

Re-thinking tourism

New post-pandemic destination models

Stefan Gössling

Dept. of Service Management and Service Studies, Lund University

School of Business and Economics, Linnaeus University

Western Norway Research Institute



www.stefangossling.de



[@StefanGossling](https://twitter.com/StefanGossling)



What have we *learned* from the pandemic so far?

- Governments unprepared
- In retrospective: Academia ignored*
- A crisis will always be seen as a crisis – not as an opportunity
- The reflex is to stabilize the system (“too big to fail”) – and to return to its old vulnerabilities

* The movement of infectious organisms by tourists is an important aspect of international travel. Tourists are both at risk to acquire new infections and they aid as vectors in the global dispersal of microbes, a process that has become a matter of hours with the rise of air travel (Wilson, 1997; Rodriguez-Garcia, 2001).

Gössling, S. (2002). Global environmental consequences of tourism. *Global Environmental Change*, 12(4), 283-302.



What else have we learned?

- Corporate players will stylize themselves as victims, even when they are culprits (aviation, cruises)
- Corporate players receive vast amounts of State aid
- As consumers, we are implicit in these "structures of worse" (where did you shop during the Pandemic?)
- As academics, we are also involved, often as either supporters or critics of industry



And also this: We have learned that much tourism is superfluous

- We do not need business travel (a fraction of it)
- We can do without conference travel
- We do not need “farther & frequent” (ICT-fuelled)
- ...

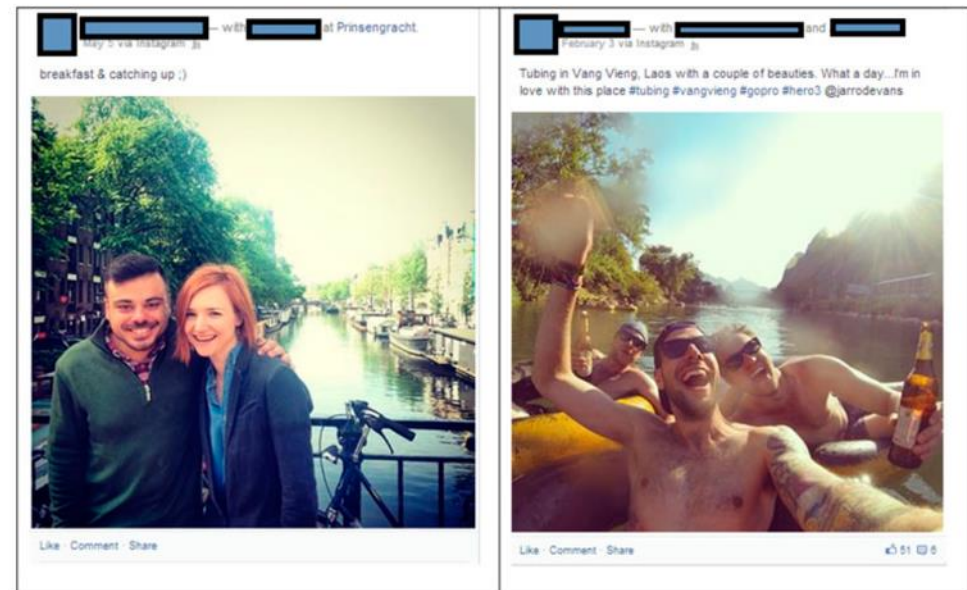


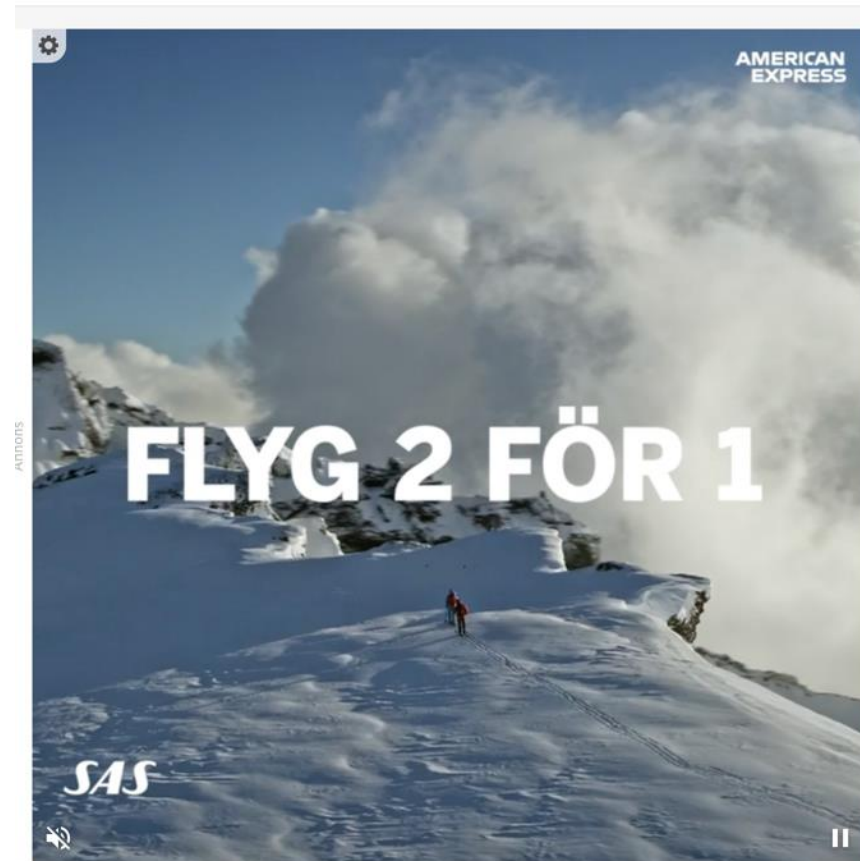
Figure 3. Social encounter, with reference to location.

Learning about tourism

- The old tourism system was vulnerable (from overtourism to no tourism)
- Many destinations are highly tourism-dependent - yet most are seeking to increase arrivals
- Will the new tourism system become even more vulnerable?

SVENSKA DAGBLADET

Nyheter Näringsliv Kultur Ledare Debatt



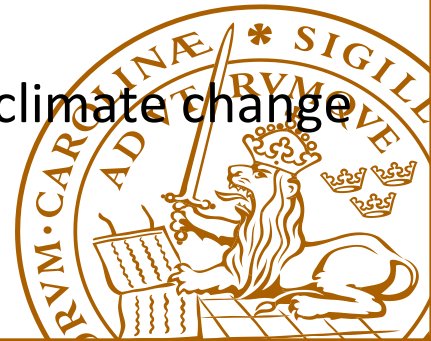
*Advertisement by Scandinavian Airlines
in 2020: Fly two for the price of one*



What was wrong with tourism prior to the pandemic?

