allowed the new, informal arrangements to acquire some measure of stability. Finally, aware that these crises each represent a complex problem to contain, leaders achieve release through lessons learned and planning for the next disaster (Mandal & Saravanan, 2019).

The lessons learned by Dahles and Susilowati from studying Sosrowijayan and Prawirotaman resonate in another study of tourism recovery, crisis, and resilience, this time in two islands in the Caribbean: Barbados and Grenada (Bangwayo-Skeete & Skeete, 2020). In this case, scholars similarly analyzed the responsiveness of both communities to disaster but reached different conclusions about the type of crisis residents were likely to encounter, although they indicate convergence in the challenges the communities must overcome to improve resilience (Bangwayo-Skeete & Skeete, 2020). Grenada tends to face deep but short-lasting shocks, while Barbados is less likely to encounter profound crises but tends to experience them on a lasting basis. This is in no small part a consequence of its deep ties to the global economy (Bangwayo-Skeete & Skeete, 2020). In both places, the scholars have found that greater resilience is achievable
by addressing shortcomings in management (this area being a significant issue discussed in detail in Dahles and Susilowati’s paper), increased cohesion among stakeholders, and more innovation in response. The innovations detailed in Dahles and Susilowati’s analysis are also identified as critical to tourism resilience.

One of the great dangers in examining individual instances of a global phenomenon is that the conclusion may apply to one or two countries or even regions but not the whole, or even most, of the planet. A 2019 study sought to bridge that gap by examining the global tourism industry’s vulnerability to crisis and its capacity for resilience (Dogru et al., 2019). Countries representing three tiers of affluence, infrastructure, and overall development were examined, and the results are consistent across the groupings (Dogru et al., 2019). The tourism industry is more susceptible to substantial damage as a result of typical modern crises when compared to economies generally, but it also holds more potential for resilient response than the overall economy. In practical terms, this suggests that there is greater risk and reward in the industry and that being aware of effective strategies to prepare for crisis can mitigate those risks, which translates into unique opportunities.

2.2 Crisis Recovery in Post-disaster Tourism

Marx pioneered the idea that crisis is an inner feature of capitalist accumulation, which reveals the conflicts in capitalism, and he emphasizes that there is no single crisis theory because crisis theory must combine various explanations and contexts (Tabb, 2010). Crisis theory comes from self-expansion in capitalism, which adds to the conflicts in capitalism (Shaikh, 1978). These conflicts are exposed over time as risks manifest,
caused by the limitation of capitalism’s internal development, and the evidence of these risks is often reduced or squeezed benefits (Shaikh, 1978).

2.2.1 Crisis Recovery Theory

Crisis theory starts with Marx’s ideas and is developed by analyzing the conflicts in the capitalist systems in the market. Marx articulates an economic element that implies the crisis idea: the increasingly capital-utilizing technologies in the process of production reduces capitalists’ profits (Howard & King, 1988). The crisis comes from price and profits—high wages lead to reduced profits, which brings crisis, such as a stagnant economy, rising unemployment, rising inflation, and rising state spending (Shaikh, 1978). Shaikh (1978) additionally mentions that high wages further produce a labor exploitation crisis because employers ask laborers to produce more products, causing a surplus in markets. Kal Kautsky (1901) recognizes Marx’s economic element but considers it to be a way to accumulate capital rather than a crisis (Howard & King, 1988). Henryk Grossmann notes in his analysis of crisis theory that the breakdown of the economy comes from the inner workings of capitalist production, and crises come from the process of capital accumulation (Howard & King, 1988). Otto Bauer published a monograph, Accumulation of Capital, in which he emphasizes that the accumulation process does not last forever because the system cannot continue to provide enough surplus value indefinitely (Howard & King, 1988).

In the process of developing crisis theory, recovery theory is likely to surface. People typically find that the root of recovery originates in the consumption market in the economy. Grossmann was the first to focus on crisis apart from underconsumption. Shaikh (1978) mentions that Grossmann connects theory to practice and illustrates that
any economic system, no matter how fragile, would not shatter but be overturned. Hence, the history of resilience emanates from the continuous development of capitalism. Although many crises have emerged, arising when the market or investment cannot produce more benefits because of each company’s ability, the result is that the better companies consume the major markets while the laborers are exploited until supply and demand is stabilized (Shaikh, 1978).

Crisis recovery refers to the actions that people undertake to overcome crises in a strategic and effective process, enabling organizations to reach recovery as soon as possible in such instances (Shaikh, 1978). Shaikh (1978) illustrates that crisis recovery belongs to the research in sociology because crises expose the shortcomings in social development, such as the imbalance between supply and demand or the conflict between employees and employers. Historically, people combine crisis and recovery because crisis motivates society to recover, providing chances for market recovery and the next boom-and-bust cycle (Shaikh, 1978).

Crisis recovery contains five steps: threat identification as well as crisis planning, response, recovery, and learning (Campiranon & Scott, 2014). Each step is important, and managers should know their responsibility and the critical issues before the crisis to position themselves and prospective business opportunities for potential crises. Recovery especially provides an opportunity for enterprises or organizations to rebound and adjust their businesses to reduce loss (Campiranon & Scott, 2014). These steps are routinely utilized by researchers to detail the stages of a crisis and its aftermath (Campiranon & Scott, 2014). Identification or discovery often occurs literally in the throes of the crisis. Even in a case such as the novel coronavirus pandemic, which had not reached pandemic
status when it was identified, the conditions that would cause it to metastasize were already in place (Ngai, 2020). When possible, crisis management planning then occurs. In a sense, even triage is a kind of planning, in that it requires some forethought regarding whether the crisis is at hand. Crisis response is inevitable and at the heart of the majority of disaster analysis. Additionally, recovery, in some form or fashion, must unfold. Finally, it is the hope of every scholar that their work in this area provides some opportunity to learn from crisis. Campiranon and Scott believe that, while many papers cover this ground, insufficient work has been performed to determine key issues in crisis management. In their own work, they seek to bridge this gap (Campiranon & Scott, 2014).

Crisis recovery theory has been utilized in the economic field. Cain and Newton describe how the 1890 economic crisis led to recovery under bank support. In this crisis, the overinvestment in lands, railways, and urban construction made it difficult for the government to repay city loans, and the pain of bankruptcy of the banks engaged in subsidized expansions rippled around the world, triggering global crisis (Cain & Newton, 2011). The result of this crisis was that people lost confidence in international financial systems, reducing international lending for a decade. However, after banks reduced interest rates for investments, real estate construction restarted, which stimulated related industries, including transportation and commercial development (Cain & Newton, 2011).

2.2.2 Crisis Recovery in Tourism Industry

The application of crisis recovery additionally expands from the economy to other fields, including the hospitality industry. Tse and other researchers utilized crisis
recovery to analyze how some restaurants were able to rebound from SARS successfully. Based on the five steps of the recovery process, these restaurants quickly responded. Tse and other researchers (2006) illustrate that identifying threats focuses on judging the crisis type. They (2006) further mention that crisis planning avoids subsequent crises based on crisis type; moreover, crisis response and achieving recovery entails assessing loss to accurately plan for costs and income distribution as well as planning special strategies to maintain customers (Tse et al., 2006). Learning from the SARS epidemic, they add an important element to recovery: people should summarize the crisis and prepare for a potential recurrence (Tse et al., 2006). It is worth noting that this approach not only applies in the economy, but also becomes useful in other fields during crises.

