

Impact of Covid-19 on Tourism & Hospitality of Pakistan

Corresponding Author: Munaza Kazmi

MPhil Scholar, Bahria University Islamabad, Pakistan

Syed Ali Haider Shah

Melbourne Institute of Technology, Melbourne, Australia

Faisal Qayyum Khan

Lausanne Hotel School, Switzerland

Abstract:

Resulting this unforeseen and unpredictable hurricane of Corona virus, the world had entered in a strange mystery, in every nook and corner we see shutdown and verdicts of distancing, even from our dear ones, every business is under lockdown but the most vulnerable is the tourism and hospitality. Following the pandemic measures, the industry of tourism and hospitality seemingly entering into tornado of huge crises. Consequently, Pakistan's tourism and hospitality industry are at a great risk, as people are unable to visit Pakistan following the fear of disease and viral measures. The world had come to a strange standstill, in a short period of time there came a sudden shift from over tourism to no tourist. The airlines, cruise, road transport and hotels all had paused its services for the time being, obviously which could cause a serious hit to the GDP of Pakistan, which is mostly dependent on agriculture and services, also a big blow to the efforts of contemporary regime of Prime Minister Imran Khan. Eyeing this, the idea behind producing this piece of literature is to study and measure the impact of the spread of COVID-19 on the tourism and hospitality sector of Pakistan. As a country which was preparing for welcoming the upcoming tourism.

Keywords: Tourism and Hospitality Industry, Hospitality Management, Quality, Economy, COVID-19, Pakistan.

Background:

Throughout the human history, nothing had killed people in masses than the infectious diseases. Justinian in 6th Century has perhaps killed half of the global population of the time, Black Death in 14th Century have horrified the world by killing 200 million, 100 million died in 1918 with Spanish Flu: a figure lot more than the casualties of World War II, then 300 million expired resulting small pox (BBC, 2020) and then the cruelest event of last year 2019 “Bush Fire” Australia (Wikipedia, 2019), which not even taken 800 human lives but the loss of 1.25 billion innocent little creatures and now in year 2020 we are under another horrific event. So, we can say our planet had gone through a number of pandemics since its creation or to the known human history, although none of them was akin to the recent one namely COVID-19 or Coronavirus. It can be presumed that, the reason of its being dangerous the most and distress and alarm in populace is its unpredictable nature and the slow unbearable death. Along with its severe implications on the global economy, routine business and unpredictable nature and on top with no medicine, no solution to undergo at least till yet. The product of this pandemic is so overruling that it had made the de facto authorities of even the most powerful countries and regions handicapped. All of a sudden, the entire world had moved to a standstill, with no available means of cure, no vaccine, nothing but restrictions on global and domestic travel, rulings of social distancing and prolonged quarantine, which had devastated every business of life, what to say of mere economy or any other entity.

This unknown and unpredictable nightmare of COVID-19 had emerged from the city of Wuhan, China and being reported to their (China) World Health Organization (WHO) Country Office on 31st December 2019. Afterward, in the first month of the year January 2020, we learned about 41 confirmed cases of COVID-19 (Huang et al., 2020). Even thou the disease was spreading with a rapid speed, but the authorities and people worldwide were unconcerned or unknown of its devastating effects, in this wake, the virus was transported with people to people to every region and every nook and corner of world, even after the lockdown of the city (Wuhan), since the global transport had carried the virus long before the shutdown (Gossling, Scott & Hall, 2020) and today on 21 July, 2020 we have reported 14.6 million confirmed cases worldwide (Worldometer, 2020), with travel and tourism bans everywhere.

Purpose Statement:

The industry of tourism and hospitality at global level seemingly entering into tornado of huge crises due to the devastating effects of the pandemic of coronavirus. Following this, in the hindsight Pakistan the industry of tourism and hospitality is at a great risk as people around world are unable to travel Pakistan shadowing the viral measures and the risk of spread. The airlines, roadways, cruise had been temporarily stopped their operations, the hotels and resorts had paused their services for the time being following the government orders in order to stop the spread of virus, which could cause a serious hit to the GDP of Pakistan, and also it seems a big setback to the pains and labors in the way of reviving the industry of tourism and hospitality to the current regime of Prime Minister Imran Khan (The Express Tribune, 2019). Eyeing this, the fundamental idea behind conducting the study is to measure the impact of the spread of COVID-19 on the tourism and hospitality industry of Pakistan.

