



MASTER THESIS IN TOURISM

EXPLORING THE RESHAPING OF THE INDUSTRY IN DENMARK DURING THE COVID-19 CRISIS AND THE ROLE OF CONSUMER BEHAVIOUR IN BUILDING RESILIENCE

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Date of submission:

31st of May 2021

Number of characters: 252.702



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Abstract

The ongoing situation of the COVID-19 pandemic brought tremendous and long-term changes in the tourism industry in Denmark, which are affecting not only the businesses and organizations across the sector but also the consumers. Previous research has been mainly focused on the impact, survival and recovery of tourism from the coronavirus crisis in Denmark. However, resilience has not been approached yet from the consumer behaviour perspective.

Therefore, this research seeks to explore how Danish tourism is being reshaped from the perspective of tourism businesses and organizations. and what are the implications of consumer behaviour in the development of resilience strategies by these entities. A mixed-method design was applied to conduct the research, where both qualitative and quantitative methods have been employed, such as web surveys, online semi-structured interviews, ethnographic observations and secondary data.

Hence, our findings indicate that tourism businesses and organizations in Denmark are contributing to the repurposing of the industry based on the impact assessed at the destination or in the sector they operate in, the needs and expectations of consumers and the changes triggered by the measures and resilience plans implemented by the Danish government since the pandemic started. Also, it has been discovered that consumer behaviour plays a detrimental role in the development of resilience strategies, as it stimulates adaptability, generate new knowledge on how to better respond to future crises as such magnitude as the COVID-19, and it assesses tourism entities to develop offerings that align with the current societal and environmental needs.

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Introduction

The world has gone through an extraordinary situation, as the COVID-19 pandemic is the third recognized disease, in the last two decades, transmitted from animals to humans, which has led to a major epidemic. However, the uniqueness of the present-day situation consists of the rapidity of the spread of the coronavirus, its geographical coverage and as well the measures implemented by authorities to minimize the transmission of the virus (lockdown, mobility and travel restrictions, closure of shops and hotels, etc.) (European Commission, 2021).

Moreover, the World Trade Organization (2020) argues that the impact of the COVID-19 crisis has caused an extreme, precipitous, and simultaneous demand and supply disturbance on the tourism industry. Thus, on the demand side, a negative impact on tourism has been due to travel restrictions and the closure of borders that limited people's mobility. On the other hand, on the supply side, the lockdown measures have interrupted most of the activities related to tourism businesses, since the tourism sector encompasses services such as restaurants, hotels, travel agencies, tour operators, etc., which unfortunately suffered the most. Additionally, the need for physical rapprochement between the providers and consumers of most tourism services greatly hinders economic pursuit within the traditional business plan of the tourism sector (WTO, 2020).

Also, in most countries, the sector usually focuses on consumption abroad, this being the second way for the international provision of commercial services. Given that, the travel restrictions imposed have banned the movement of most tourists from different countries both domestically and abroad, and the sector has been probably one of the most affected by the crisis so far (Wolff, 2020). Besides, domestic travel restrictions and the fact that work from home requirements have been imposed in most of the countries have further damaged the sector, closing almost all domestic tourism activities (WTO, 2020).

Additionally, The World Trade Organisation (2020) suggests that the tourism sector is more exposed, more unprotected than other sectors to external shocks, such as a pandemic because there are often no options.

The ongoing crisis and the changing behaviour of tourists allow possibilities for diversification in several ways, as a method to increase resilience (WTO, 2020).

Therefore, to restructure tourism in the light of the COVID-19 pandemic, profound changes are expected in the structure of the travel and tourism supply and demand. Radical skepticism about the evolution of the virus, its effects on health, and its consequences on the economy render necessary different approaches to individuals, companies, international organizations, and governments (WTO, 2020).

However, the COVID-19 pandemic has affected virtually every aspect of people's lives. The rules imposed and their change from day to day was sudden and involuntary, such as wearing masks, social distance, stopping public transport, travel restrictions, and so on. Instead, for others, it has only enhanced the adoption of behaviours that are already moving faster, like the digitalization of shopping, banking and others (Mahesh H Puttaiah et.al., 2020).

Besides, the entire consumer behaviour is strongly influenced by location and time, and it can be significantly different from one place to another, depending on the culture, place of origin, and others (Mahesh H Puttaiah et.al., 2020).

Additionally, in the case of Denmark, on the 27th of February 2020, the country confirmed its first case of coronavirus and on the 14th of March 2020 the Danish borders were closed to all immigrants without residence or working permit, and the lockdown measures were initiated from the 16th of March 2020.

Moreover, the peak of the pandemic was declared on the 3rd of April 2020, but already the highest death toll in 24 hours was registered on the 1st of April 2020 (Cecile Marin, 2020).

However, from the 15th of April, Denmark began the re-opening of the society gradually and carefully, being the first country to send some scholars back to school. Besides, from that day forward, businesses began to restart their activity, the testing for COVID-19 increased substantially as well, which was the primary measure to limit the spread of the virus, and gatherings of more than 500 people remained banned until 1st of September 2020 (Cecile Marin, 2020).

Thus, on the 30th of April 2020, the Prime Minister announced in Parliament that Denmark has successfully managed to overcome the first wave of the pandemic. Consequently, from the 1st of May 2020, zoological gardens and amusement parks started welcoming their guests again, and from the 10th of May 2020, the rest of the schools reopened, together with restaurants and bars (Cecile Marin, 2020).