Crisis recovery can be effective in the tourism industry; its advantage is that it enables people to judge the type of crisis and take corresponding actions. Coupling tourism crisis management with resilience is important because it provides the necessary framework to understand the complexities of the environment in which a tourism site is handling crisis (Luthe & Wyss, 2014). Tse, So, and Sin (2006) mention that as enterprises meet the various crises, they require different approaches to achieve recovery (Filimonau & De Coteau, 2020). Disaster management principles must be followed to achieve recovery in the tourism industry, and in this regard, crisis recovery allows decision makers to relate crises to their environments, such as physical and social environments, as well as to management failure, such as in the restaurant crisis. The type of crisis analysis is important because it enables people to have appropriate management and related strategies to achieve recovery; furthermore, the theory of crisis recovery prompts
managers to learn from crises if they utilize the wrong method to deal with the original crisis (Tse et al., 2006).

2.2.3 An Empirical Case in Crisis Recovery

In their research, Henderson and Ng (2004) present a detailed case to better explain the application of crisis recovery, taking Singapore and the SARS crisis as an example. Henderson and Ng (2004) summarize some features and the influence of SARS on hotels in Singapore, and they reveal the importance of crisis management in the recovery process. In 2003, SARS suddenly arrived in Singapore, bringing serious damage to its tourism industry. Tourist numbers suddenly dropped by 70% in May 2003, and the majority of travelers chose to cancel or delay their plans to visit Singapore because the city’s safety reputation was not reliable (Henderson & Ng, 2004).

Henderson and Ng analyze the crisis recovery in three periods: from pre-event to the intermediate period, the recovery and resolution period, and the review period, based on the five steps of recovery theory. In the first period, hotels in Singapore quickly responded by identifying threats as well as planning and responding to the crisis. When SARS erupted, the hotels learned that the major threat to the hotel industry is reduced income due to declining occupancy, and the crisis planning entailed reducing costs, increasing incomes, and improving skills (Henderson & Ng, 2004). To reduce cost, hotels in Singapore lowered wages temporarily, suspended service in some floors or rooms, and stopped hiring contract workers, although none of the hotels reduced permanent staff (Henderson & Ng, 2004). To increase income, Singaporean hotels tried to ensure cash flow and emphasize sanitary safety. They turned their customer target from foreign to domestic markets and provided additional facilities rather than reducing price (Henderson
& Ng, 2004). Henderson and Ng (2004) illustrate that hotels in Singapore tried to persuade customers that there was no SARS infection in hotels by acquiring sanitary certification and testing every employee's body temperature. During this step of crisis response, hotels in Singapore further cultivated employees’ emergency response capacity to SARS (Henderson & Ng, 2004). In brief, hotels in Singapore quickly responded to the crisis and executed a response; these responses enabled the hotels to improve hotel occupancy, income, and booking, slowing the decline of travelers.

In the second period, recovery and resolution, hotels demonstrate the fourth step of crisis recovery theory: achieving recovery. As SARS gradually became controlled, hotels in Singapore began to ease some stricter precautions, although some procedures remain in place that were utilized in the worst situation during the epidemic (Henderson & Ng, 2004). Henderson and Ng (2004) mention that hotels in Singapore utilized advertisements to motivate people to travel, and they sought cooperation with airlines and traveling organizations to promote travel. Such actions enabled these hotel businesses to recover from the SARS epidemic. Henderson and Ng (2004) reveal that through the hotels’ efforts, business has returned to the level of pre-SARS occupancy.

The third stage, review, portrays how hotels in Singapore performed the step of summarizing in crisis recovery. First, hotel managers summarized that the lack of SARS warning and awareness of its seriousness meant that the spread of SARS in hotels was not substantially improved by initial, passive responses (Henderson & Ng, 2004). Meanwhile, this experience provided a common model for future emergencies in epidemic periods: hotels can gradually take defensive, proactive, and then offensive responses based on the circumstances of the epidemic. These steps could manage the
epidemic beyond the local environment and mitigate costs over the epidemic period
(Henderson & Ng, 2004). The response by these hotels additionally included lessons for
the next outbreak, which is a critical component of crisis theory (Henderson & Ng, 2004).
Ultimately, the process of how hotels in Singapore overcame SARS indicates how crisis
recovery enables hotels to reach recovery and becomes a useful case study for others.
Henderson and Ng (2004) reveal through this research that each epidemic situation is
special and presents unique obstacles for hotel managers to determine the seriousness of
the epidemic; such obstacles are better navigated through the lens of crisis theory.

From this case, Henderson and Ng (2004) present the process of crisis recovery, and
they propose that the regulations in hotels should be flexible; furthermore, people should
establish protocols to provide guidance when such an epidemic happens, adapting to the
unpredictability of the crisis. Henderson and Ng (2004) additionally note that the major
support for hotels in the outbreak of the epidemic was from private and public
organizations, rather than government management, because government management
did not have the quick effectiveness needed when the epidemic erupted. Furthermore,
Henderson and Ng (2004) posit that managers should forego short-term interests and
perform the five steps gradually to receive promotion and advertisement. In other words,
hotel managers should ensure the hotel’s sanitary safety as the priority and determine the
threat as well as related actions and plans. They should be prepared for the potential loss
caused by the outbreak of future epidemics, taking actions to reduce loss and providing
guidance for recovery.
2.3 Prior Studies on Covid-19

Gong, Hassink, Tan, and Huang (2020) describe the destructive social and economic impact of COVID-19 in their research. COVID-19 directly causes labor deficiencies, including people who are sick and those who care for sick people, which indirectly causes both school and store closures. In China, the quick spread of COVID-19 forced the government to enact lockdown measures to control the movement of people, thus reducing infection (Gong, Hassink, Tan, & Huang, 2020). Due to the limitations on movement, the tourism industry and other related industries declined considerably, bringing significant economic loss. Moreover, due to COVID-19, a large proportion of the state budget shifted to the health sector, causing budget deficits in other sectors. Furthermore, COVID-19’s economic impacts in one nation cause impacts elsewhere, as the global, interdependent economy reacts to interruptions in the world economy, including reduced investments and output, reduced needs for goods and services, influenced asset prices, and tightened financial situations, which decrease investments as a cycle (Gong et al., 2020). Gong and other researchers state that the different health and financial consequences caused by COVID-19 in national and regional areas bring considerable pressure to global supply chains.

Hao, Qu, and Chon (2020) reveal the impact of COVID-19 on China’s hotel industry and describe the future development trend of China’s tourism industry. The sudden outbreak of COVID-19 in China caused immense financial losses to the tourism industry. However, due to the control of the epidemic in China, the market began to recover in March (Hao, Qu, & Chon, 2020). The hotel industry avoided bankruptcy by controlling cash flow and reducing expenses (Hao et al., 2020). Additionally, the authors note that
due to the impact of the epidemic, China's hotel industry is accelerating the transformation to digitization and intelligence as well as changing the market structure (Hao et al., 2020).