Significance of Research:

Industry of tourism and hospitality of Pakistan is an emergent market and from last few years, Pakistan had pinned her hopes on the upcoming arrival of international tourist, and was preparing for a healthy and warm welcome, since Pakistan once known in world by terrorism only had shed the old leaves and was budding with new, as it had earned a lot goodwill among the world and favorably good reviews and support from international media, the year of 2019 was proved lucky for the prospects of tourism (Pakistan Tour & Travel, 2020) The tales of love and hospitality were ringing in the ears of the people around the world, moreover Pakistan went famous for its hospitality where on social media we can find a number of stories one of them namely “Trevor James” from “Food Ranger” have shocked the world’s hospitality by making the famous line “Everything is FREE in Pakistan! I NEVER PAID ONCE! (I tried!) (Food Ranger. Similarly, the contemporary government of Prime Minister Imran Khan had done a lot for enhancing the tourism and in making the tourist arrival comfortable and easy (The Express Tribune, 2019); relax visa policies, visa on arrival, improved security, and improvement in tourism infrastructure, even thou Islamabad the federal capital of Pakistan had featured as “among world safest capital” in World Crime Index report (Arab News, 2020), furthermore many of the giant hotels of the world had

signed agreement with Pakistan and some have been started their construction also in mega cities and metropolis (Radisson Hospitality, 2019). Next to say the fruits of efforts were started to appear as all the hotels, resorts and flights were booked for the upcoming spring, and then what came upon the world was never even thought in the wildest of our dreams; the pandemic of coronavirus.

In this wake the current study is an effort to provide an overview of the loss incurred due to the spread of virus on the emergent market of Pakistan, the industry of tourism and hospitality.

Research Question:

- What is the impact of the spread of COVID-19 on the tourism and hospitality industry of Pakistan?

Research Objective:

- To measure the impact of the spread of COVID-19 on the tourism and hospitality industry of Pakistan.

Research Gaps:

Recently (Hoque et al., 2020) had discussed the impact of COVID-19 on China's tourism sector, and (Karim et al., 2020) elaborated its (corona virus) effects on Malaysian tourism next (Haryanto, 2020) stressed on the need of research related pandemics in order to provide references for the policy makers.

To our best knowledge there is no research conducted in the context of COVID-19's impact on the Pakistan Tourism and Hospitality, hence in the current research we are trying to address and fill this gap, also it would be the first paper in Pakistani context.

Methodology of Research:

The study is a measure of the impact of coronavirus on the tourism and hospitality industry with the viewpoint of Pakistan. Moreover, the nature of the current research is exploratory and qualitative deductive method of research was applied, from the philosophy of

“Positivism” to accomplish the goal, since qualitative research postulates through insights about the problem at hand (Malhotra, 2006). Data collection was secondary, through primary sources. Precisely the data was gathered by observations, by an extensive study of available literature from journals, newspaper, even broadcasts and reviews of industry experts on COVID-19’s impact on hotel and tourism industry, also we should mention that there was specifically a merger or little literature available in this context.

Literature Review:

As we know that, natural calamities and other catastrophes can disturb the working, performance and even existence of an organization (Caponigro, 2000). Agreeing with (Faulkner, 2001), that this scenario fits well with the hospitality and tourism industry as this sector is the most vulnerable to their impact. Furthermore, if we contemplate globally tourism at every corner undergoing disasters and pandemics one after another (Faulkner, 2001). As it is believed by (Xuan, 2019) that, industry of tourism and hospitality are linked with one another, if tourism effect it will have sure effect on hospitality, so their dependency on each other could be understand. Further, if we try to understand the meaning of hospitality then, Hospitality is a process involving transfer of three main components; products (meal or bed), behavior and atmosphere from employee to guest (King, 1995). Besides this, supporting with the idea put forward by (Kadt, 1979) that “tourism is a passport to development”. Moreover, tourism embroils businesses and establishments that aid in promoting tourism related products (Wang, 2011). In plain worlds, it can be said that, fundamentally tourism is the urge of people to discover, explore and uncover the strange and unknown places in order to change their environment and to endure new experiences (Murphy, 2013).