As hopeful as it seemed, in autumn 2020, Denmark faced the second wave of the pandemic, and a mutation of the COVID-19 virus was discovered also among the mink population, which led to the killing of all the animals in the country, as ordered by the Prime Minister in November 2020 (Richard Milne, 2020).

Besides, as a first try out to control the spread of the virus, a partial lockdown has been instituted, which brought restrictions in some areas, while schools and businesses were kept open. Despite all this, the COVID-19 cases tripled and a national lockdown was announced from Christmas Day until early January 2021. During the second wave, hospitals began to exceed their capacities and feel pressured, a situation that led to postponing all the non-urgent surgeries (Richard Milne, 2020).

Furthermore, as it was too risky to reopen the society completely again in January 2021, the lockdown continued and further restrictions have been implemented, as a new variant of the coronavirus (B.1.1.7) has spread from the UK. The first case of the mutation was registered in Denmark in December 2020 and compared to the old variant of the virus, the new one was spreading 1.55 faster, which could lead to an uncontrollable situation. Therefore, the country remained in lockdown (Kai Kupfershmidt 2021).

However, from March 2021, Denmark opened up slowly and allowed shops and some schools to reopen. Moreover, the prime minister, Mette Frederiksen announced in a press release that the reopening will be a “calculated risk”. Therefore, the government allowed only stores under 5,000 square metres to reopen at the beginning of March, while other outdoor leisure activities could only resume with an upper limit of 25 people. Moreover, schools in some parts of the country could also return to their every day, but still, students were asked to get tested twice a week (Reuters Staff, 2021).

However, since March 2021, everything from outdoor and cultural activities, restaurants, cinemas, hairdressers that were closed reopened gradually .as a further initiative to boost the country’s economy because as Finance Minister Nicolai Wammen said, only shops were expected to contribute with more than 2 billion crowns (327 million US dollars) to the Danish economy every month (Reuters Staff, 2021).

Also, the travel restrictions were lifted gradually from the 21st of April 2021 (Ministry of Foreign Affairs of Denmark, 2021).

Like any other country in the world, the most affected industry by the COVID-19 pandemic in Denmark was the tourism industry, which between January to November 2020 experienced a drop of 10 million bed nights compared to the same period in 2019. It equals a decrease of 19 percent in the number of bed nights, which is far way worse than during the financial crisis, where the loss of bed nights was 6 percent in the period from January to November 2009 (VisitDenmark, 2021).

According to VisitDenmark (the national DMO), the tourism industry is facing a historical downturn with significant consequences for businesses, destinations and the state's economy. Thus, the most optimistic scenario is that tourism will reach the same level before the COVID-19 crisis in 2023 (VisitDenmark, 2021a).

However, even though the situation is critical at the moment, there is still a certainty that tourism in Denmark will return with full force, as it is in human's nature to be curious and explore new places (VisitDenmark, 2021a). However, there is also uncertainty to some degree, because it is not known when tourism will return and how much the economic situation will be affected until then. Things are very unpredictable and dependent on factors such as the number of cases of infections, which can change from day to day when looking at Worldmeters (2021), a source of global COVID-19 statistics for people around the world curious to know the situation in the numbers of infected, recovered and death cases.

Nevertheless, the economic loss from tourism has been divided geographically, since the summer of 2020 has been surprisingly better than the year before for some regions in the country. For example, 9 out of 10 of the biggest tourism municipalities in Denmark had more bed nights in the high season (July and August) in 2020 than in 2019 (VisitDenmark, 2021a). Still, the capital city region has been the most affected by the pandemic with Copenhagen Municipality experiencing a loss of 60 percent in bed nights in 2020 compared to the year before. Consequently, big city tourism decreased by 52 percent and business and conference tourism by 53 percent from January to November 2020, compared to the same period in 2019 (VisitDenmark, 2021a). Therefore, big city tourism will most likely return to the 2019-level after 2025, a situation that brings disadvantages, as big city tourism is a major contributor to the country's economy from tourism (VisitDenmark, 2021b).

According to data fetched by VisitDenmark, in January 2021, a total of approximately 1.3 trillion US dollars have been used to help the tourism industry in Denmark and around 40

percent of the industry's employees have been covered by the wage compensation scheme since it was launched in March 2020 (VisitDenmark, 2021b).

Nonetheless, to overcome the negative consequences of the COVID-19 crisis and support the recovery of the tourism industry, the focus in Denmark at the moment is on domestic tourism. However, in 2020, there was an increased number of domestic tourists travelling inside the country, and therefore, the plan for 2021 is to prioritize the promotion of Denmark as an attractive tourism destination, even though more than half of Danish tourists wish to travel abroad (VisitDenmark, 2020c).

Moreover, as previously mentioned in this chapter, the COVID-19 pandemic dramatically impacted global consumer behaviour. Also, since the first lockdown was instituted in Denmark in March 2020, there has been a significant increase in online shopping with 78 percent of Danes buying online in the period between March and April 2020, according to data collected by PWC in April 2020 (PWC, 2020). Besides, 31 percent of the Danish consumers, who made more purchases online during the pandemic compared to before, are confident that they will continue to do so after the COVID-19 crisis as well. Consequently, there is speculation that e-shopping will become the new norm in the post-pandemic world (PWC, 2020). (PWC, 2020; André Mikalsenl, 2020).

Furthermore, when it comes to the consumption of tourism products and services, the summer of 2020 has set a record for domestic tourism with “staycation” as the main trend for the holiday season last year. Thus, in July 2020 were registered the most bed-nights occupied by Danish tourists, due to rentals of summer houses. More precisely, there were 4.8 million bed nights, which was 8 percent more than in July 2019 (Kalle Kahlet, 2020).