2.4 Summary of Literature Review

The literature reviewed herein explains the theories of tourism resilience and crisis recovery, providing cases to analyze how the tourism industry achieves recovery from crises. It also demonstrates a new matrix for analyzing tourism resilience, which is centered in crisis recovery. In doing so, a theoretical framework emerges that allows for a deep analysis of both crises and the scholarly research surrounding them.

Through Campiranon and Scott as well as related research, the review presents the stages of crisis recovery: threat identification, crisis planning, crisis response, recovery, and crisis learning (2014). Cochrane describes the cyclical nature of crisis—recognition, exploitation, conservation, and release—and demonstrates that the process of managing crisis begins with an understanding that humans are perennially in front of one crisis and behind the next. When applied to the tourism industry, this creates a daunting but realistic context, and the literature of tourism resilience must provide the guidance needed to meet that challenge.

Tourism resilience’s origins are in psychology’s interest in resilience, which has gradually been applied to other fields. Tourism resilience mainly illustrates the process of how systems adapt to rapid changes and how resilience enables the systems to recover, manage crises, and return to or exceed previous viability. The current literature review demonstrates that the root of crisis recovery is in analyzing the workings and limitations of capitalism. Crises come from the conflict between costs and profits and the recovery
from the phenomenon of businesses’ self-recovery in unstable capitalism. The relationship between crisis and recovery is that crises provide new chances for the next recovery. This theory was originally employed in the financial field, referring to how people cope with financial crises, and it has gradually been applied in other fields, including the restaurant industry. For the tourism industry, crisis recovery mainly analyzes how people quickly respond and promote recovery. Under the guidance of crisis recovery, people can determine that crises threaten, make a strategic plan and quick response to crises, and recover from crises. Then, people tend to summarize the crisis, making preparations for future crises, such as the second breakout of the original crisis.

By combining Campiranon and Scott’s stages of crisis with Cochrane’s recognition, exploitation, conservation, and release cycle, this review sets the stage for tourism resilience, a theoretical framework that supports the tourism industry. This literature review provides theoretical guidance and indicates precedents for the tourism industry in the current pandemic, COVID-19. As was the case in previous epidemics, COVID-19 has reduced the number of laborers at work and limited people’s movement. Mobility limitations have caused a reduction in needs in the economy, including the tourism industry, restaurant industry, and other industries dependent on these, which influences investments and the global economy. Hence, COVID-19 influences regional and national economies to different extents, and this leads to a complex global impact.
CHAPTER III

METHODOLOGY

This study adopts a case study method for offering suggestions to metropolises worldwide. China has performed well in the response to this pandemic, and the tourism industry in particular is slowly recovering. As the leader of China's tourism industry, Shanghai is worthy of being utilized as a case study. Analyzing the performance of Shanghai's tourism industry in responding to the epidemic can bring some inspiration to international cities of the same size so that the tourism industry in these cities can usher in a recovery after the pandemic situation slows.

3.1 Case Study

Case study research refers to researchers observing and analyzing a situation in a window of time and examining specific small units in the context of larger groups (Gerring, 2004). This suggests that case studies focus on a thorough analysis of a certain target, such as people, events, or groups. Researchers could have insight into the essence of case-by-case studies. Case studies are qualitative research within empirical research, the goal of which is to find undiscovered variables or relationships through observing, sorting, and analyzing cases (Tellis, 1997). Case study empirical research is significant to discovering new theories. Concurrently, it can redefine previous theories.

Case studies investigate and draw a picture of the complexity of the subject and make a firm analysis of it (Crowe et al., 2011). Therefore, case studies are helpful to capture and track new phenomena and new problems emerging in practice. Concurrently, when compared with other research methods, the thorough analysis of cases allows
examination of the issues raised with the research framework with considerable specificity (Crowe et al., 2011).

3.2 Pros and Cons of Case Study

One of the prominent advantages of case studies is that research is conducted under rich primary resources (Esenhardt, 1989). Compared with secondary-source methods, where researchers focus on the analysis of the documents related to the original article, the data utilized in case studies have not been or have rarely been processed, which allows researchers to build theories on their own, inspiring creativity and providing opportunities for innovation (Gerring, 2004). For example, in the case of Shanghai, it is important to search for considerable amounts of raw data and integrate it into the analysis. The recordings that comprise the source of this data come from people who have witnessed or experienced the events that they are describing. Therefore, the framework built into this research is less influenced by the bias and inaccuracy of other researchers.

Another outstanding feature of case study is that they provide a three-dimensional image of the subject, including significant factors, such as the origin, development, and current situation of the case (Gerring, 2004). These factors provide references for similar cases to anticipate and avoid mistakes. Compared with surveys and statistical methods, which often concentrate on a single part of a unit, case studies scrutinize each factor related to the topic. Furthermore, case studies state the possibility of creating a new hypothesis by tracing the procedure of the study (Bennett & Elman, 2010).

As effective as it is in some cases, there are limitations of the case study method. First, it is time-consuming and expensive. The collection of data demands time and
money, and the result may not be as desirable as hoped. It could be significantly costly if all the data has been collected by researchers; it may take weeks to months to record the necessary data, because researchers must confirm the tools utilized for collecting the data, invest time to design the research tool, and ensure that they have sufficient samples for the research, which requires funds as well.

Secondly, even if the data are collected successfully, the results may be influenced by the researcher’s unconscious bias. For instance, if the researchers have an existing opinion about a city—perhaps they had an unpleasant experience there—then they may be less likely to consider it as the object of research, even though they may admit that the site is an ideal target for the research. The conclusion of the study could be affected by their bias to some degree (Simon & Goes, 2013). This can extend to locations that are chosen. On the one hand, if researchers like the city, then they are more likely to magnify the positive side of the target, while ignoring the negative part, which could make the research biased or incomplete. On the other hand, if researchers hate the city, they may emphasize the negative part of the city, while ignoring its potential. Therefore, case studies have their own advantages and disadvantages, which require researchers to carefully screen the collected information to ensure that the results presented by the data are comprehensive and unbiased.

Although the case study method is efficient in many areas of research, it is not a key for all doors. In some cases, the case study method could be inappropriate. For instance, studies related to mathematics, physics, or chemistry may not benefit from the case study method. Additionally, research aimed at a specific side of a project may not be suitable for the case study method.
3.3 Suitable Situations for Case Study

Research that is suitable for the case study method must meet the standards of practicability and applicability (Ridder, 2017). Practicability means that instead of theory, the article should pay more attention to practical aspects. The research object must be a specific person, team, or event (Ridder, 2017). Applicability means that in the articles, the researchers should draw a conclusion and provide suggestions that could be applied to practice through analysis. The conclusions and suggestions that the research provides should be useful for the public for reference (Ridder, 2017). For instance, this paper provide suggestions for other cities to manage the COVID-19 pandemic.

When analyzing Shanghai's tourism industry, theories are utilized to explain and guide its recovery. This research paper pays attention to suggestions from Shanghai's performance, which aligns with the principle of practicality. Additionally, the recommendations obtained after the analysis are of practical significance and can be accepted by the public. This further aligns with the principle of applicability, so the case study method is appropriate in this paper.