More to say, the industry of hospitality is among the major component of services or better to say hospitality sector is a subunit of service industry, that revolve around the guest and his or her comfort, deeply hospitality includes everything that link with leisure undertakings of people. And if we consider it in figures then, the statistics report of the year 2016 reports, at world level the sector of hospitality is a huge one, having an overall contribution of \$ 7.6 trillion, that is 10.2 percent of the global GDP and creating over 292 million jobs, which is 96

percent of the total employment of the world (SSCH, 2019). One can grasp the magnitude of the industry by these statistic reports.

Global Impact of COVID-19 on Tourism and Hospitality:

International and domestic bans, levied by governments as a precautionary measure from the COVID-19 have no doubt rigorously affected the economies of nations worldwide, affecting the tourism and hospitality industry the most in all parts of value chain (Gossling, Scott & Hall, 2020). These travel restrictions imposed by government of different regions have cost tourism industry a huge loss of \$ 200 billion at global level (Ozili & Arun, 2020). In response to the pandemic, within the timeframe of months, the global tourism shrinks from over tourism to no tourism (Conde Nast Traveller, 2020), once the alleys bustle with colors and songs of tourist are now in a dark silence, as like waiting for someone to light a candle.

More to say, as confirmed by (Xuan, 2019), the hotel industry works as a bead in the chain of tourism activities, and a fundamental part of tourism. Therefore, we can say that if there comes a blockage in tourism, it will surely jolt the industry of hotel, which we can see in the contemporary times.

Resulting the contemporary situation of COVID-19, the hospitality industry has perhaps been hit harder than any other industry. Folks around the globe have fewer flexible income, threat of unpredictable disease, blocking of airlines and other means of transportation, then as a result are not traveling and spending as much as they used to. This brings the situation at hospitality end a much worst, since hotels and resorts are somehow on the edge of bankruptcy. This tornado of unpredictable and unseen virus has created a great deal of insecurity as to if these hotels can continue to operate and fend off insolvency (Kazmi & Shah, 2020), and if we talk about the small ones (hotels) they are already bankrupt and closed.

Further, (Nicola et al., 2020) highlighted the devastating consequences of the pandemic of coronavirus on the business of hotel worldwide, the severe loss of owners and hardships on the hourly workers. Marriot International, a wealthy and famous chain of hotels employing

over 174,000 employees had poised to place thousands of workers on leave (USA TODAY, 2020). MGM Resorts International also have announced a provisional pause in operation at its properties Las Vegas (HN, 2020). Moreover, with effect of the pandemic, Serena Hotels Kenya have sent its entire staff on unpaid leave starting from June 2020 (The Standard, 2020).

Overview of Industry of Tourism and Hospitality in Pakistan:

In Pakistan, tourism related activities are controlled and overseen by government under the “Ministry of Tourism”, which have launched “National Tourism Policy” in the year 1990, for enhancing and improving tourism related activities (SSCH, 2019).

Hospitality industry comes under the Services sector and it captures the performance of the hotels, besides it was observed that this sector (services) had shown improvement in last 2 years, recorded the of growth 6.43 percent (Pakistan Economic Survey, 2017-18). Furthermore, Travel and Tourism is having a contribution of 10.6 percent to the GDP of Pakistan, and had created 3,881.9 jobs so far, that is 6.2 percent of the total employment of Pakistan (World Travel & Tourism Council, 2019), along with that, visitor exports had contributed 3.7 percent of the overall export of Pakistan in the year 2018 ((SSCH, 2019). We could say like agriculture, tourism is an earning hand of the country what if it would cut off, no doubt not just government will affect, in fact a huge amount of populace because it is the bread and butter of thousands of families.