For a detailed overview of the Danish consumer and country profiles, please visit Appendix 1.

Thus, the interest for the topic of this study arose from the authors' experience of living in Denmark during the COVID-19 pandemic and witnessing how the crisis is being handled in the country, how the tourism industry was responding and adapting, and how consumer behaviour unfolds in the light of this extraordinary situation.

With all this being said, this paper aims to answer the following research question:

How is the tourism industry in Denmark being reshaped during the COVID-19 crisis, and what is the role of consumer behaviour in the development of resilience strategies by tourism businesses and organizations?

Theoretical considerations

This section presents the theoretical frameworks employed for this research and reviews relevant literature for this study. The approach is from broad to specific concepts, which aims to provide a comprehensive, critical and reflective acknowledgement of the theories that will support the arguments in the “Analysis” chapter later on.

Consumer behaviour

According to Sheth (1985), consumer behaviour research has its roots in marketing theory, which has deeply influenced the field over time (in Polymeros Chrysocou, 2017).

Moreover, Clow and James (2013) stress that initially, consumer behaviour research, as understood from the marketing lens, has been concerned mainly with data collection, sampling, and analytical methods (in Polymeros Chrysocou, 2017). Therefore, the main purpose of marketing research at that time was to calculate quantitative data and consumer attributes. However, researchers have also paid attention to people’s personalities, preferences, lifestyles, opinions, perceptions, and attitudes (Polymeros Chrysocou, 2017).

More recently, the field has been the result of a broader expansion, as the technological developments gave access to new forms of data that emerged from social media, big data, the internet, and many other sources, which have proved to be easily accessible. Yet, these mediums have also opened the possibility to examine the link between businesses and consumers through methods such as word-of-mouth and engagement, which inevitably led to the possibility of investigating the motives behind consumer actions and behaviours. In addition to this, prominence has been put on demanding and upgrading the internal and external authenticity of the studies, with various advancements being made in the area of the activity of consumer behaviour research (Polymeros Chrysocou, 2017).

Additionally, “consumer” per se refers to individuals in both public and private sectors, who are included in the buying and experiencing products. However, the word itself has some negative attachments, as studies of consumer behaviour have tended to not emphasize good aspects related to environmental practices, good community connections and socially accountable actions (Pearce, 2005).

How to understand consumer behaviour

According to Scott, Girish and Miguel (2014), being able to understand consumer decision-making is an important foundation of marketing strategy. Moreover, consumer behaviour in tourism is supported by common hypotheses about how decisions are built. Yet, the procedure involved in consumer behaviour decision-making needs the advantage of models rather than only definitions to acknowledge their importance (Swarbrooke & Horner, 2004).

Thus, some models that influence consumer behaviour decision making will be presented below.

Expectations

According to Zeithaml, Berry, & Parasuraman (1993), expectations play a main role in deciding loyalty, satisfaction, and other behaviours that occur after purchase. Moreover, del Bosque et al.(2006) states that there is an insufficiency of agreement on the nature of expectations implicated in consumer judgments. On one hand, Parasuraman, Zeithaml, & Berry (1988) define expectations as needs or requirements of consumers and refers to what consumers think a service provider should preferably offer instead of what they should provide. On the other hand, Teas (1993) says that expectations can also show the level of consumer expectation when accessing the attributes of the product or the service provided.

With all that mentioned, Bandura (1977) argues that expectation can be of several types, such as effectiveness and result, needed and experience-based, predictive and ideal. For example, according to Bandura (1977), effectiveness expectation is “*the conviction that one can successfully execute the behaviour required to produce the outcome*”, while the result expectation refers to “*a person's estimate that a given behaviour will lead to certain outcomes*” (p.193, in Scott, Girish & Miguel, 2014, p. 884).

Zeithaml et al., (1993) defines predictive expectations as *“predictions made by customers about what is likely to happen during an impending transaction or exchange”* (p.2, in Scott, Girish & Miguel, 2014, p. 884), and persists as the most applied in tourism (del Bosque et al., 2006). Thus, Teas (1993) states that expectations are strongly criticised in the services marketing literature, more precisely for their defining uncertainty. Yet, expectations may be unfulfilled, exceeded or met during the execution of the service offered.

Therefore a travel experience, a holiday or a trip that exceeds or meets the expectations of tourists will have an impact and will be remembered positively.

Values

According to Rokeach (1973), a value is *“an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode”* (p.5, in Scott, Girish & Miguel, 2014, p. 880). Moreover, Vinson, Scott, & Lamont, (1977) argue that in the marketing discipline, values are perceived as influential in consumer behaviour in choosing product categories, product attributes and brands.

Consequently, Crick-Furman & Prentice (2000) stresses that the choice of tourist destinations, motivations and the exploratory value of a vacation is related to consumer values in tourism. Yet, Crick-Furman & Prentice (2000) also add that consumer values generally lead to emotions, actions, judgments, attitudes, and behaviour.

Motivations

Bieger & Laesser (2002) consider that motivation receives a lot of recognition from tourism academics, due to its significance in marketing decisions, like segmentation, advertising, positioning and product development. Motivation is described by Yoon & Uysal (2005) as *“psychological/biological needs and wants, including integral forces that arouse, direct and integrate a person's behaviour and activity”* (p.46 in Scott, Girish & Miguel, 2014, p. 881).