- COVID-19 is analogue to climate change: risks in tourism have grown (ignored by industry);
- Destinations have focused on volume growth, and in disregard of SDGs (ignored by policymakers);
- Air transport suffers from overcapacities and poor economics (ignored by policymakers/industry);
- Profit margins have often been poor;
- Travellers have ticked off destinations, with no loyalty to local businesses.

=> New destination models needed, specifically with a view to climate change



Industry's perspective: growth forever

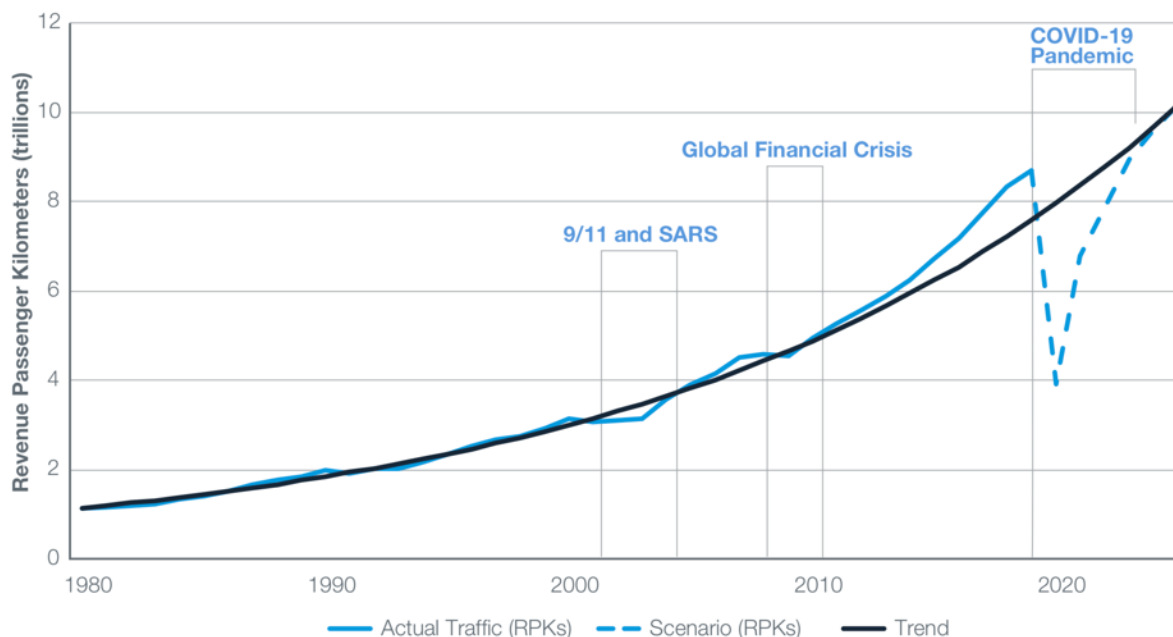
MEDIUM TERM: RETURN TO GROWTH

COMMERCIAL MARKET
OUTLOOK 2020-2039

The fundamentals that have driven air travel the past five decades and doubled air traffic over the past 20 years remain intact. While aviation has seen periodic demand shocks since the beginning of the Jet Age, our industry has recovered from these downturns every time throughout its history. After 9/11 in 2001, followed by the SARS epidemic in 2003, air travel returned to its long-term growth trend by 2004. More recently, after the Global Financial Crisis from 2008 to 2009, passenger demand returned to long-term trend in 2011.

We remain confident in the resilience of commercial aviation. Consumer spending is driving economic growth in many parts of the world. The maturation of many emerging market economies will further increase consumer spending's share of economic activity, bolstering demand for air travel. In addition, coming out of every crisis, the industry has innovated to improve service and value for the traveling public.

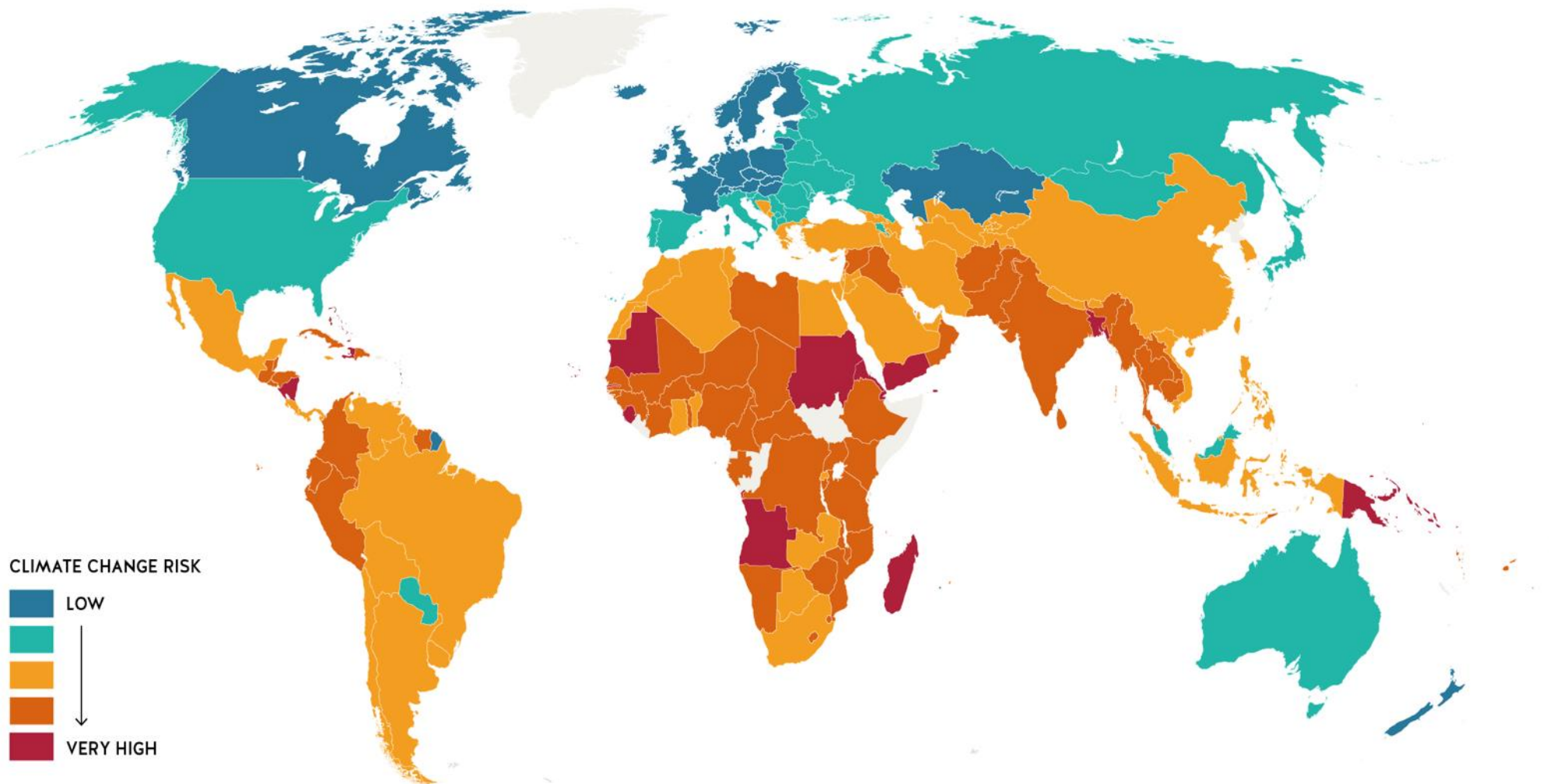
Aviation proven resilient over and over again