Pakistan’s Prospect for Development of Tourism and Hospitality:

Next, if we talk in depth about the scenario of Pakistan, a naturally enriched, a heaven on earth for an international tourist, a bliss for the lover of nature, a colorful and diverse, blend of major religions and a house of the most celebrated religious shrines. From last few years, the country had pinned her hopes on the upcoming arrival of international tourist and was preparing for a healthy and warm welcome for the guests, it is because Pakistan topped the Conde Nast Traveler’s list of best holiday destinations for 2020 in the last year 2019 (Conde Nast Traveler, 2019). Along with the recent royal visit of Duchess and Duke from The United Kingdom (BBC, 2019) witnessing the charm of Kalash valley and mesmerizing mountains, then the religious visit of Buddhist chief monk from Thailand (Gulf News, 2019), who

launched “Bell of Peace” at Taxila, one of the oldest cities of the region (subcontinent), housing history and culture of several civilizations.

Pakistan, the country whose tourism was once thawed by the tales of Taliban and extremism was in a warm spotlight seeing the travel dairies and recent publishing “In the Kingdom by the Sea” by Sara Macdonald 2019, in which she praised for the serene valleys of Margalla to the colored Mughal bazars and on the top the hospitality of Pakistani people, the tales of love and hospitality were ringing in the ears of the people around the globe. Also, the contemporary government of Imran Khan had done a lot in making the arrival comfortable and easy, including relax visa polices, e-visa, visa on arrival (The Express Tribune, 2019). Moreover, the opening of Pakistan’s borders for neighbor country; Hindustan, known as the historic peace corridor “The Kartarpur Corridor” between India and Pakistan; allowing visa free visit to the Indian pilgrims (CNN travel, 2019). These facts are witness of the future prosperity waiting for the country.

Eyeing this, the industry of tourism and hospitality is an emergent market in the economy of Pakistan. Rendering to Pakistan Hotel Association, Hotel sector alone contributes 3 percent in the GDP of the country (Pt Profit, 2017), and combined with tourism it contributes around 10.6 percent to the economy (Pakistan Economic Survey, 2017-18). Moreover, the market shows a lot of potential, seeing the projected report issued by World Travel & Tourism Council, that Pakistan possesses potential growth of \$ 39.8 billion within a decade (Daily Times, 2019). Which is a good sign in itself and hope for the upcoming prosperity of the region.

More to add, to our best knowledge, this all was not a mere forecasting or a play of words, since the fruits of the efforts had starting blooming, because the upcoming projects of Luxury Hotels and Resorts have been launching in the near future and some are also being constructed as well in the metropolis and other major hubs of Pakistan. Let’s say, Radisson Hotel Group signed deal with Pakistan of launching 10 hotels across the country by the year 2025 (Radisson Hospitality, 2019) and one of which is under construction in Lahore, among this a site had been locked for construction of new Intercontinental Hotel, Islamabad (Radisson Hospitality, 2019), furthermore opening of Four Points by Sheraton Lahore has been announced by Marriot International in partnership with Lahore Regency Private Limited (Pro Pakistan, 2019), BLT-Grand Hyatt Islamabad Hotel-Pakistan (Market Research.com,

2016) and the upcoming idea of two culturally rich heritage properties of Altit Fort and Baltit Fort by Aga Khan Trust for Culture in Hunza (AKDN).

Economic Impact of COVID-19 on Tourism and Hospitality Industry of Pakistan:

Pakistan tourism was in heydays in 1970's when tourist from around the world comes to visit the spellbinding valleys of Himalayas, Mughal bazars and the rich coasts of then known as mini Dubai Karachi, afterwards the industry faced a perpetual series of decline for almost 3 decades resulting the plague of terrorism and extremism enfolding the country (EssayUK, 2018).

After a long time, the industry was in the phase of recovery and the upcoming year of 2020 was looking promising for the revival of the tourism and hospitality. The airlines, hotels, resorts and tour operators were fully booked for arriving spring 2020. The influx of foreign tourists was expected to grow throughout the year 2019. But to our misfortune this time on new year the Santa bestowed a weird and wicked gift upon us, as this pandemic of COVID-19 hit the world in the earlier days of January 2020, who had thought what is present in the store, that all of sudden all the efforts and plan seem to drown. Since Pakistan lacing her shoe for running in the contest has witnessed a gigantic increase in its confirmed cases from the initial two confirmed on 26th February 2020. On 18 March 2020, the confirmed cases had been reported in all over Pakistan and as of 21 July 2020, there came 256 thousand confirmed cases and 5,599 deaths (Wikipedia).