Furthermore, Pearce and Lee (2005) confirm that tourist motivations are influenced by four aspects such as searching for news, escaping/relaxing, kinship/relationship improvement and self-development. Moreover, Gnoth (1997) particularly differentiates among motives and motivations, insisting that the first one mentioned (motives) is the sustainable disposition of

the tourist, repeated with regularity (behavioural approach), while the second one (motivation) shows object-specific predilection (cognitive approach).

Nevertheless, McCabe (2000) argues that tourist motivation is distinguished neither by a behavioural approach nor by a cognitive approach, but instead by a blend of both.

Self-concept and personality

Grubb & Stern (1971) mentioned that in the field of marketing, consumers participate in products and services with descriptions compatible with their self-perception. Thus, Brehm, Kassin, & Fein (1999) consider that the concept of self or unique identity of an individual directs to the entirety of her/his cognitive ideology about her/himself.

Yet, in the area of consumer behaviour, self-concept is perceived as a multi-dimensional assembly, which combines self-identity with aspirational and social characteristics in the individual's self-description.

Consequently, to explain and predict consumer behaviour, Sirgy (1982) states that self-concept is evaluated by using four aspects, such as ideal self-image, real self-image, ideal social self-image and social self-image.

Attitudes

Schiffman & Kanuk (1997) argue that consumer attitudes have a fundamental role in the marketing environment since they can increase or reduce promotional activities. Moreover, Ajzen & Fishbein (2000) stress that attitudes are normally known as a “*person's degree of favorableness or unfavorableness with respect to a psychological object*” (p.2, in Scott, Girish & Miguel, 2014, p. 884).

Therefore, Schiffman & Kanuk (1997) believe that this is a behaviour that is learned and a role of consumers' perception and evaluation of main attributes or confidence towards a certain object.

Perceptions

According to Schiffman & Kanuk (1997), consumers normally discern what they are expecting, and this is commonly based on former experience, familiarity, and also values and motivations. Consequently, perceptions continue to be one of the most captivating concepts in marketing.

Yet, studies of perceptions are ample in tourism, thus there are not so many who discuss or define the concept of perception before using it. Also, Moutinho (1993) describes perception as *“the process by which an individual selects, organizes and interprets stimuli in a meaningful and coherent way”* (p.11, in Scott, Girish & Miguel, 2014, p. 885). Concerning this, the same author employs that *“stimuli affect the senses, whether auditory, visual, tactile, olfactory and/or taste, and individuals selectively organize perceptions into meaningful relationships, with interpretation influenced by social and personal factors”* (p.11, in Scott, Girish & Miguel, 2014, p. 885).

Trust and loyalty

According to Berry (1996) trust can probably be considered as the most powerful instrument available for improving customer relationships. Moreover, Sirdeshmukh, Singh, and Sabol (2002) argue that there is no lasting consumer loyalty without trust. Yet, Moorman, Deshpandé, and Zaltman (1993) state that *“trust refers to a willingness to rely on an exchange partner in whom one has confidence”* (p.82, in Scott, Girish & Miguel, 2014, p. 887). While Oliver (1997 p. 392) defines loyalty as *“a deeply held commitment to re-buy or re-patronise a preferred product/service consistently in the future, thereby causing repetitive same-brand or similar brand purchasing, despite situational influences and marketing efforts having the potential to cause switching behaviour”*.

Trust develops through an active process of outstanding customer expectations and repeated fulfilment over time (Fam et al., 2004). Also, it plays an essential role in defining future loyalty and behaviour (Moorman, Deshpande, & Zaltman, 1993).

Yet, Moorman, Deshpande, & Zaltman (1993) consider trust to be a belief, expectation or confidence, which encompasses trustworthiness in concert with reliability, expertise, or intentionality. Moreover, trust has been perceived as a behavioural aim or behaviour that shows a dependence on a person and implies vulnerability and uncertainty on the trustor side (Giffin 1967). Hence, this perspective specifies that, without vulnerability, trust is unnecessary, since it becomes insignificant for the trustor (Moorman, Deshpande, & Zaltman, 1993).

However, Deutsch (1958) argues that this point of view also indicates that uncertainty is risky in relation to trust because trust is unnecessary if the trustor does not have a full understanding of those actions.

Technology

Consumers prefer to use technology for various consumer-related needs, like shopping, exchanging opinions and experiences, searching for information, and also for entertainment purposes.

Concerning this, Buhalis & Law, (2008) stress that the extensive use of technology by an increasing number of consumers is maybe more obvious in product categories, like tourism.

Therefore, social media for example has grown into one of the most important influences on tourism consumer behaviour. According to Xiang & Gretzel (2010), social media supplies a platform that is not only for sharing information but also for creating tourist experiences among consumers. Moreover, Fotis, Buhalis, & Rossides (2011) state that social media is an important method used in all phases of the holiday, such as before, during and after the trip.

Consumer behaviour in tourism

Consumer behaviour is one of the most researched topics in the sector of tourism, but only some considerable examinations of the knowledge framework exist in this domain (Scott, Girish & Miguel, 2014).

Accordingly, Woodside (2017) defines consumer behaviour in tourism as an interdisciplinary domain of study including the fundamentals of behavioural and economic sciences (e.g., sociology, psychology, and economics) and other relevant subjects of study (e.g., tourism, marketing management, and hospitality), thus, concentrating on all features of optional travel (in Scott, Girish & Miguel, 2014).

Yet, Solomon (1996) argues that consumer behaviour implies established decisions, ideas, activities, or experiences that please consumer requirements and wishes (in Scott, Girish & Miguel, 2014).

Consequently, Engel, Blackwell, & Miniard (1995) agree that consumer behaviour is *“concerned with all activities directly involved in obtaining, consuming and disposing of*

products and services, including the decision processes that precede and follow these actions” (p. 4, in Scott, Girish & Miguel, 2014, p. 872).