3.4 Case Study of Shanghai Tourism After the Peak of the Covid-19

Case studies are inseparable from specific scenarios, sufficient data, and challenges and solutions revealed by the case (Russell, 2018). In this article, the specific scenario is Shanghai, a city with a significant flow of people, a developed tourism industry, and an excellent performance in the pandemic. Therefore, Shanghai satisfies the situational requirements of a case study: this metropolis with 24 million residents restored its tourism industry that had declined due to the pandemic. It has a narrative element, similar to telling a story. Additionally, many cities in the world are on the same scale as
Shanghai, and they are also experiencing the pandemic. The results of the case study are useful for reference and promotion. Therefore, a thorough study of the Shanghai case is particularly important.

This research explores the performance of Shanghai’s tourism and related industries in the pandemic through official data from government organizations and news reports. Furthermore, the analysis and evaluation of the results of measures taken by the tourism industry.

Additionally, a case cannot illustrate a completely positive side, and challenges inevitably appear in the analysis process, so corresponding solutions are important. Finding out the challenges and solutions for Shanghai’s tourism industry in responding to the pandemic is the key to a case study providing effective methods for other situations. Only by allowing other cities to understand the challenges Shanghai faced can they have the opportunity to formulate corresponding solutions (Crowe et al., 2011). The solutions proposed through case studies can inspire other cities to propose solutions that align with their specific conditions.
CHAPTER IV
RESULTS

This chapter is divided into two parts to analyze the process from the decline to the recovery of Shanghai's tourism industry. The first part describes depression and epidemic control measures in Shanghai's tourism and related industries from January to February. The second part analyzes the application of crisis recovery and tourism resilience in Shanghai's tourism industry. The data utilized in this chapter were collected between January 2020 and October 2020. The data collected include the Shanghai government's anti-epidemic policy for the tourism industry (i.e., http://whlyj.sh.gov.cn/gkfw/20200414/68a2a464240d416aa1d24a02eb73dbbb.html), governmental subsidy policies for tourism companies, festival notices (i.e., http://whlyj.sh.gov.cn/ywdt/index.html), the number of foreign tourists (i.e., http://tjj.sh.gov.cn/ydsj56/index.html), and the average RevPAR of star-rated hotels (i.e., http://tjj.sh.gov.cn/ydsj57/index.html). The data come from official websites, including the Shanghai Municipal Administration of Culture and Tourism (i.e., http://whlyj.sh.gov.cn/), the Ministry of Culture and Tourism of the People's Republic of China (i.e., https://www.mct.gov.cn/), and the Shanghai Municipal Bureau of Statistics (i.e., http://tjj.sh.gov.cn/sjfb/index.html). Additionally, data were obtained from large Chinese newspapers, including Xinhua Net (i.e., http://www.xinhuanet.com/) and Shanghai Observer (i.e., https://web.shobserver.com).
4.1 Depression and Epidemic Control Measures in Shanghai's Tourism and Related Industries

The pandemic first erupted in China in January 2020 and lasted for a tense period of 2 months. By March, the epidemic in China had been gradually controlled (Hao, Qu, & Chon, 2020). During the pandemic, China's tourism industry had almost ceased due to infection and government policies, and the same applied to Shanghai tourism (Culture Shanghai, 2020). Shanghai's tourism industry has been significantly affected, and the most effective data to reflect Shanghai’s weak tourism industry are the business statuses of hotels. With the tough measures of the quarantine policy, entertainment facilities and tourist attractions were closed. Tourists who visit Shanghai can only stay in hotels, so the data that ideally represent the situation of Shanghai's tourism industry during the pandemic should come from hotels.

Since the pandemic in China began in the first quarter of this year, the business data of the first quarter for Shanghai hotels in 2020 reflect how Shanghai’s tourism industry has been impacted by the pandemic. Comparing 2020 data with the hotel revenue data in the first quarter of 2019 reveals that Shanghai’s hotel revenue experienced a sharp decline. The data additionally illustrate that in the first quarter of 2020, hotel occupancy in Shanghai decreased by 67.08% year-over-year, and room prices decreased by 8.51% year-over-year (Ministry of Culture and Tourism of the People's Republic of China, September 2020). This data indicate that the pandemic considerably impacted Shanghai’s tourism industry. Behind this data, there are hundreds of hotels that are struggling to survive and must choose to lay off employees, close the business, or even declare
bankruptcy. Therefore, the impact to Shanghai’s tourism industry during the pandemic has been significant.

Shanghai announced on January 24, 2020, that it had entered a first-level response state and adopted control measures; therefore, Shanghai's tourism industry began a state of stagnation. The first-level response status includes work under the unified command of the Chinese government; daily notification of public health information; blockade of epidemic areas; mandatory closure of public areas, including stagnant markets and gatherings; establishment of traffic quarantine stations for quarantine inspections of passers-by; and layer management to better implement the government's epidemic prevention requirements and control (Xinhua Net, 2006).

The tourism industry entered a state of emergency. Travel agencies suspended their tourism businesses, and tourist attractions and facilities were closed (Culture Shanghai, 2020), including all parks, tourist offices, museums, cinemas, theaters, temples, and libraries. These places provided compensation measures for tourists who suffered losses as soon as possible (Shanghai News Net, 2020). On February 7, the Shanghai Municipal Administration of Culture and Tourism formulated guidelines for the prevention and control of the epidemic for the Shanghai tourism industry (Xinhua Net, 2020). The guidelines included temperature measurement of all persons entering hotels, registration information for tourists, required completion of health forms by residents, and sanitation management in hotel environments (Xinhua Net, 2020). Before this time, many hotels had already responded to the epidemic. Based on the experience accumulated in the hotel industry before the guide was released, many hotels had enacted stricter standards, including disinfecting room cards and rejecting visitors other than hotel guests (Zou,
Due to the need for epidemic prevention and control, related industries in Shanghai's tourism industry were closed on a considerable scale. Shanghai imposed a moratorium on cross-provincial and cross-border group tourism. As hotels allow a considerable number of tourists to rest and live, they began to measure temperatures and isolate the tourists (Shanghai Municipal Administration of Culture and Tourism, 2020). On this basis, to prevent guests from becoming infected with the novel coronavirus, the hotel disinfected tourists’ accommodations, dining facilities, and exercise areas every day. Additionally, the restaurant industry responded. As of January 28, many chain restaurants in Shanghai had closed all their stores to cooperate with the epidemic prevention work. Analyzing the situation of hotels, restaurants, and scenic spots, Shanghai's tourism industry almost reached its lowest point between the end of January and February.

Due to the impact of the epidemic, the number of foreign visitors precipitously dropped. The number of international tourist arrivals in Shanghai, as released by the Shanghai Bureau of Statistics, was 82,500 in February, which is an 85% decrease from the same month last year (Shanghai Bureau of Statistics, 2020). By March 2020, the disease in China had been controlled, but by then, the epidemic had become a global pandemic. The first case imported from abroad appeared in Shanghai on March 5 (China Business Network, 2020). Subsequently, China issued restrictions on the entry of foreigners, and the number of foreign tourists to China dropped sharply (Ministry of Foreign Affairs of the People's Republic of China, 2020). Therefore, the number of people to China is almost the return of its own citizens. According to data from the Shanghai Municipal Bureau of Statistics, the number of people entering Shanghai in
March was approximately 66,000, a decrease of 92% from the same month last year. However, the April data dropped to 17,000 people, which is a 97.9% decrease from the same month last year (Shanghai Bureau of Statistics, 2020). Therefore, data demonstrate that during the pandemic, the closure policies implemented by China led to the depression of the tourism industry in Shanghai.