Pakistan, as a country whose economy is highly dependent on agriculture, manufacturing and service industries, it can be thought that shutdown measures, prolonged quarantine and disruptions in supply chains had destructively impacted the business (UNDP, 2020).

Among the main impacts of pandemic is the shutdown or lockdown that cause much of the pain. When individuals and companies have impositions of not traveling, when flights have stopped, when there come prolonged quarantines, how could a hotel and tourism industry have thought of making business. The restaurants, gym, pools, banquet and conferences hall, all are completely restricted from the reach of guests. The corporate offices locked, and sales team got handicapped since they can't plan a site meeting due to the high uncertainty involved, even not in indoor settings as we are unsure if the person sitting next to us have been contaminated with the disease (COVID-19), as the latest example of Melbourne, a

metropolitan city of Australia can be taken, where they had almost swept away virus from the country but unexpected came under a another hit of virus, news says it caught by the security guards while locating the people from airport to hotel(Sydney News, 2020), since they didn't follow the social distancing and took relax approach not now whole city is strictly locked (Sydney News, 2020). Due to rising concerns for spread of pandemic people at all regions of the world and Pakistan are so much in fear that there's no one to sell the hotel or any deals, in this order there is a lot of risk involving the sure chances of recession, unemployment and breaking down of hotels. Following the preventive measures of coronavirus small and medium scale hotels had to send their workers on unpaid leaves and even their foreign managers since they have no money for paying the salaries (Express Tribune, 2020). More to say, due to the poor availability of health care facilities among the country the government of Pakistan had come on the resolution of converting hundreds of 3- and 4-star hotels into quarantine centers to facilitate the populace, along with that the government had further planned of booking country's six 5 Star hotels into quarantine if required. Considering this the loss incurred due to the spread of virus to the industry (VOA News, 2020), the workers and all the value chain associated could be imagined.

Moreover, if we consider the heavenly magnificent valleys of northern Pakistan, that is reflected as the biggest attraction of domestic as well as the foreign tourists, the wicked coronavirus has devastated the tourism towards those areas as well, let's say at the beautiful Alpin valley where poor people were mostly depended on the income from tourism related activities had come to the point of starving and even begging, in an interview with Radio the president of hotel association in Swat "Zahid Khan" reported his dismay of the shutting down of their hotel and resorts which cause a great peril for 15,000 employees directly associated with the hotel and further not knowing of when the orders of reopening would arrive by the government (Gandhara, 2020). At Gilgit, another jewel of Pakistan, the resort of Serena Shigar Fort is also waiting for the Gilgit Baltistan government's orders in order to continue the business (Serena Shigar Fort).

Due to COVID-19 travel restriction in the federal capital of Pakistan Islamabad Serena Hotel, leading hotel of Pakistan too had paused the restaurant, gym, banquet and spa services and only available for booking of essential travels and stays (Hotels.com, 2020), Envoy Continental Hotel Islamabad also have limited availability (agoda, 2020), same is the case

with Lahore Continental Hotel (Booking.com, 2020) and any other hotels in the country weather big or small.

Well if to write for small hotels and cafes they are already closed with effect of virus (The Nation), and the giant ones are planning ways for cutting their cost and limiting their business, the strategies of downsizing and down scoping had become a routine, even Marriott Hotel Karachi one of the biggest hotels of Pakistan had given notice to its workers for unpaid leave (Samaa, 2020), as the hotel is itself not doing business or earning a penny because a hotel is a relatively big entity and there involves a lot much of other expenses waiting for payment, let's say the operating costs, security and cleaning cost, the rental or lease money, the taxes and routine wear and tear, with no guests it seems un acceptable if the hotels can even bear these primary cost as well. Moreover, to our dismay there seems no proper solution arrived at least till yet, accept the prolonged quarantine, social distancing and long waiting for the chemist to make vaccine or some holy miracle.