Therefore, the words ‘travel behaviour’ or ‘tourist behaviour’ in most cases are used to describe this domain of investigation, which ultimately places consumer behaviour as one of the dominant researched subjects in the marketing and tourism areas (Scott, Girish & Miguel, 2014). Hence, it is no surprise that consumer behaviour has become an important field of study in tourism, especially nowadays when travelling is more accessible and desirable than ever (Scott, Girish & Migués, 2014).

Moreover, Mill & Morrison (2002) stress that an absence of understanding examination is not only due to the vast extension of the subject itself but also for the reason that travel behaviour is normally viewed as an ongoing activity that encompasses diverse and yet interrelated phases and concepts that cannot be investigated individually every time (in Scott, Girish & Miguel, 2014).

Hence, consumer behaviour in tourism is supported by common suppositions about how choices are made (Scott, Girish & Miguel, 2014).

Yet, Dimanche (1994) and Kozak (2002) demonstrate that there is a cultural contrast within and between nationalities that affect what motivates tourists and also the way they behave (in Scott, Girish & Miguel, 2014). Thus, there is an indirect supposition in tourism that consumer behaviour models will act and behave ‘correctly’, notwithstanding the recognition that consumer discontentment and negative emotions, attitudes, and thoughts lead to misbehaviour. While the “darker side” of consumer behaviour has enticed more and more attention in marketing and management, it has not been so well known in the context of tourism (Scott, Girish & Miguel, 2014). Consequently, Fullerton and Punj (2004) explain consumer misconduct as “*consumer behavioural acts that violate generally accepted rules of conduct in consumer situations*” and consequently portray the “*dark and negative side of the consumer*” (p.1939, in Scott, Girish & Miguel, 2014, p. 896).

However, Harris (2012) sustains that different studies in tourism reverse the actor and the person (the target) and focus instead on tourists as targets in the context in which workers/service providers misbehave through overcharging or cheating (in Scott, Girish & Miguel, 2014). Moreover, Larsen et al. (2009) show the importance of tourist victimization, and lighter structures of service non-fulfilment, built studies on the darker results of

unproductive tourist services, like tourist concerns, irritation, and culpability (in Scott, Girish & Miguel, 2014). All these in the circumstances of tourist hotels and restaurants and the implications of these negative perceptive conditions and emotions for customer (dis)satisfaction, (mis)trust, and changing behaviour (Scott, Girish & Miguel, 2014).

Furthermore, Bagozzi et.al., (2002) defines consumer behaviour as a sphere of research with its own textbooks, journals, and courses that are focused primarily on product choice and also satisfaction with those items (in Pearce, 2005). Yet, when transferred to tourism studies, the interest lies in tourist behaviour, which originally resulted from personal experiences that were gradually combined with empirical work. However, the tourist behaviour concept has its roots in the disciplines of psychology, sociology, anthropology, but it is mostly relying on tourism studies. Thus, it is detrimental to stress that tourist behaviour is not the same as consumer behaviour (Pearce, 2005).

Consequently, as briefly mentioned earlier, consumer behaviour had generally some negative connotations attached to it, and as sustainability issues have been mostly overlooked by scholars, it is detrimental to stress that their importance should be taken into account when investigating tourist behaviour (Pearce, 2005).

Thus, when discussing tourist behaviour, it is essential to understand for whom this term matters, as businesses and organizations in this study approach consumers and tourists in a different way. The DMOs use the term “tourists” when discussing the overall development of the tourism industry in their area of jurisdiction and strategies, whereas the private businesses use more “consumers”, “customers” or “clients” when discussed their recovery from the COVID-19 crisis or resilience plans, which means that they are referring to different types of consumers.

Thus, the tourist concept matters for tourists themselves, as people are preoccupied with their own life experiences, and secondly, it matters to the actors across public and private sectors, who make decisions about tourists. Finally, in some instances, tourists become a subject of interest for the local community, the media and politicians (Pearce, 2005).

To better visualize these relationships, a summary of the interested actors in tourist behaviour is presented below in Figure 1.