ICAO scheduled traffic through 1999 / 2000-2019E IATA stats / 2020F IATA December 2019



COVID-19 is an analogue to climate change



Scott, D., Hall, C.M. and Gössling, S. 2019. Global tourism vulnerability to climate change. *Annals of Tourism Research*, 77: 49-61, <https://doi.org/10.1016/j.annals.2019.05.007>

A destination model for the future

Reducing leakage

- Platform economy
- Bonus programmes
- Payment systems
- Franchises

Lowering carbon

- Average distance travelled
- Transport efficiencies
- Transport modal shifts
- Length of stay

***High-value,
low-carbon,
resilient
tourism***

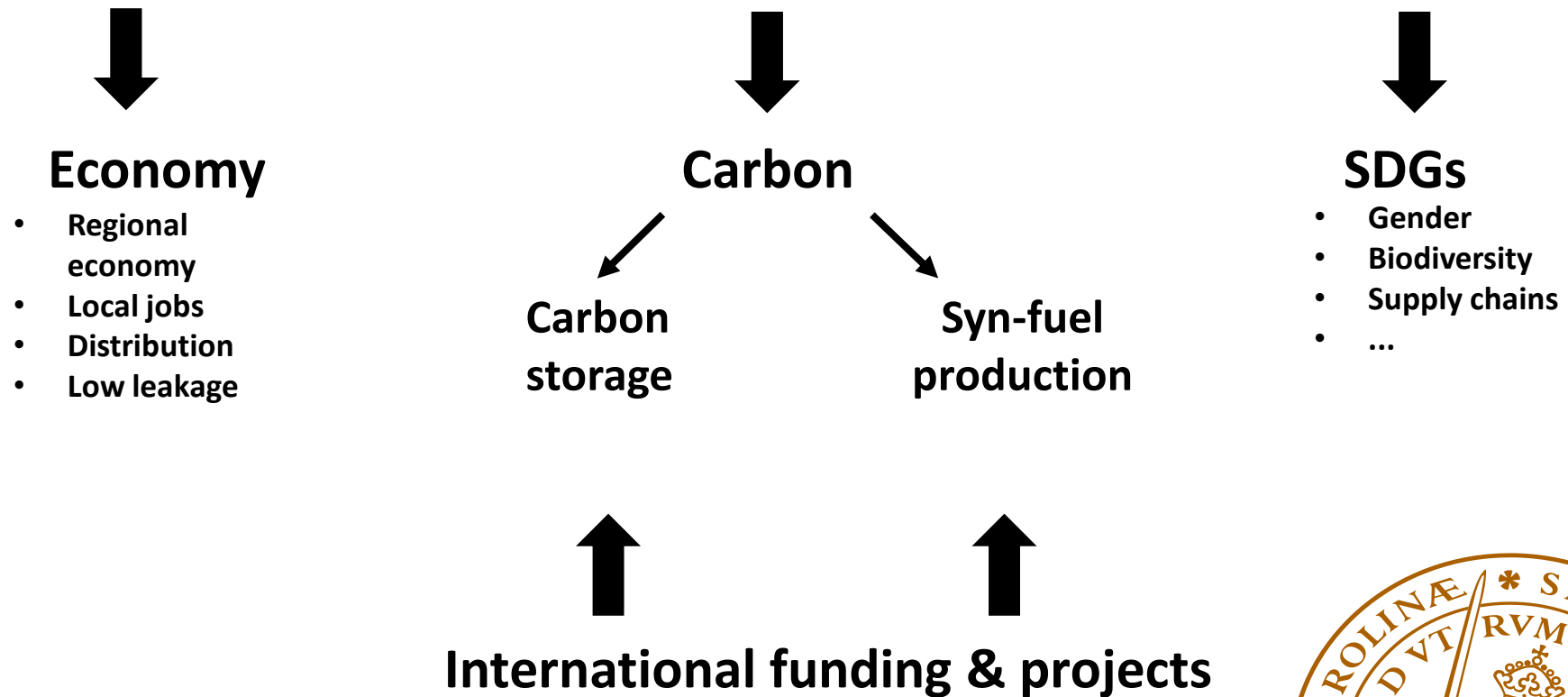
Adding value

- Expenditure by market
- Low-carbon products (activities, local food)
- Emission levies