Results and Discussion:

It is known to us that, the natural tragedies and calamities have always affected the working, performances and routine businesses of an industry, but the industry of hospitality and tourism is the prominent victim of such crises (Racherla & Hu, 2009). Due to the recent unstoppable spread of virus travel has come to a standstill, so do the hotels, which is not only affecting on the macro level but on the micro level as well, as a lot of family's bread and butter was dependent on the income from hotels and tourism. Moreover, Pakistan as a developing country whose economy is highly dependent on agriculture, manufacturing and service industries, it can be realized how shutdown measures, prolonged quarantine and disruptions in transportation and supply topple with travel restrictions had impacted the industry overall scenario, and also to the GDP of economy of Pakistan, the government efforts and hopes, similarly how badly this pandemic had hit the income level of local and poor people, a further increase in the miseries.

Conclusion:

No one had imagined about this bizarre situation, of the world coming to a pause all of a sudden and all of our plans could come to a strange standstill without even information of

how long. Resulting the pandemic of coronavirus and its precautionary measures all of tours scheduled for Pakistan have had to be called off and advance payments refunded to the payees with an immediate impact on the cash flows. Tourist spots appears silent and emptied, once seen cheering with people, hotels and resorts once bustling with guests check in and check out are now locked and dark in a horrific stillness of misery. On the roads there seems no car or bus filled with people traveling to hilly area for spending their vacations, even one cannot find a passerby, akin to a trip back in time. But one can surely see the agonies of devastating industry, the griefs of people, the ones dependent on the income from tourism and hotel business, owing the pandemic the riches are getting poor and poor, the poorer. Our one of the greatest concerns is how long the industry survive without earning a single penny, how would it survive on the reserves, and what about people associated with the industry of hospitality and tourism, how long the Prime Minister funds (NBP, 2020) would fulfil the basic requirements of nation, the fear is the horrific sight of altering the civilian into a savage. Pakistan tourism and hospitality which was on way of success had went to a dramatic pause and melancholy. Moreover, the status of the tours planned in the later too is unclear, because it is still uncertain how long this plague of COVID-19 would enfold the earth within its horrific dark curtain, as seemingly no one have the crystal ball. Perhaps the only benefit of this pandemic of coronavirus is that the nature and wildlife came back to life.

Practical Implications of the Study:

It is the first paper so far produced in the context of Pakistan's industry, and it can be the stepping stone for encouraging more researchers and practitioners to participate in doing research in Pakistani context. Moreover, the current study provides an excellent resource (measure of virus impact) for many researchers who are engaged in research on the pandemic of COVID-19 and its impact on tourism and hospitality industry.

Limitations and Future Directions:

The current paper discusses the present-day effects of the pandemic of COVID-19 on tourism and hospitality industry of Pakistan, for future it is suggested to enhance the work by finding the measures to reconstruct our declining industry.

References:

- Adoda retrieved from <https://www.agoda.com/envoy-continental-hotel/hotel/islamabad-pk.html?cid=1844104>
- AKDN, retrieved from <https://www.akdn.org/gallery/sustainable-tourism-northern-pakistan>
- Arab News, 2020, retrieved from <https://www.arabnews.pk/node/1616611/pakistan>
- BBC, 2020, retrieved from <https://www.bbc.com/future/article/20200325-covid-19-the-history-of-pandemics>
- BBC, 2019, retrieved from <https://www.bbc.com/news/uk-50052605>
- Booking.com, retrieved from <https://www.booking.com/hotel/pk/lahore-continental.html>
- Caponigro, J. R. (2000). *The crisis counselor: A step-by-step guide to managing a business crisis*. McGraw-Hill Companies.
- CNN travel, 2019, retrieved from <https://edition.cnn.com/travel/article/india-pakistan-kartarpur-corridor-opens-intl-hnk/index.html>
- Conde Nast Traveller, 2020, retrieved from <https://www.cntravellerme.com/before-and-after-photos-tourist-attractions-during-coronavirus>
- Conde Nast Traveller, 2019, retrieved from https://www.cntraveller.com/gallery/best-holiday-destinations-2020?fbclid=IwAR2iPvMoNHefCksEk1_BEb5TkPlkn9ExCtN1uGVuhXs7-BY3TikyATN6EgQ
- Daily Times, 2019, retrieved from <https://dailytimes.com.pk/350664/developing-tourism-industry-of-pakistan/>
- De Kadt, E. (1979). Tourism: Passport to Development. *Perspectives on the social and cultural effects of tourism in developing countries*.
- Essays, UK. (November 2018). The Decline In Tourism Of Pakistan. Retrieved from <https://www.ukessays.com/essays/tourism/the-decline-in-tourism-of-pakistan-tourism-essay.php?vref=1>
- Faulkner, B. (2001). Towards a framework for tourism disaster management. *Tourism management*, 22(2), 135-147.
- Food Ranger retrieved from <https://www.facebook.com/thefoodranger/videos/188274439156362/>
- Gandhara, 20 May 2020, Coronavirus Pandemic Obliterates Pakistan's Tourist Haven, retrieved from <https://gandhara.rferl.org/a/coronavirus-pandemic-obliterates-pakistan-s-tourist-haven/30623631.html>
- Gössling, S., Scott, D., & Hall, C. M. (2020). Pandemics, tourism and global change: a rapid assessment of COVID-19. *Journal of Sustainable Tourism*, 1-20.
- Gulf News, 2019, retrieved from <https://gulfnews.com/world/asia/pakistan/buddhist-monks-hope-pakistan-can-become-hub-of-religious-tourism-1.67561112>
- Haryanto, T. (2020). COVID-19 PANDEMIC AND INTERNATIONAL TOURISM DEMAND. *JDE (Journal of Developing Economies)*, 5(1), 1-5.
- HN, 2020, retrieved from <https://www.hospitalitynet.org/news/4097568.html>.
- Hotel.com retrieved from <https://au.hotels.com/ho29872800/islamabad-serena-hotel-islamabad-pakistan/>