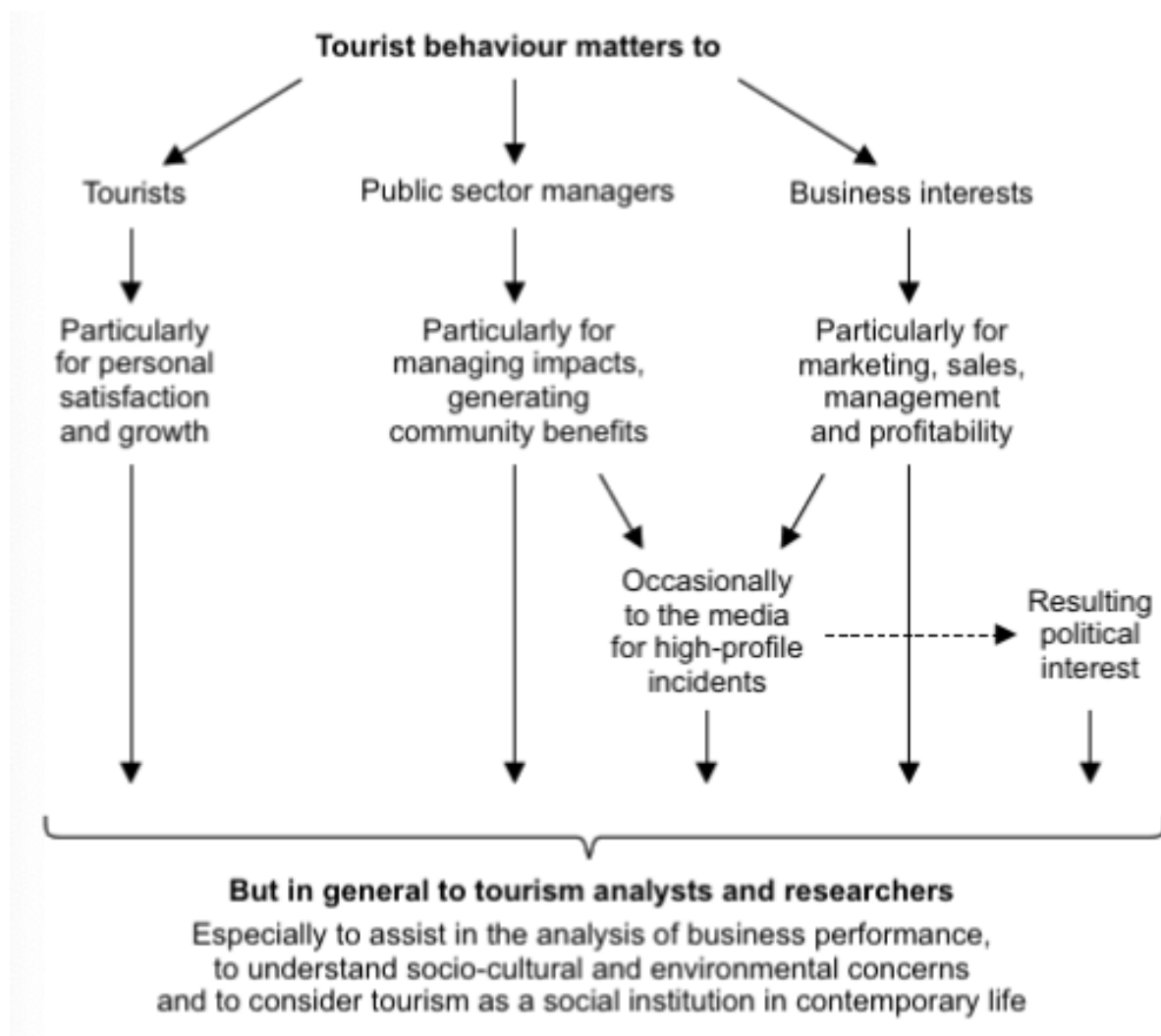


Figure 1 - To whom does tourist behaviour matter? (Pearce, 2005, p. 10)

In addition, tourist behaviour is usually interconnected with marketing activities, as it impacts the success of small businesses, and it can trigger significant socio-cultural and environmental impacts. Unfortunately, it is often linked with problems related to globalization and localisation, and it is normally affecting the areas of economic decisions when it comes to investment in infrastructure, and it is most of the time disregarded in governmental policies (Pearce, 2005).

Therefore, when distinguishing between tourist behaviour and consumer behaviour, it is important to understand the phases that are framing tourist activities, as seen in Figure 2. Hence, Clawson & Knetsch (1966) distinguished five phases: anticipation or pre-purchase, travel to the site, an on-site experience, return travel and an extended recall and recollection (in Pearce, 2015).

At each of these stages, some differences can be noted compared to the standards of studies on consumer behaviour, which combined with the visualization of the model presented below can facilitate a clearer understanding between the two notions of behaviour (Pearce, 2005), which is essential when discussing the findings in the “Analysis” chapter later on.