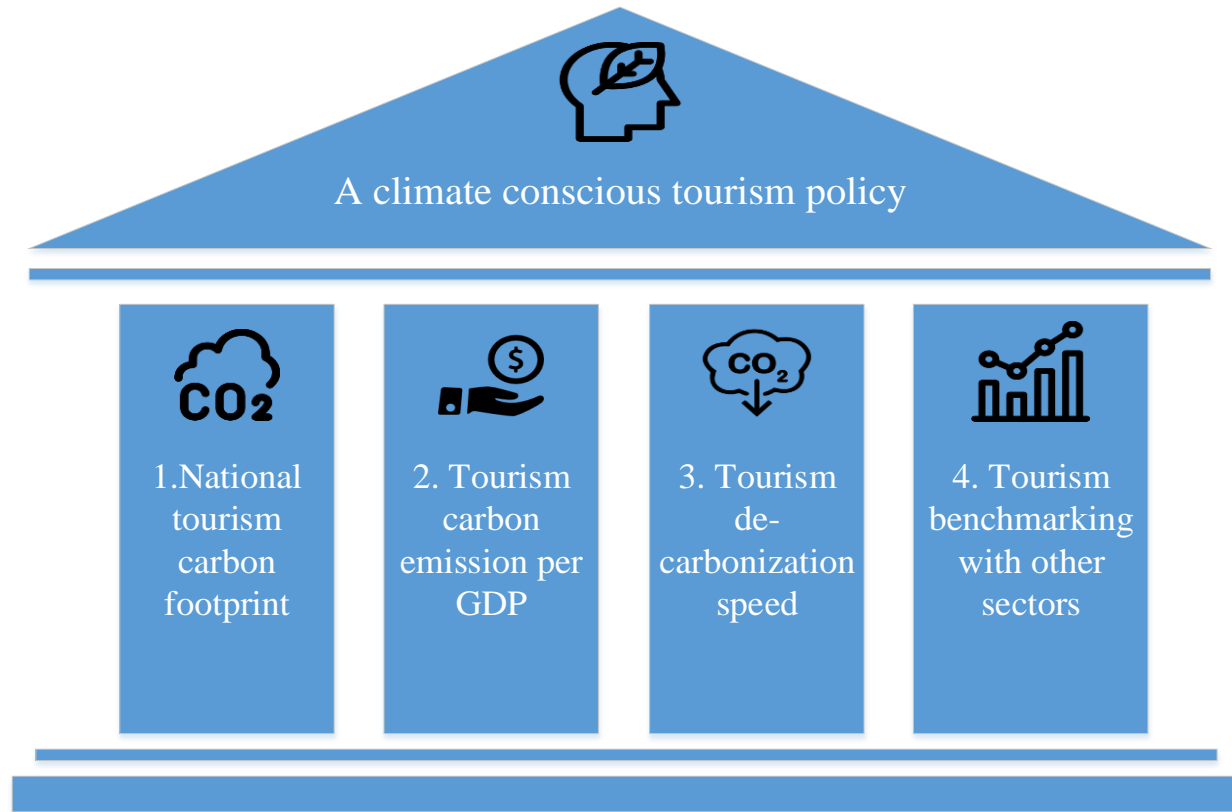


The model adjusted to emerging and developing economies

Low carbon, resilient, circular, SDG-focused



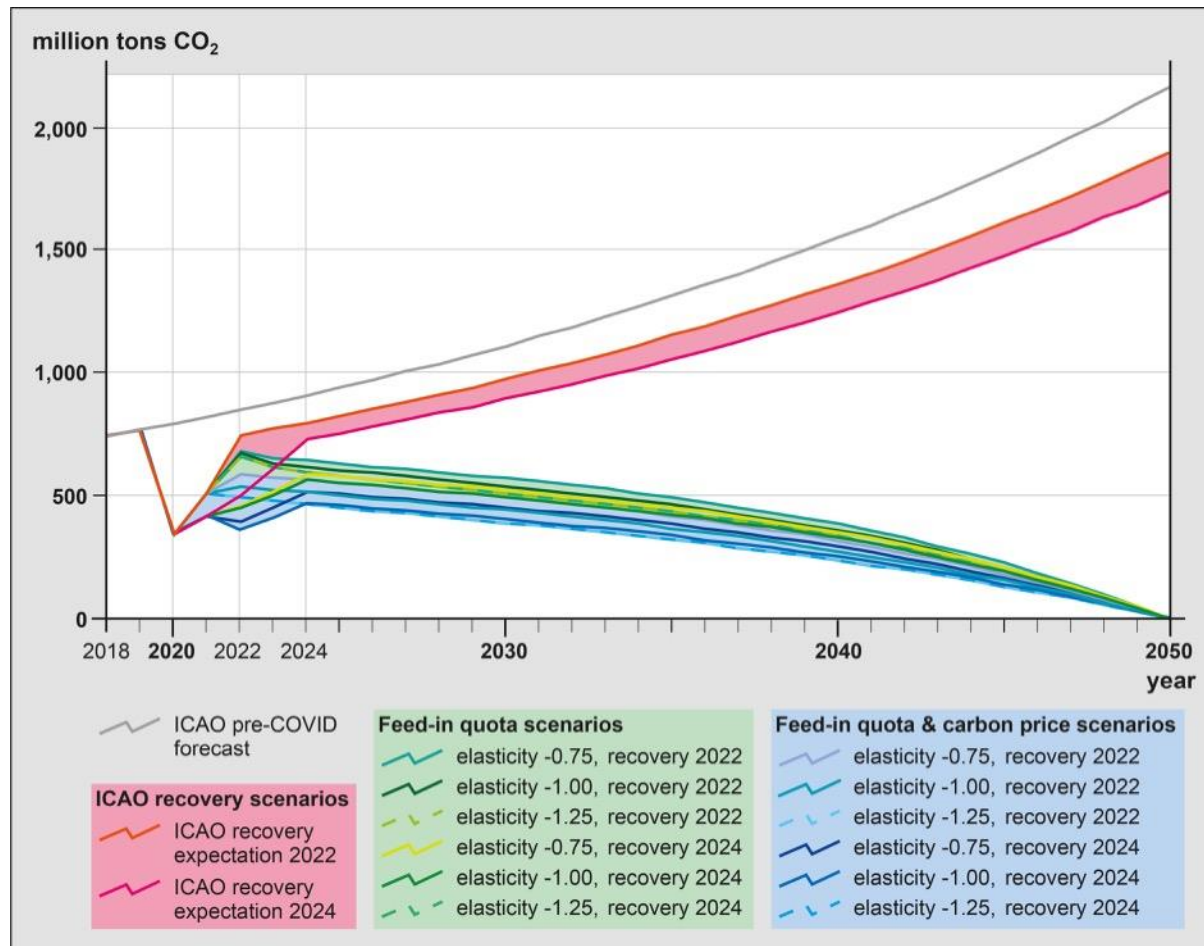
Lowering carbon



Sun, Y. Y., & Higham, J. (2021). Overcoming information asymmetry in tourism carbon management: The application of a new reporting architecture to Aotearoa New Zealand. *Tourism Management*, 83, 104231.



Sustainable aviation: impossible without curbing demand



- New fuels: Technology challenge is enormous
- Will not happen without governance



Lowering carbon: Why can (and should) we “slim” air transport?

- Real cost of air transport has declined by 60% over the past 20 years
- There are obvious differences between air transport “wants” and “needs”
- Profitability increases with reduced supply

Table 2

Media headlines illustrating a diversity of reasons for air travel.