After reopening the scenic spots, the Shanghai Municipal Administration of Culture and Tourism formulated a plan for the precaution and control of scenic spots. This series of actions are primarily aimed at Shanghai’s stratified management. On the one hand, the Shanghai Municipal Administration of Culture and Tourism disinfects and quarantines the public areas in the scenic spots. On the other hand, they restrict the number of tourists who enter the scenic areas to reduce the risk of infection. The stratified management of tourist attractions mainly focuses on pandemic prevention within the scenic spots. According to the guidelines for the prevention and control of the novel coronavirus formulated by the Shanghai cultural and tourism industry in March 2020, tourist attractions should establish temporary isolation zones for pandemic prevention and control (Shanghai Municipal Administration of Culture and Tourism, 2020).

In the stratified management, pandemic prevention working groups have been built in each scenic spot. They are responsible for the disinfection and ventilation of the various areas within the scenic spots, as well as recording visitors, visit date, and body temperatures. Additionally, in the scenic areas, staff must wear masks and disinfect their working areas regularly, and they must also require tourists to wear masks to reduce the risk of infection. Finally, through the establishment of emergency medical stations, pandemic prevention staff should be able to send suspected cases to the hospital for
further examination as quickly as possible (Shanghai Municipal Administration of Culture and Tourism, 2020).

Scenic spots have also had measures implemented to restrict the pedestrian volume. To avoid excessive risks, the bureau has adopted limited measures instead of rapid actions to gradually restore the tourism industry. According to the regulations of the Shanghai Municipal Bureau of Culture, the daily reception capacity of scenic spots cannot exceed 50% of the maximum carrying capacity, and the instantaneous flow should not exceed 50% of the maximum instantaneous flow (Shanghai Municipal Administration of Culture and Tourism, 2020). This regulation requires that real-name ticket purchases and registration are implemented for tourists entering scenic spots. To encourage resilience when the tourism industry reopened, the bureau adopted real-name reservation measures to avoid excessive crowd gathering (Shanghai Municipal Administration of Culture and Tourism, 2020). In this process, the Internet and social media played vital functions.

Some hotels adopted a hierarchical management model. The three hotels under the Shanghai Real Estate and Hotel Company immediately launched an emergency plan to prevent infectious diseases and adopted a fixed staff work system in the hotel. On January 29, 160 employees entered the three hotels, and 32 substitute employees were on standby in the dormitory. After entering the hotel, employees were provided with uniform training in epidemic prevention, hygiene and health, hotel cleaning, and employee protection to maximize the safety of employees and guests (BangHotel, 2020). This emergency plan is significant to the hotel industry throughout the high incidence of illness and can reduce the flow of personnel, prevent cross-infection, and protect the
safety of hotel employees. Detailed registration and temperature records for each guest during the guest’s stay can simplify the investigation and tracking of suspected cases.

4.2 Application of Tourism Resilience and Crisis Recovery in Shanghai Tourism

Analyzing the case of Shanghai reveals that the city’s actions are consistent with the theory of crisis recovery and tourism resilience. The five steps of crisis recovery—threat identification, crisis planning, crisis response, recovery, and crisis learning—focus on enabling quick recovery in a short period of time, summarizing experience, and preparing for a possible second crisis in the future (Campiranon & Scott, 2014). Tourism resilience aims to establish a new system through diversity, connectivity, learning, participation, and polycentric governance to prepare for long-term development (Choi, Oh, & Chon, 2020). There are some overlaps in recovery methods between them, but they are different. One focuses on recovering Shanghai quickly, and the other focuses on building long-term resilience to disasters. Both are indispensable.

4.2.1 Crisis Recovery in Shanghai Tourism

This section regards the application of the five steps of crisis recovery in Shanghai’s tourism industry and related industries. First, Shanghai's tourism industry identified the threat from the outbreak of COVID-19 in China, and the government strictly prevented and controlled the epidemic. To control the epidemic in Shanghai as soon as possible, the Shanghai Municipal Administration of Culture and Tourism blocked and strictly limited scenic spots (Culture Shanghai, 2020). Consequently, the inability of tourists to travel led to a depression in the tourism industry, a decline in hotel occupancy rates, and restaurant closures (Shanghai Bureau of Statistics, 2020; Xu, 2020).
Then, the tourism industry began the second and third steps, formulating crisis plans and crisis responses as the epidemic eased. Travel agencies began to use disaster reserve funds to process customer orders for changes or cancellations (Tao, 2020). Major travel agencies in Shanghai turned their market focus to local tourists to expand their customer base. They launched more than 200 excursion tourism products, such as urban-suburban tours and parent-child tours (Li & Shi, 2020). They have provided diversified choices for citizens who wish to travel, which simultaneously promotes the recovery of tourism. Hotels acted to ease the financial pressure on their companies. For example, the Marriott Hotel temporarily closed some restaurants, reduced staff, closed some rooms, or even temporarily closed the hotel during the local phase of the pandemic (Li, 2020b). Some hotels launched promotional offers, combining rooms with catering services and broadcasting live on travel websites to promote consumption (Li, 2020a). These companies additionally utilized the Internet to promote the hotel's control and response to the pandemic, thereby enhancing tourists' trust in the hotels and increasing occupancy (Li, 2020a). Many large restaurant chains chose to close their stores to protect the safety of employees and guests during the epidemic. Restaurants that did not close suspended dine-in service and strengthened cooperation with online food delivery applications to meet customer needs (Wu, 2020). Overall, the tourism industry and related industries quickly identified threats and enacted crisis plans and crisis responses. Additionally, the epidemic has been well controlled in China, which has allowed the tourism industry at low points to improve.

Subsequently, after approximately 2 months, Shanghai’s tourism industry entered the fourth step at an early stage of recovery (Hao, Qu, & Chon, 2020). After the Shanghai
government made economic stabilization of tourism and tourism-related hotels and transportation industries, as they gradually came under control, Shanghai's tourism industry began to open to post-epidemic tourism. The Shanghai Municipal Administration of Culture and Tourism reported that, as of March 25, 2020, more than 4,200 hotels in Shanghai had resumed normal operations, and 87 A-level scenic spots, 110 museums and art galleries, and 40 libraries had resumed operations (Li & Shi, 2020).