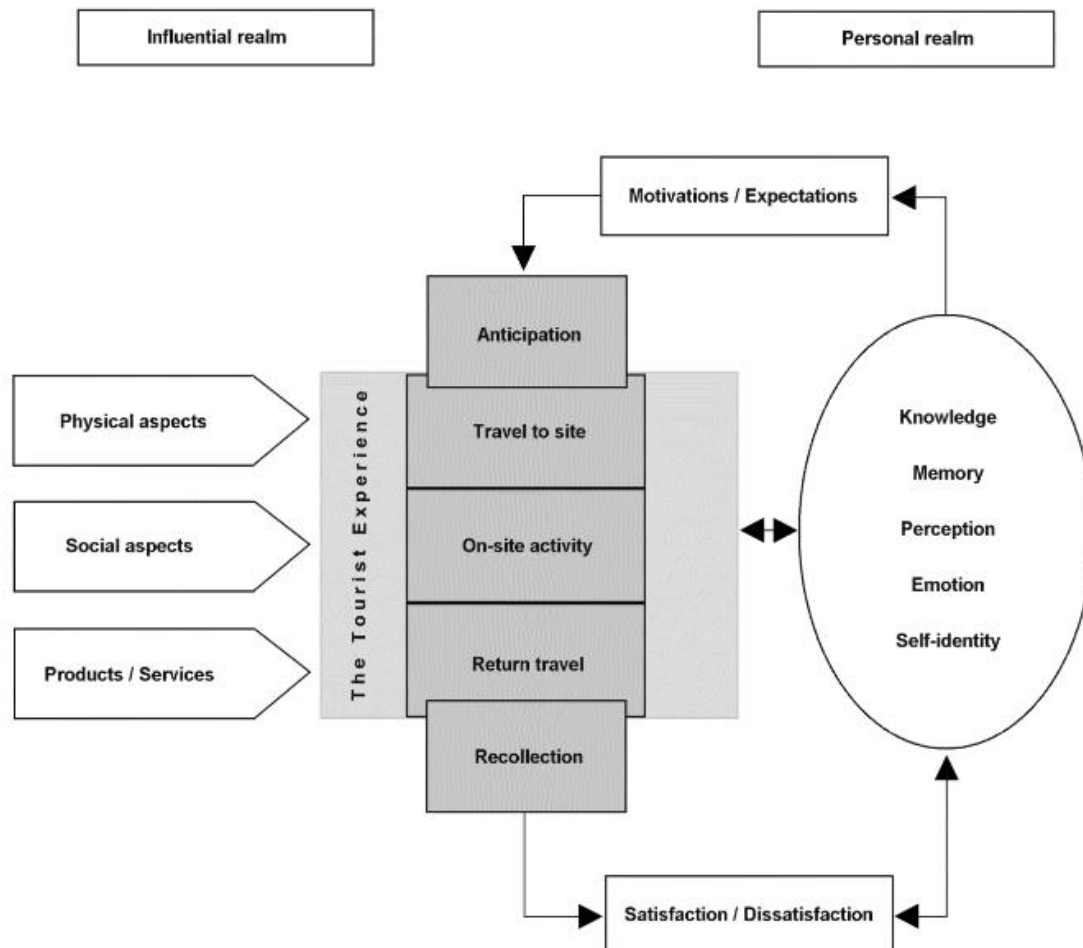


Figure 2 - The tourist experience: a conceptual model of influences and outcomes (Quinlan Cutler & Carmichael, 2010, p. 10)

The model presented above presents what is happening during a tourist’s trip. He is travelling to the site, engages in on-site activities and returns home. However, the anticipatory stage shows how the tourist experience is planned and anticipated before travelling, whereas the recollection phase implies the occurrences after the trip, more precisely, the process of remembering what happened long after the trip ended. This means that the tourist, even after returning home, can still be reflecting on the trip. Besides, even when being on-site, the tourist

will still develop and adjust his expectations of the destination (Quinlan Cutler & Carmichael, 2010).

Nevertheless, this model contains different elements from the tourist experience literature. They are merged through the *personal realm*, which refers to aspects within an individual. The proximate outcomes of the experience are believed to be connected with the overall evaluation of the trip, which can be arbitrated through *satisfaction or dissatisfaction* (Quinlan Cutler & Carmichael, 2010).

Thus, this general evaluation impacts and is thus influenced by aspects from the personal realm, such as *knowledge, memory, perception, emotion, and self-identity*. Even though these aspects can be perceived as outcomes, which go through changes and development and after the trip through reflection and recollection, they can certainly be affected by the experience (Quinlan Cutler & Carmichael, 2010).

So, in the first stage of anticipation, many tourists plan and think about their next trip for months and sometimes years beforehand (Pearce, 2005). Although this could be similar to buying a car and it is somewhat nonsensical when applied, such as when buying hair shampoo or food groceries. In other words, behaviour patterns built on the above examples are unlikely to apply to tourist behaviour (Pearce, 2005).

Moreover, for both of them, the travel to the site and the return travel stages of tourist behaviour, there is no particularly sensitive similarity in the consumer behaviour literature (Pearce, 2005). Instead, all these anticipatory factors of the tourists' experiences are enhanced by the request to access the visited place and the equivalent of a similar trip is frequently a complete part of the perfect experience. Moreover, from a business perspective, the pre-and post-trip stage is pivotal determinants of the total expenses that travellers have to incur to gain local experience (Pearce, 2005).

Important to highlight in Clawson and Knetsch's model is that the emphasis is on being somewhere, which usually represents an intangible experience, where tourists have the opportunity to experience the visited place through all their senses (Pearce, 2005).

Further, an additional noticeable distinction that can be found between tourist behaviour and consumer behaviour is that the former mentioned here is part of all social businesses (Pearce, 2005). Moreover, tourism can also be described as an interpersonal business both concerning its production and consumption. Yet, tourists often prefer to visit with others, and most of the time they decide together, while usually at the end they like to share their experiences as

tourists. In other words, Crang (1997) states that the businesses that please tourists (like the hotels, airlines, tour operators, and attractions) and the most visited communities (who are commonly passive figures in the entire tourism production) are fundamentally actors on a social stage (in Pearce, 2005).

Consumer behaviour in times of crisis

Forbes (2017) states that survival psychology admits that individuals can experience behavioural changes due to exceptional events, such as natural disasters, terrorist attacks, and health crises (in Loxton et.al., 2020).

Therefore, these behavioural shifts might comprise negative incidents of panic buying, herd mentality, changes to non-compulsory procurement customs, and last but not least the investment decision-making (Loxton et.al., 2020).

Subsequently, studies have shown that consumer behaviour changes drastically, especially in the face of an economic crisis, triggering more rational, economical and demanding behaviour concerning consumer expectations. Thus, the consumers will most likely analyze the products and services before purchasing them, to identify their consumption utility. Hence, the purchases that do not meet an actual need will be eluded (Duralia, 2020).

Furthermore, the overview of behavioural changes in people during times of crisis is essential when discussing the shift in consumer behaviour in Denmark during the COVID-19 crisis. Even though the pandemic presents different circumstances, similarities can be recognized in connection with consumer behaviour, especially when looking at financial crises.

Consequently, consumer behaviour can be understood as an ongoing decision-making process concerning the examination, evaluation, procurement, use and consumption of products and services (Duralia, 2020).