Reason	Reference
£9.99 million seat sale (cheap travel)	Ryanair, (2018)
Shopping weekends (shopping)	Lufthansa, (2019)
Stag parties (city break with friends)	Stag Company, (2018)
(Mega)sport events (sports)	New York Times, (2018)
Music performances (music)	Daily Sabah, (2019)
Celebrity photographs (meeting celebrity)	The Guardian, (2018)
Company-sponsored breaks (incentive trip)	Dagbladet, (2018)
Diplomacy (politics)	The Atlantic, (2013)
Political missions and campaign trails (politics)	Samtiden (2018); The Guardian (2016)
Overseas educational trips (education)	Stuff, (2018)
Protests and rallies (climate change protests)	Mirror, (2019)
Pet transport (moving a dog in private aircraft)	Financial Times, (2016)
Mileage runs (flying to earn points)	CNN, (2018)

Gössling, S., Hanna, P., Higham, J., Cohen, S., and Hopkins, D. (2019). Can we fly less? Evaluating the 'necessity' of air travel. *Journal of Air Transport Management*, 81, <https://doi.org/10.1016/j.jairtraman.2019.101722>

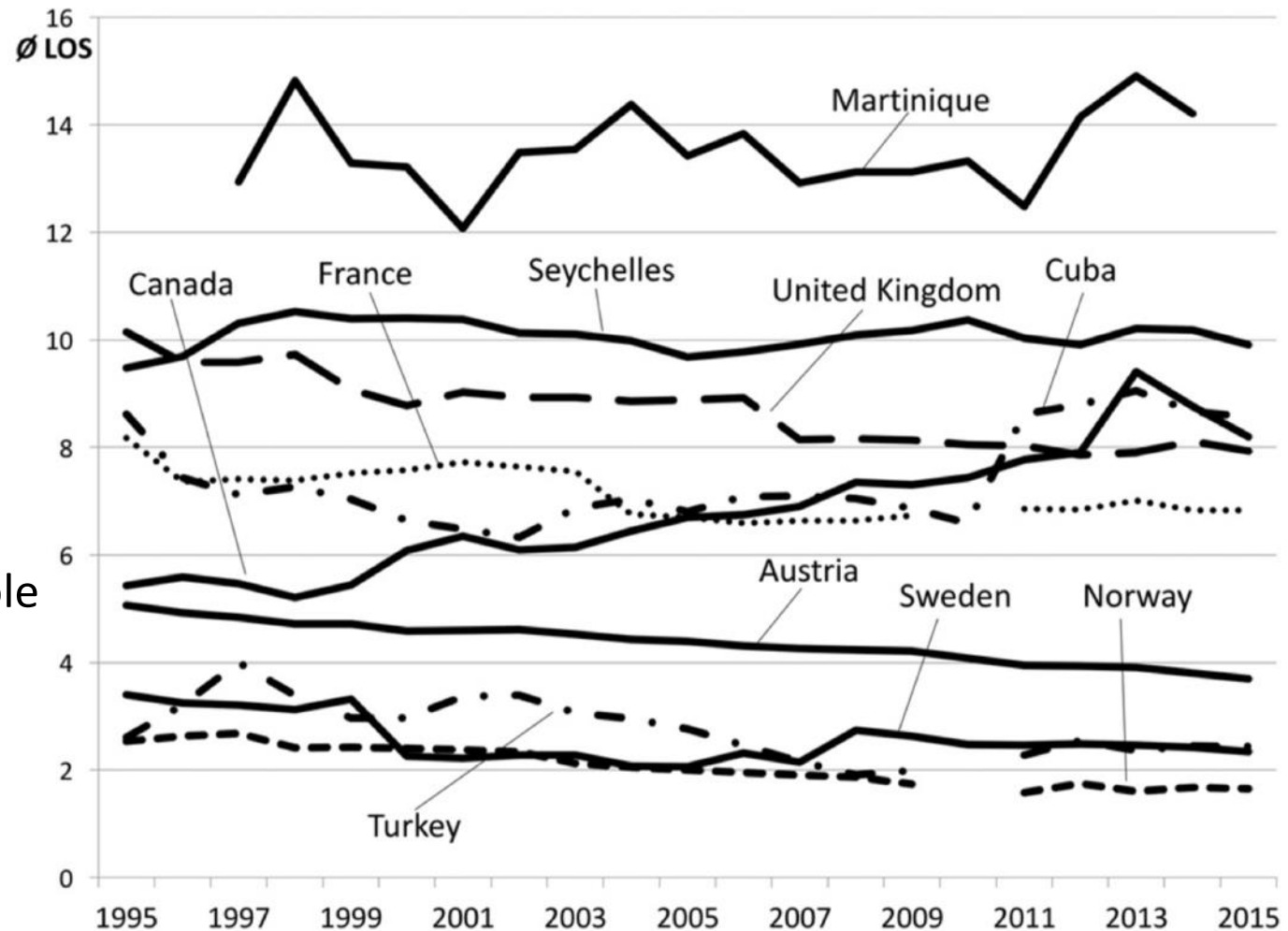


Length of stay

- Global decline by 14% in 20 years (1995-2015)
- Decrease/increase possible

Austria:

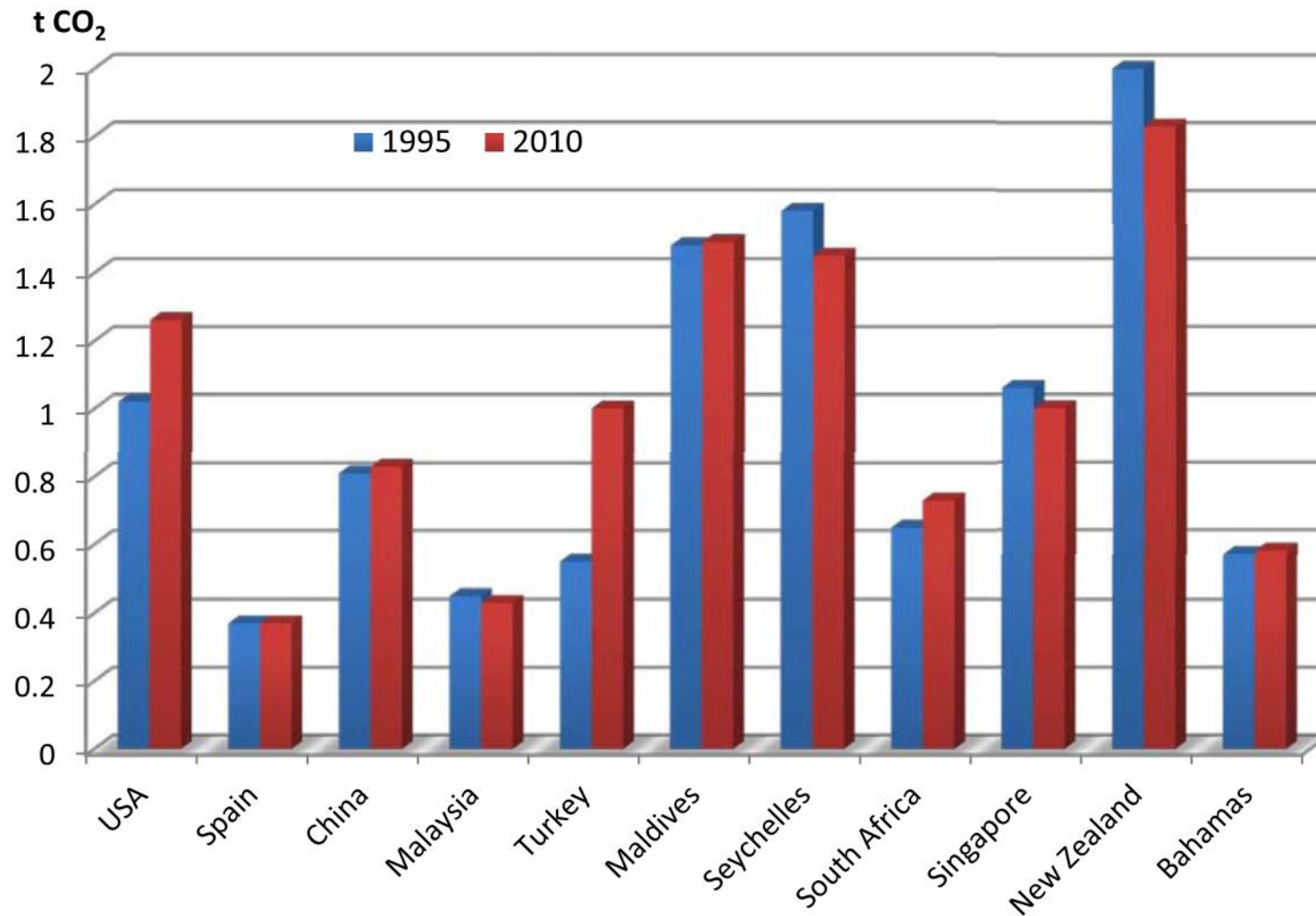
For 100 million guest nights 19.6 million arrivals needed in 1995, but 27 million in 2015.



Gössling, S., Scott, D., & Hall, C. M. (2018). Global trends in length of stay: implications for destination management and climate change. *Journal of Sustainable Tourism*, 26(12), 2087-2101.



Emissions per arrival, different countries

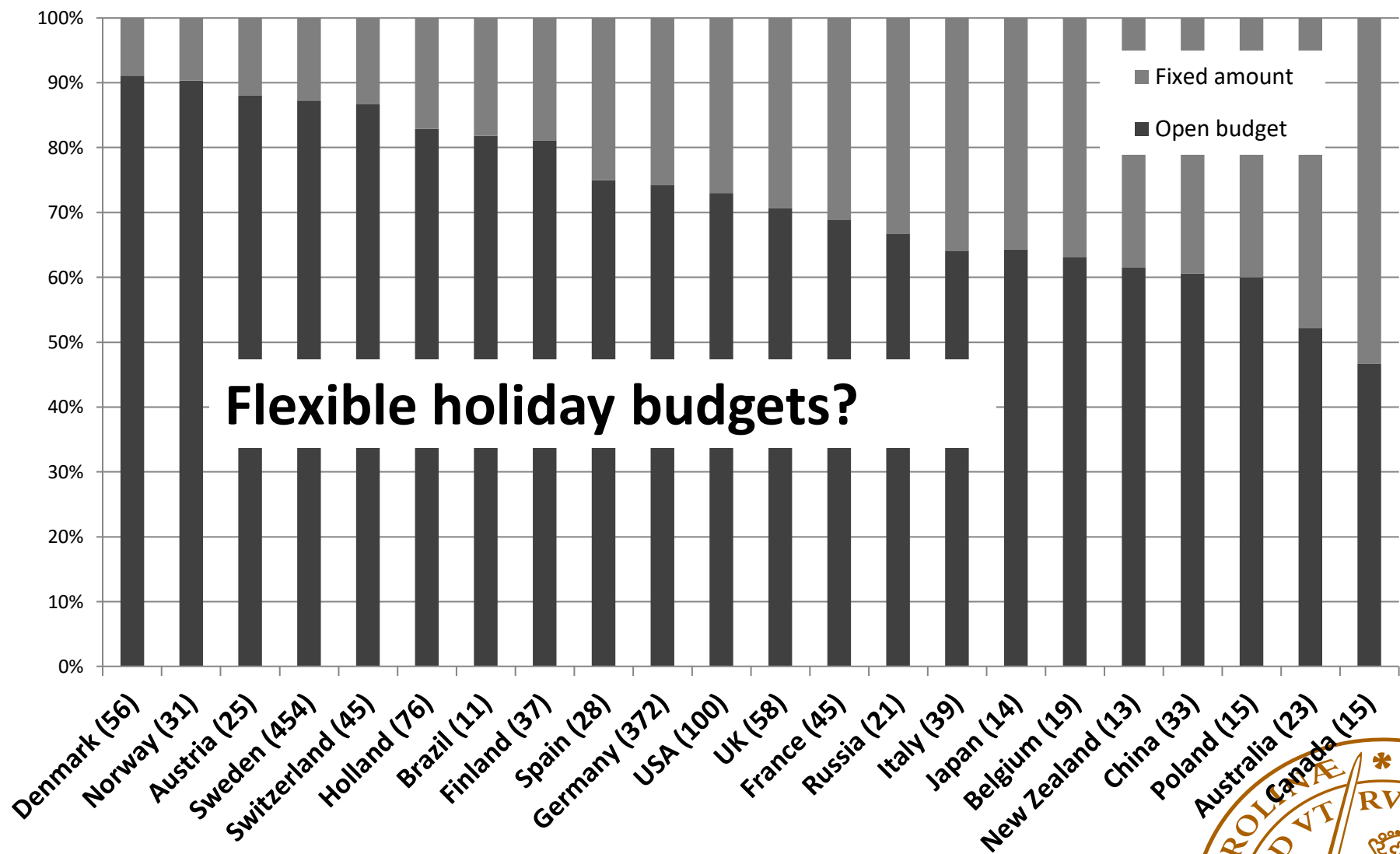


Gössling, S., Scott, D., and Hall, C.M. 2015. Inter-market variability in CO₂ emission-intensities in tourism: Implications for destination marketing and carbon management. *Tourism Management* 46: 203-212.