To support the resumption of work and production in the tourism industry, the Shanghai government provided considerable support in policy and economy. The Shanghai Municipal Administration of Culture and Tourism, the Shanghai Municipal Department of Commerce, and the Shanghai Municipal Press and Publication Bureau planned a nightlife festival to promote economic recovery in Shanghai’s bars, catering, culture, entertainment, and tourism (Ministry of Commerce, PRC, 2020). The Shanghai Nightlife Festival was held from June 6 to June 30 and generated 340 million discussions on the TikTok platform. During the event, Shanghai's evening dining increased by 37.1% year-over-year, and nighttime entertainment consumption increased by 20.1% year-over-year (Jiefang Daily, 2020). In September, the Shanghai Municipal Administration of Culture and Tourism hosted the Shanghai Tourism Festival, launching 102 boutique tourist routes and half-price scenic spot tickets and other activities (Shanghai Municipal Administration of Culture and Tourism, 2020). The 16-day tourism festival brought ¥31.97 billion in consumption to Shanghai, and hotel industry revenue increased by 21.6% year-over-year, achieving positive year-over-year growth for the first time in 2020 (Jiemian News, 2020). Additionally, this year's Tourism Festival integrated online and offline events for the first time, and the cloud travel platform received more than 117 million hits (Jiemian News,
Although China has entered the post-pandemic era, Shanghai’s tourism industry still has not relented on the strict protective measures. Guests entering tourist attractions and hotels are still required to wear masks and take body temperatures (Li, 2020). Tourist attractions strictly control the flow of people; for example, Disney fixes the number of appointments every day after opening the park and has increased the frequency of disinfection (China Business Network, 2020). To increase revenue, some hotels have reached an agreement with the government to be centralized isolation observation points (Paper news, 2020).

With the increase of individual tourists, the number of domestic group tourists is also increasing. Concurrently, the domestic pandemic situation is improving. According to the Shanghai Tourism News report, on March 19, Shanghai’s first group tour during the pandemic advanced the recovery of Shanghai’s tourism industry (Le, 2020). This indicates that the recovery of the tourism industry in Shanghai has been relatively fast. As of September 2020, the RevPAR of star hotels in Shanghai has increased significantly (Figure 1). This is due to the rapid control of the epidemic in China as well as epidemic prevention work in Shanghai's tourism industry.

Although the early recovery primarily relied on the stimulation of local tourists, with Shanghai's geographical location and current economic environment, the tourism industry has gradually improved (Table 1). All tourists currently come from domestic travel, and they take a self-driving path (Paper News, 2020). This method of travel can be attributed to Shanghai's developed transportation and the geographical advantage of coastal areas.
Figure 1

*December 2019-September 2020 Average RevPAR of Star Hotels in Shanghai*

Table 1

*Other Cities to Shanghai Distance*

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<th>Kunshan</th>
<th>Suzhou</th>
<th>Huzhou</th>
<th>Wuxi</th>
<th>Hangzhou</th>
<th>Wuhan</th>
<th>Nanjing</th>
<th>Qingdao</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distance/KM</td>
<td>60</td>
<td>100</td>
<td>150</td>
<td>133</td>
<td>180</td>
<td>209</td>
<td>344</td>
<td>352</td>
</tr>
<tr>
<td>Range of Driving/hrs</td>
<td>1.32</td>
<td>1.68</td>
<td>2.18</td>
<td>2.23</td>
<td>2.42</td>
<td>3.08</td>
<td>3.96</td>
<td>4</td>
</tr>
</tbody>
</table>

The food, clothing, housing, and transportation of tourists are closely related to star-rated hotels. Therefore, comparing the occupancy rates of star-rated hotels in Shanghai in the first half of 2019 and 2020 can be utilized as a reference. Data indicate that the average hotel occupancy rate in Shanghai in the first half of 2019 was 63.70% (China Travel News, 2019). The 30.16% occupancy rate of star-rated hotels in Shanghai in the first half of 2020 proves that the occupancy rate of hotels in Shanghai in the first half of 2020 declined sharply (Ministry of Culture and Tourism of the People's Republic of China, 2020). However, the high-efficiency recovery of Shanghai’s tourism industry can be compared with other Chinese cities in the same period.

Hotel data within two months of the outbreak of the pandemic in China reveal that even after the pandemic, Shanghai’s tourism recovery is still number 1 in China (Ministry
of Culture and Tourism of the People's Republic of China, 2020). First, the data from the pandemic in the first quarter presents that the average price of nationwide star-rated hotels in Shanghai in the first quarter was RMB 663.39, and the average occupancy rate was 30.16%. However, the average room price in Zhejiang was only RMB 323.27, and its average occupancy rate was outside the top 10. The average occupancy rate in Hainan, a popular tourist city, was only 26.55% (Ministry of Culture and Tourism of the People’s Republic of China, 2020). Therefore, during the pandemic, Shanghai remained a leader in tourism among all cities in China. To date, Shanghai’s tourism industry has completed the majority of its recovery.

The last portion of the recovery process is the review. Because the Shanghai government attached great importance to COVID-19, it closed tourist attractions for the first time and notified hotels to implement epidemic prevention work (Xinhua Net, 2020). The government provided an epidemic prevention guide and then launched initiatives to prevent cross-infection caused by excessive traffic in scenic spots and hotels. Due to Shanghai's epidemic prevention success, the epidemic was quickly controlled, which provided the tourism industry with the conditions to reopen. The government has also provided considerable policy and economic assistance to tourism and related industries. The tourism industry has further adjusted its marketing strategy to expand the target market to save itself (Li & Shi, 2020), and it must learn from this pandemic to prevent the industry from experiencing more significant damage when a new outbreak of the disease occurs. Crisis recovery theory allows the tourism industry to improve its crisis plans and respond to the crisis it confronts more systematically.
4.2.2 Tourism Resilience in Shanghai

The Shanghai tourism industry followed the five resilience concepts to build tourism resilience. The tourism companies developed new markets through innovation, reflecting the diversity in tourism resilience. Due to the pandemic, Shanghai’s tourism industry has focused on the local market. For example, a major tourism agency has developed a small group of Shanghai citizens whose primary business is to create urban microtourism. By introducing the history of Shanghai’s old buildings and the stories that have occurred in them, citizens can have a deeper understanding of the city they live in (Li & Shi, 2020; Wang, 2020), take advantage of popular live broadcasts to promote products, and take the audience to visit tourist attractions online to stimulate customers’ desire to shop (Lu & Chen, 2020). Offering better discounts and unique travel routes during live broadcasts can attract more potential customers’ interest. Such shifting from offline to online sales can additionally avoid unnecessary crowd gatherings. These methods have received satisfactory feedback. Furthermore, Shanghai restaurants and hotels have taken measures to expand their target market to local residents. One restaurant launched takeout discount packages, including meals for two, four, and six people. A restaurant at Bonjour Hotel Amman also launched rice bowls (BangHotel, 2020). These restaurants hope that citizens can enjoy the food at home, so they have launched a series of preferential packages that meet the tastes of local residents.

Connectivity is another factor in tourism resilience. The Shanghai tourism industry found a way to communicate with the local community. Some hotels cooperated with the community to contribute to the fight against the pandemic and achieve connectivity with the community. During the pandemic, the Shanghai Hyatt hotel donated pandemic
prevention materials when the community encountered difficulties (BangHotel, 2020). It cooperated with the community to provide daily meals for community volunteers, strictly implemented sanitation and pandemic prevention standards, and provided volunteers with a quality diet and safety guarantees (BangHotel, 2020). This also increased the hotel’s revenue. Some catering companies recorded short videos when disinfecting kitchens and restaurants because they wanted consumers to know that the company cares about hygiene (Li, 2020). Publishing this content in short video applications can increase communication with customers. These measures increased the connectivity between the tourism industry and the local area.