Hoque, A., Shikha, F. A., Hasanat, M. W., Arif, I., & Hamid, A. B. A. (2020). The effect of Coronavirus (COVID-19) in the tourism industry in China. *Asian Journal of Multidisciplinary Studies*, 3(1), 52-58.

Karim, W., Haque, A., Anis, Z., & Ulfy, M. A. (2020). The movement control order (mco) for covid-19 crisis and its impact on tourism and hospitality sector in malaysia. *International Tourism and Hospitality Journal*, 3(2), 1-7.

Kazmi, M., & Shah, S. A. H. (2020). Six Sigma, a Road to Infallible Service Quality in Hotel Industry of Pakistan. *Artech J. Tourism Res. Hospitality*, 1: 6-12. *Artech Journals*, 2.

King, C. A. (1995). What is hospitality?. *International Journal of Hospitality Management*, 14(3-4), 219-234.

MacDonald, S. (2019). *In a Kingdom by the Sea*. UK: HarperCollins.

Malhotra, N. H. (2006). *Marketing research: An applied orientation*. Pearson Education Australia.

Market Research.com, 2016, retrived from <https://www.marketresearch.com/Timetric-v3917/BTL-Grand-Hyatt-Islamabad-Hotel-10519301/>

Murphy, P. E. (2013). *Tourism: A community approach (RLE Tourism)*. Routledge.

NBP, 2020 retrieved from <https://www.nbp.com.pk/COVIDFUND/index.aspx>

Nicola, M., Alsafi, Z., Sohrabi, C., Kerwan, A., Al-Jabir, A., Iosifidis, C., ... & Agha, R. (2020). The socio-economic implications of the coronavirus and COVID-19 pandemic: a review. *International Journal of Surgery*.

Ozili, P. K. (2020). COVID-19 in Africa: socioeconomic impact, policy response and opportunities. *Policy Response and Opportunities (April 13, 2020)*

Pakistan Economic Survey, 2017-18, retrieved from http://www.finance.gov.pk/survey/chapters_18/overview_2017-18.pdf

Pakistan Tour & Travel, 2020 retrieved from <https://pakistanourtravel.com/2020/01/03/2019-a-successful-year-for-pakistans-tourism-industry/>

Pro Pakistani, 2019, retrieved from <https://propakistani.pk/2019/10/02/marriott-opens-the-first-four-points-by-sheraton-hotel-in-pakistan/>

Pt Profit, 2017, retrieved from <https://profit.pakistantoday.com.pk/2017/12/31/hospitality-industry-resumes-its-northward-trajectory>

Radisson Hospitality, 2019, retrieved from <https://www.radissonhospitalityab.com/node/38731/pdf>

Racherla, P., & Hu, C. (2009). A framework for knowledge-based crisis management in the hospitality and tourism industry. *Cornell Hospitality Quarterly*, 50(4), 561-577.