Adding value





Market segmentation

Table 3. Markets identified as suitable for the marketing of activities.

Segment for marketing	Price perception ^a	Net income (€) ^b	Length of stay ^c	Activities, # per day ^d	Spending per day (€) ^e	Activity intention ^f
AirBnB	8.77	49,183	8.60	0.62	126	5.32
Asia	8.49	104,687	8.07	0.53	192	4.61
USA	8.55	120,517	8.61	0.59	214	3.94
Italy	8.58	83,767	10.21	0.43	161	4.63
The Netherlands	8.78	40,974	15.20	0.28	154	2.94
<i>Survey average</i>	<i>8.73</i>	<i>58,942</i>	<i>11.00</i>	<i>0.44</i>	<i>139</i>	<i>3.95</i>

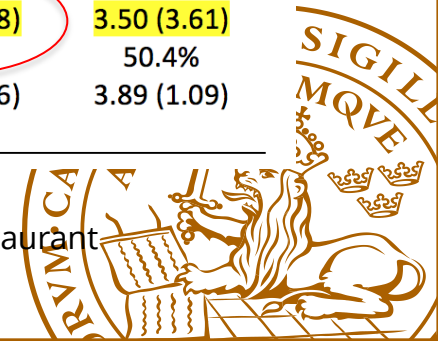
Note: a: measured on a scale 1–10, where 1 is very cheap and 10 is very expensive; b: Annual net income. c: Number of days in Norway. d: Number of activities per day. e: Total spending per day and person; f: number of activities considered attractive for participation.




Tips



	FR	GE	NL	NO	SP	SE	CH
N	168	300	299	300	300	285	127
Age	38.94 (15.30)	46.41 (16.55)	36.01 (12.80)	31.67 (11.58)	38.58 (12.53)	40.79 (12.90)	35.21 (12.12)
Gender (1= males)	48.8%	54%	61.9%	44%	48.7%	51.2%	58.3%
Salary	3.16 (1.26)	3.37 (1.37)	2.87 (1.03)	2.82 (1.28)	3.24 (1.42)	3.71 (1.12)	3.46 (1.33)
Restaurant exp.	30.5%	22.3%	32.8%	25.7%	27.7%	15.4%	37%
Frequency_restaurant	2.77 (1.30)	2.88 (1.02)	2.01 (.77)	2.85 (1.14)	2.88 (1.22)	2.27 (1.02)	3.06 (1.21)
Regular customer	53% ¹	59.7%	37.1%	59.7%	61.7%	29.8%	62.2%
Food quality	2.98 (1.00)	3.06 (.88)	3.73 (.94)	3.21 (.95)	2.88 (.94)	3.27 (.92)	3.00 (1.05)
Service quality	2.98 (.98)	3.03 (.96)	3.09 (.77)	2.71 (.94)	2.89 (1.03)	3.20 (1.06)	2.70 (.99)
Price fairness	2.69 (.96)	2.79 (.96)	2.45 (.56)	2.05 (.72)	2.60 (.89)	2.63 (.86)	2.51 (1.01)
Overall satisfaction	3.67 (.81)	4.20 (.80)	4.17 (.60)	3.14 (.85)	3.46 (.75)	3.55 (.71)	3.61 (.78)
Number guests	2.85 (.46)	2.65 (1.44)	3.42 (1.40)	3.02 (1.66)	3.63 (1.87)	3.17 (1.49)	2.55 (1.26)
Payment by cash only	15%	87.3%	49.8%	6.7%	54.7%	7.4%	38.6%
Split bill	42.9%	33.3%	50.5%	80.3%	0%	40.4%	26.8%
Bill size	56.02 (38.92)	37.55 (44.95)	25.41 (19.82)	660.72 (1998.55)	76.06 (81.19)	658.28 (447.33)	72.88 (68.99)
Tip size	1.08 (2.11)	2.82 (3.46)	1.18 (1.46)	30.62 (158.54)	1.72 (3.00)	59.64 (60.45)	2.41 (2.62)
Tip percentage	2.20 (4.84)	7.85 (3.68)	5.22 (6.97)	1.36 (3.80)	2.43 (2.60)	8.38 (5.58)	3.50 (3.61)
Tip in cash	39%	91.3%	72.9%	24.5%	100%	24.2%	50.4%
Frequency tip	3.09 (1.22)	4.80 (.48)	3.04 (.94)	2.29 (1.00)	3.28 (1.09)	3.30 (1.16)	3.89 (1.09)



Innovation: New food trends



z.B. Stadt, Restaurant, PLZ, Adresse, Koch suchen

Germany | Deutsch


MENÜ

Guide MICHELIN > Alle Restaurants > Vegan

Auszeichnung | Selektion | Zum Mitnehmen | Online-Buchung | Küche - 1 | Service / Ausstattung

Karte anzeigen

1-20 von 26 Restaurants




GUIDE MICHELIN GERMANY

Lucky Leek

Berlin

Vegan




GUIDE MICHELIN GERMANY

Seven Swans

Frankfurt am Main

Vegan, Kreativ




GUIDE MICHELIN DENMARK

Ark

Kopenhagen

Vegan




GUIDE MICHELIN SWITZERLAND

Marktküche

Zürich

Vegan




GUIDE MICHELIN SWITZERLAND

KLE

Zürich

Vegan, Innovativ




GUIDE MICHELIN UNITED KINGDOM

Oak

Bath

Vegetarisch, Vegan




GUIDE MICHELIN UNITED KINGDOM

Naïfs

London

Vegan



GUIDE MICHELIN UNITED KINGDOM

Gauthier - Soho

Zum Mitnehmen

London

Vegan



TRAVEL • NEWS

Celebrity cake brand joins Tourism Ministry's co-branding partnership



Malang Strudel by celebrity couple Shireen Sungkar and Teuku Wisnu. (Instagram.com/strudelmalang)

ADS SUPPORT US.
YOUR SUBSCRIPTION
DOES TOO.

Subscribe now

ADS SUPPORT US.
YOUR SUBSCRIPTION
DOES TOO.