Furthermore, educating employees with new knowledge provides the company with better opportunities for development after recovery, following the learning concept in tourism resilience. Spring and Autumn Travel provided 2 months of online training to more than 2,200 employees in early February. They designed different courses by region, level, and business segment to optimize product structure and improve service quality when work was stopped (Li & Shi, 2020). The Shanghai Tourism Trade Association (2020) has planned a training program for tour guides to improve the professionalism of the Shanghai tourism team and the quality of tourism services (Shanghai Tourism Trade Association, 2020). Training employees and upgrading their business skills during the pandemic can bring better benefits in the future. The hotel industry further provided employees with adequate pandemic prevention and health training (BangHotel, 2020). Companies in the tourism industry actively provided training and strengthened learning for their employees to improve services after the pandemic has ended. Furthermore, they
protected the safety of guests and employees, reducing the risk of cross-infection in hotels.

Additionally, more tourism employees have been encouraged to participate in volunteer activity, which follows the concept of participation in tourism resilience. The company leaders of the Shanghai Dragon Boat Tour and its employees participate in public benefit activities (Shanghai Tourism Trade Association, 2020). Moreover, the tourism industry companies actively participate in recovery work after encountering a crisis. Jin Jiang International Hotel Group cooperated with the Shanghai Huaai Charity Foundation immediately after the outbreak and donated many pandemic prevention materials to Wuhan. Shanghai Jinchen Hotel held an emergency planning meeting. For those customers who required medical treatment and for customers from Wuhan, the hotel arranged for separate floors, daily temperature measurements, separate meals, and daily disinfection of rooms (Shanghai, 2020). Enterprises in the tourism industry have actively contributed to the fight against the pandemic, such as donating antipandemic materials in critical areas. They have made flexible adjustments to the crisis; the hotels have provided outstanding services for guests who must travel during the pandemic.

Shanghai’s tourism industry quickly issued an aid policy for tourism companies, hoping that tourism companies would survive. This behavior is consistent with the polycentric governance in tourism resilience. In the recovery phase, publicity has been conducted through online platforms to accelerate the recovery of the tourism industry. Companies have implemented the notice issued by the government on prevention and control and have done well inspecting tourists to reduce the risk of cross-infection (Ma, 2020). Additionally, the Shanghai Municipal Administration of Culture and Tourism
launched 12 assistance measures to help the Shanghai tourism industry recover. The service quality deposit has been temporarily refunded for more than 1,000 travel agencies, and the release amount is nearly ¥400 million. The special funds for tourism development support 39 projects with more than ¥40 million (Li & Shi, 2020). These measures eased Shanghai's tourism industry through the most difficult period and alleviated the shortage of cash flow. As has been demonstrated, the five principles of resilience have been fully applied in Shanghai. It can be proven that the theory of tourism resilience is enabling Shanghai’s tourism industry to become resilient and quickly recover from shocks in the future.

This study applies crisis recovery and tourism resilience for Shanghai's tourism industry during and after the pandemic, which has been important in both short-term and long-term recovery. Concurrently, the methods utilized in these cases provide references for other countries and the second wave of pandemic that may occur in the future.
CHAPTER V
DISCUSSION

Shanghai’s tourism recovery started with the government's policy support. The government wrote guidelines on epidemic prevention and safety for the tourism industry to enable the tourism and accommodation industries to refine health regulations. Tourism and related industries have provided employees with professional training before returning them to their posts. Employees at work must strictly abide by the prompts in the guidelines, avoid cross-infection in the workplace, and provide better services to tourists. The government also customized relevant economic assistance clauses for the tourism industry. Due to the impact of the pandemic, many travel agencies have a cash flow shortage. To maintain the continued operation of travel agencies after the pandemic, the government has invested heavily in the tourism market. Because the pandemic has caused significant damage to the economy, the government's assistance to the tourism market can reduce the problems of company closures and the loss of many staff. With a population of 24 million, Shanghai is one of the most prosperous cities in China. Accordingly, Shanghai has a solid tourism foundation, which is one of the reasons why Shanghai was able to recover in a short time.

Shanghai has a public health center equipped with adequate medical facilities to treat many patients with infectious diseases. When unidentified pneumonia was reported in Wuhan on December 31, 2019, the Shanghai Public Health Center increased its vigilance and conducted a science lecture on the new coronavirus to doctors and nurses throughout the hospital (Yang, 2020). Shanghai experienced combating SARS in 2003, so it has taken many preventive measures against public health problems in the city. Additionally, Shanghai citizens strictly abided by government regulations and avoided leaving their
homes (Yang, 2020). Shanghai has China's first-class medical system and law-abiding of residents, both of which have helped the city quickly control the pandemic's spread. This also proves that Shanghai itself is resilient.

Due to the promotion of 5G cellular networks, Shanghai has started a new trend of online “travel” (Chen, 2020). Scenic spots and hotels are introduced through live broadcasts and presales online, which allows tourists to know about tourist destinations in a more intuitive way. This innovative form has brought new vitality to the tourism industry. Because the China International Import Expo (CIIE) was held in Shanghai, the government promoted the technological upgrade of the tourism industry. More than 1,000 Shanghai hotels have established self-check-in facilities in the hotels, and check-in can be completed within 30 seconds without manual contact (China Tourism News, 2020). Through these measures, Shanghai has reduced the frequency of direct contact between people. These concepts also have reference significance for the future development of tourism.

Furthermore, Shanghai’s tourism industry can be improved through such measures. During the recovery of Shanghai’s tourism industry, many festivals have promoted tourism development. However, Shanghai can still strengthen the work on festival propaganda by utilizing the official website, news application, and mainstream media to promote reopened attractions. The purpose is to convey to tourists that tourist attractions have reopened. If the information is not conveyed to tourists, it will become difficult to restore tourism. Publishing soft advertisements on social media, such as travel guides or attractions recommendations, is more likely to attract tourists' attention because they prefer to view travel guides rather than advertisements with boring content.
5.1 Practical Implication

Because of the rapid recovery from the pandemic in China as a whole, Shanghai also completed the majority of its recovery in a short time, which allowed the tourism industry to reopen. The research on the recovery of the tourism industry in Shanghai is of practical significance. There are some excellent suggestions on policies and practices that can be provided for reference by DMOs in other cities.