Samaa, retrieved from <https://www.samaa.tv/news/pakistan/2020/03/corporate-employees-sent-on-unpaid-leave-despite-government-notification/>

Serena Shigar Fort, retrieved from [https://www.facebook.com/SerenaShigarFort/posts/2680595058863798?](https://www.facebook.com/SerenaShigarFort/posts/2680595058863798?comment_id=2680638412192796&reply_comment_id=2681394685450502¬if_id=1593868204972054¬if_t=feed_comment_repl)

[comment_id=2680638412192796&reply_comment_id=2681394685450502¬if_id=1593868204972054¬if_t=feed_comment_repl](https://www.facebook.com/SerenaShigarFort/posts/2680595058863798?comment_id=2680638412192796&reply_comment_id=2681394685450502¬if_id=1593868204972054¬if_t=feed_comment_repl)

SSCH, 2019, retrieved from <https://tvetreform.org.pk/wp-content/uploads/downloads/pse/>

[Sectoral%20Profile%20of%20Hospitality%20&%20Tourism%20Sector%20in%202018.pdf](https://tvetreform.org.pk/wp-content/uploads/downloads/pse/)

Sydney News, retrieved from <https://melbournenews.melbourne/2020/06/melbourne-hotel-quarantine-breach/977/?fbclid=IwAR331Lrq0Vnn-h4bx4IMaE0yZDHRqYj9psUoMNHNo7FosnIMQV5WWDBYrvU>

Sydney News, retrieved from https://melbournenews.melbourne/2020/07/lockdown-melbourne-nobody-can-leave-city/1063/?fbclid=IwAR30Y8VYBR2AI-KFru84_LMBA-Js4tpMTemwbr6LBqGltuGltqNT5HoUBKCY

The Express tribune, 2019, retrieved from <https://tribune.com.pk/story/1898259/2-pakistans-tourism-huge-untapped-potential-way-forward/>

The Express tribune, 2020, retrieved from <https://blogs.tribune.com.pk/story/96698/how-has-covid-19-impacted-pakistans-hotel-industry/>

The Nation, retrieved from <https://nation.com.pk/25-Mar-2020/coronavirus-all-offices-markets-restaurants-to-remain-closed-in-islamabad-from-today>

The Standard, 2020, retrieved from https://www.standardmedia.co.ke/business/article/2001373482/more-workers-lose-jobs-as--corona-sinks- hotels?fbclid=IwAR0JRyD2BGrWEApVi5N9NeuHUHsqU3zr_

UNDP, COVID-19 Pandemic Response, retrieved from <https://www.pk.undp.org/content/pakistan/en/home/coronavirus.html>

USA TODAY, 2020, retrieved from <https://www.usatoday.com/story/money/2020/03/17/marriott-furloughs-layoffs-coronavirus-covid-19/5068070002/>

VOA News, March 8, 2020, Pakistan Converts Hundreds of Hotels Into Quarantine Centers, <https://www.voanews.com/science-health/coronavirus-outbreak/pakistan-converts-hundreds-hotels-quarantine-centers>

Wang, Y. (2011). Destination marketing and management: scope, definition and structures. *Destination marketing and management: Theories and applications*, 1-20.

Wikipedia, 2019 retrieved from https://en.wikipedia.org/wiki/Bushfires_in_Australia

Wikipedia, 2020, retrieved from https://en.wikipedia.org/wiki/COVID-19_pandemic_in_Pakistan

Worldometer, 2020 retrieved from <https://www.worldometers.info/coronavirus/>

Wu, A., Peng, Y., Huang, B., Ding, X., Wang, X., Niu, P., ... & Sheng, J. (2020). Genome composition and divergence of the novel coronavirus (2019-nCoV) originating in China. *Cell host & microbe*.

Xuan, N. T. T. (2019). Factors Affecting on Customer Loyalty in Hotels service in Thanh Hoa, Vietnam. *Journal of Business*, 7(1), 19-24.