Subscribe now

Most Viewed

- 01 2020 global tourism expected to drop 57% amid tighter border controls

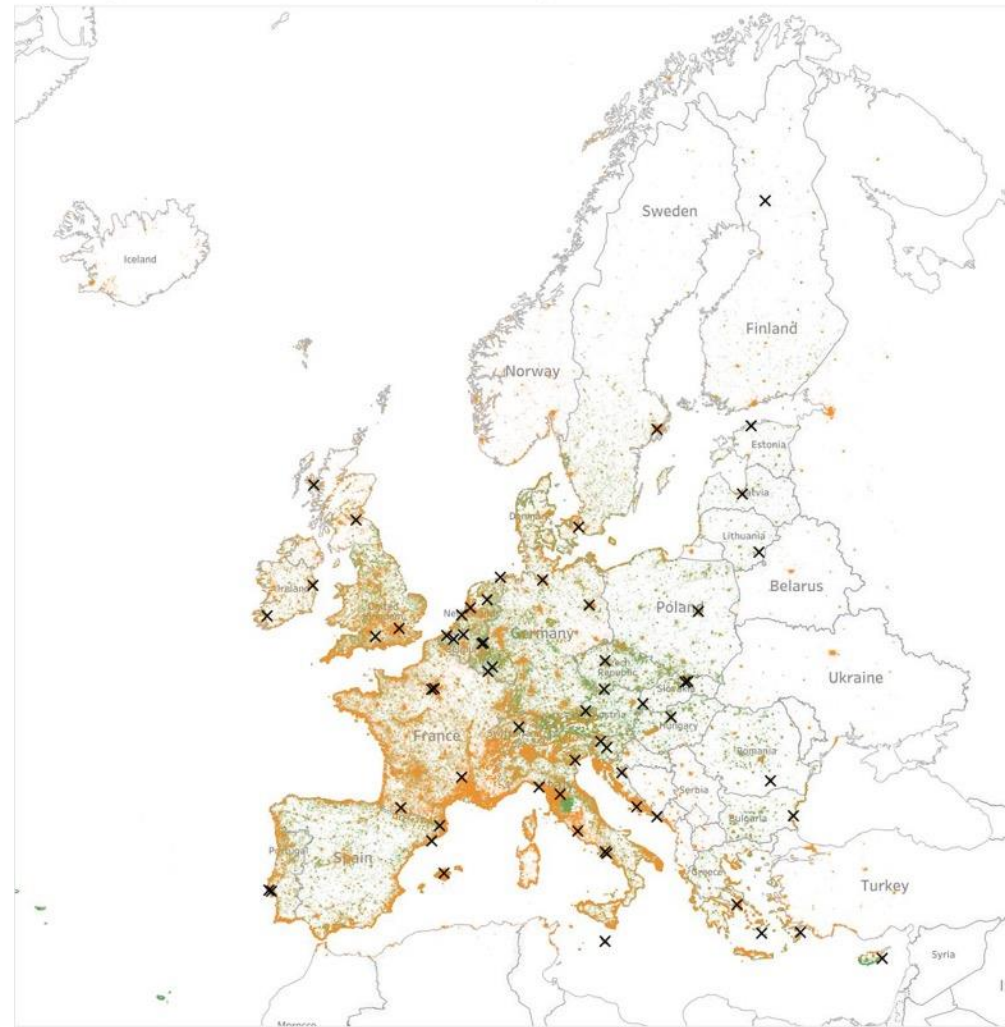


Reducing leakage

- New market entries lead to overcapacity;
- Overcapacity leads to competition over price;
- Lower prices increase tourism volumes;
- Destinations often reacted by increasing transport capacity.

Peeters, P., Gössling, S., Klijs, J., Milano, C., Novelli, M., Dijkmans, C., Eijgelaar, E., Hartman, S., Heslinga, J., Isaac, R., Mitas, O., Moretti, S., Nawijn, J., Papp, B., and Postma, A. 2018. Research for TRAN Committee - Overtourism: impact and possible policy responses. [http://www.europarl.europa.eu/RegData/etudes/STUD/2018/629184/IPOL_STU\(2018\)629184_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/STUD/2018/629184/IPOL_STU(2018)629184_EN.pdf)

Europe Airbnb and booking.com densities



Type

- Airbnb
- Booking.com



Do we need the platform economy?

Booking.comEUR?List your propertyRegisterSign in

StaysFlightsFlight + HotelCar rentalsAttractionsAirport taxis

Coronavirus (COVID-19) support

Check for travel restrictions. Travel might only be permitted for certain purposes, and touristic travel in particular may not be allowed.

[Read more](#)

[Home](#) > [Indonesia](#) > [Bali](#) > Search results

Search

Destination/property name:

Check-in date

Check-out date

2 adults · 2 children · 1 room

☐ I'm traveling for work


Search

Bali: 7,573 properties found

[Show on map](#)

[Top Picks for Families](#) [Homes & apartments first](#) [Stars \(highest first\)](#) [Stars \(lowest first\)](#) [Top Reviewed](#)

Commission paid and other benefits may affect an accommodation's ranking. [Learn more.](#)



Rejeng Garden Camp 👍👍

Managed by a private host

[Bangli](#) · [Show on map](#)

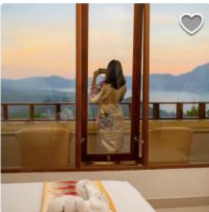
Located in Bangli, 8.7 mi from Besakih Temple, Rejeng Garden Camp provides accommodations with a garden, free WiFi, a 24-hour front desk, and a tour desk.

Exceptional 10

7 reviews

Location 9.6

[Show prices](#)



Caldera Bali ★★★★ 👍👍

[Kubupenlokan](#) · [Show on map](#)


Caldera Bali has a restaurant, bar, a shared lounge and garden in Kubupenlokan. Among the facilities at this property are room service and an ATM, along with free WiFi throughout the property.

🔑 Online check-in

Wonderful 9.4

7 reviews

[Show prices](#)



The Tiing Tejakula Villas ★★★★★ 👍👍

[Tejakula](#) · [Show on map](#)

Set in Tejakula, The Tiing Tejakula Villas offers beachfront accommodations 2625 feet from Penyumbahan Beach and offers various facilities, such as a restaurant, a bar and a garden.

Wonderful 9.2

147 reviews

[Show prices](#)



Franchises



Payment systems



The roadblocks

- Much resistance to new destination models comes from DMOs and industry;
- Policymakers are often silent on the need to restructure tourism, also because aviation is considered an “international” problem (it is not);
- Academia is generally more supportive of growth (think aviation economists) than any critical perspective;
- Specifically problematic is the role of supranational organisations such as UNWTO and ICAO, which in their current set-up represent industry lobby organisations.