First, all tourism industry companies should do an appropriate job of disinfection and pandemic prevention as well as provide detailed regulations on disinfection and pandemic prevention measures. The detailed specifications refer to the following: 1. Provide professional health knowledge training for all employees. 2. Conduct temperature tests twice daily, in the morning and evening, for employees to ensure that they are within a healthy range. 3. Require masks to be worn correctly to provide service. A trash can for recycling masks must be provided to prevent randomly discarded masks from polluting the environment. 4. Frequently disinfect public areas. Every 1 to 2 hours, utilize disinfectant to clean all the places that guests touch. 5. Establish a body temperature monitor at the entrance who is equipped with an infrared forehead thermometer. Perform temperature tests on every guest entering, and make sure they wear masks. Provide customers with hand sanitizer, gloves, and masks. 6. Stop utilizing central air conditioning and disinfect air conditioning ports in areas with severe outbreaks. This can prevent air movement and avoid cross-infection. These suggestions follow the crisis plan and response in crisis recovery and take adequate protective measures against the pandemic. They are short-term recommendations to be employed during the pandemic; as the disease is controlled in the future, some steps can be gradually simplified.
Second, the government must implement a support policy for the tourism industry. Because the pandemic caused serious damage to the tourism industry, many companies have experienced difficulty maintaining cash flow. The government can provide subsidies to reduce problems, such as a large number of corporate bankruptcies caused by cash flow shortages. The recommendations are as follows: 1. Reduce rent and provide exemptions for enterprises during the pandemic period; reduce corporate taxes. 2. Identify projects that enhance the image of the city's tourism, such as projects that revitalize the tourism industry after the pandemic and projects that improve public services for the tourism industry. Invest in approved projects to ensure their progress and restore confidence in the tourism industry. 3. Issue pandemic prevention guidelines for the tourism and related industries to enable companies without emergency plans to perform preliminary pandemic prevention regulations. 4. Grant subsidies to tourist attractions and reduce or exempt tickets for a period of time. Tourist attractions can control the flow of people through the online reservation system. 5. Issue subsidies to ensure that tourism employees can survive when they are not working to prevent a large loss of talent in the tourism industry. Due to the sudden stop of tourism, many employees were forced to take unpaid leave. These suggestions all follow the theory of crisis recovery to solve the problem of cash flow shortages for the tourism industry in the recovery phase. This is a short-term plan, and the recommended end time is approximately 2 to 3 months after the pandemic is brought under control. At that time, the tourism industry should resume the majority of its normal operations.

Third, the tourism industry and related industries can establish contact and communication with the government, local communities, and enterprises during the
pandemic. 1. Tourism companies should disclose measures taken within the company to prevent pandemics and display daily cleaning records and employee health status to increase tourists' confidence in the tourism industry. Concurrently, this allows surrounding residents to understand the health and hygiene information of the company. 2. Hotels can establish cooperation with the government as an isolation hotel, providing rooms for tourists who need to be isolated. This can provide some occupancy for the depressed hotel industry. Quarantined hotels must demonstrate more specific measures for pandemic prevention, cleaning, and the health certificates of the staff. 3. The restaurant industry can establish cooperation with local communities and businesses to provide them with group ordering. This can also reduce the risk of people dining in restaurants. These measures comply with the connectivity and diversity of tourism resilience. These are biased toward short-term recovery suggestions, but companies can present their disinfection statuses and employee health statuses indefinitely.

Fourth, tourism and related industries can promote contactless services. For example, the hotel industry can introduce self-check-in machines that usually allow customers to complete the check-in procedure within 30 seconds. Hotels can provide alcohol wipes next to these machines so that customers can disinfect them before utilizing them. The catering industry can introduce a QR code ordering program, in which users pay directly in the program after placing an order and then a food delivery robot delivers the food directly to the customer, achieving contactless service. These measures reduce the risk of cross-infection when employees serve customers. The popularity of these facilities diversifies the market and conforms to the concept of tourism resilience. Autonomy services and artificial intelligence applications have been highly discussed topics in the
tourism industry in recent years, and the pandemic has accelerated their development in the industry. This is a long-term proposition. These facilities will replace part of the labor force when they become more mature, thereby reducing the operating costs of the tourism industry.

Fifth, as the number of international tourists has declined globally, the tourism industry can focus on local and domestic markets. Microtourism can be introduced to attract local tourists, because outsiders in some areas must be quarantined for 14 days, and this has stopped some tourists. Many people still have many unfamiliar places in the city they live in. The microtour is a 1- to 2-hour walking explanation of one or two distinctive blocks or clusters of historical buildings. The pace of this form of microtourism is relatively slow, but the content easily attracts attention, so it is suitable for people of all ages. Because the trip is only 1 to 2 hours, many elderly people can also participate without feeling overly tired. Young people are also a target market, because such tours can increase the historical knowledge of the city where they live. The profit brought by microtourism is not high, but attracting the local market in difficult times can alleviate the plight. This travel model can be bundled with rooms in nearby hotels after the pandemic to increase foreign tourists’ in-depth understanding of the city; furthermore, companies can provide brief microtours for business travelers who stay in the city for a short time. This method conforms to both crisis recovery theory and the concept of diversity in tourism resilience. Microtourism is a short-term development for survival. In the long run, it will not be the main method, but it can still be bundled with other products.
Sixth, during the pandemic, Shanghai fully integrated online and offline travel, which provides many points worth learning. The “cloud tourism” approach deserves to be promoted. 1. While holding offline travel activities, live broadcast the product through Online Travel Agency (OTA) websites to attract potential customers with travel intentions. 2. Cooperate with Internet celebrities to increase exposure to travel products, with the goal of virality on social media. When the discussion of tourism becomes high, the recovery of tourism will become rapid. 3. Promote presale products after sufficient introduction. This type of presale product has the flexibility of time selection and a more favorable price than usual. Concurrently, it is accompanied by an appropriate refund policy, such as refunds at any time before the product is utilized or refunds for unutilized purchases before the expiration date. This allows consumers to increase their interest in buying and thus purchase products with greater confidence. Therefore, it can achieve the purpose of invigorating tourism. This proposal follows diversity in the concept of tourism resilience. The integration of online and offline tourism is a new trend in the industry, and in the long-term, it offers significant room for improvement.
CHAPTER VI
CONCLUSION

This paper provides an in-depth analysis of the recovery of the tourism industry in Shanghai, China, in the context of the pandemic's impact in 2020 on the global tourism industry. The pandemic that began in January 2020 eventually spread to the world, and it seriously impacted the global economy. This article utilizes analyses of resilience and crisis recovery theories to examine the recovery of the tourism industry in Shanghai, and it aims to present feasible suggestions to stimulate the recovery of the tourism industry. The analysis of Shanghai's tourism industry reveals that two theories have been vital in the recovery. Due to the strict control of the pandemic in Shanghai, the recovery of Shanghai's tourism industry is closely associated with national policies and social forces in preventing and controlling the pandemic, so the conclusions obtained in this article have limitations.

First, the usage of the case study methodology does not have a strong representation (Hamel et al., 1993). The results of research conducted on one case can only provide a reference for other cases. It cannot be fully applied in other cases because there are not two identical cases or regions (Tellis, 1997). If other cities want to utilize the suggestions as references, they should do so with considerable caution. Second, the recovery of Shanghai's tourism industry was successful after a short pandemic period, so it is unique in the pandemic’s time frame. For those countries where the pandemic has continued for a long time, the application is uncertain. Therefore, the conclusions can be utilized for reference only when a country's pandemic control status is similar to that of China. Third, Shanghai’s tourism industry recovery is closely related to the Chinese government’s management policies. For example, China’s strict entry management allowed it to control
COVID-19 quickly. Since no international tourism has been allowed to date, the analysis of the recovery does not consider the effect of foreign tourists on the tourism market. Furthermore, the recovery of Shanghai's tourism industry is inseparable from China’s communist government form. For other countries' government forms, their policies on pandemic control are different. For example, in a democratic country where it is difficult to strictly control the pandemic, Shanghai’s measures cannot be fully utilized for reference.
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