However, according to Nie, Zhao & Yu (2010), in the situation of a financial crisis, the main transformation in consumer behaviour is linked with the following elements:

- Confidence decline, as consumers begin to spend less due to the financial uncertainties;
- Rationality and sensitivity prevail, which means that consumers will be more careful with their purchases and will pay more attention to prices;

- More attention to the promotional tools used, which means that businesses need to focus on promoting the utility and reliability of products and services;
- Change in the way products and services are being purchased, as consumers tend to prefer buying online instead of going to physical stores due to more convenience, better offers and time saving (in Duralia, p.90).

This careful behaviour of consumers during a financial crisis is in close connection with acknowledging the high risk of the period, which will ultimately impact the economic state of the buyer, who might be at an increased risk of becoming jobless, or his salary might decrease or freeze. Therefore, the consumer will reduce his spendings and prioritize basic needs and focus less on leisure spendings. for example (Duralia, 2020).

The impact of public policy on people's behaviour

Through policy instruments, the governments can stimulate behavioural changes in society when it is needed. However, John (2018) demonstrated that often these behaviour change interferences are not backed up by citizens, which can trigger retaliation (Tummers, 2019).

Thus, presenting a theoretical standpoint on how the governments are influencing people's behaviour is fundamental when discussing the impacts that the regulations and measures implemented by the Danish authorities during the COVID-19 crisis affected the public in Denmark.

Additionally, Bemelmans-Videc, Rist & Vedung (1998) have identified three types of instruments that Governments use to drive behaviour change: the carrot, the whip, and the sermon (in Tummers, 2019).

The carrot refers to modifying incentives, to change behaviour. Usually, these incentives are financial, but unfortunately, their efficacy is questionable, especially when it comes to small economic incentives (Tummers, 2019).

The second policy instrument is the whip, which can for example be an interdiction or a mandate, such as a smoking ban in public spaces, which most of the times leads to behavioural changes and improvements in the targeted areas, such as health, when referring to the smoking ban (Tummers, 2019).

Thirdly, the sermon is the policy instrument used for information campaigns launched by Governments to guide people into the desired behaviours, such as not drinking alcohol until the age of 18 (Tummers, 2019).

These three instruments presented above are linked with rational decision making, which means that policymakers should use terms of limited rationality for behaviour change. Thus, Thaler & Sunstein (2008) explain how these insights can be used through nudge instruments, which have the power to change behaviour through social norms. For example, Hallsworth et al. (2017) proved that using the social norm message “*Nine out of ten people pay their tax on time*” determined more citizens to pay their taxes on time (Tummers, 2019, p. 926).

Nevertheless, for policies to become effective, support is needed from organizations, individual public service providers and citizens. Besides, Bruns et al. (2018) has demonstrated that policymakers can be transparent about nudges without influencing their efficiency (Tummers, 2019).

Finally, it is important to emphasize that sometimes behavioural interventions can result in positive results for one group and prove inefficiency for another. Also, developing these types of public policies is a normative procedure per se (Tummers, 2019).

Crisis and Risk management

According to Richie & Jiang (2019), the risk is inevitable in our daily lives at work or home circumstances, but also exists when we travel. Moreover, Slovic (1987) argues that risk encompasses concepts of uncertainty and possible negative outcomes when something important and of value is lost (Richie & Jiang, 2019). Yet, Richie & Jiang (2019) stress that risk can be viewed and understood from the viewpoint of a business, a tourism destination, a business operator, or a traveller.

Also, McConnell, A., Drennan, L.T., & Stark, A. (2014) argue that the only certainty that risk managers in complex companies have is that risks are constantly changing. As a result, the frequency of their risk exposure seems to be increasing and the nature of the risks themselves seems to change to reflect modern lifestyles and how we are exposed to risk. However, what has not changed is the importance of understanding the risks through a basic dichotomy, which

separates those who present themselves for strategic consideration from those most relevant to everyday life.

However, Berke (1998) argued that the current situation of the world is directly responsible for the rise of disasters and crises. Yet, Richardson (1994) points out that our environment has converted into a more crowded world and pressures such as human settlement expansion, urbanization and increased use and dependence on technology will be felt as the population grows which have likely led to an expansion in disasters and crises (in Brent W. Ritchie, 2004).

However, the globalization of the tourism industry has also led to the fast growth of the international tourism business to expand its market share and profitability. Nevertheless, this procedure has also unlocked businesses to a broad set of "global risks" and which are involved in administering a business on such a level, as globalization is frequently perceived as chaotic and complex (Brent W. Ritchie, 2004).

Moreover, Faulkner (2001) considers that there is a lack of research on crisis events, especially in the tourism industry, and on the influence of these events on both industry and certain organizations, and also on the responses of the tourism industry to any incidents. Hence, this lack of interest in such a topic is somewhat surprising, given that crisis management and organizational progression are important competencies for both public and private sector managers (in Brent W. Ritchie, 2004).

Risks in Tourism

According to Chang (2009), risks in tourism occur for two reasons. Firstly, due to the lack of knowledge about the specific tourism destination and particularly compared to the normal place of living, and secondly, by the lack of knowledge of future circumstances varying from extremely natural to weather, or social hazards (in Williams & Balaz 2013).

Yet, Mitchell & Grotorex (1993) stress that there are some causes like "*intangibility, inseparability, heterogeneity, and perishability of tourism products*", which make risks extremely difficult to evaluate. Therefore, Roehl & Fesenmaier (1992) add that the consequence of this is increased by the importance of tourism spending in overall household budgets. The limited experiences of many tourists, the complexity of decision making, and the infrequency of purchases are compounding factors in respect to risk (Williams & Balaz 2013).

Also, other factors that aggravate the risk would be the infrequency of purchases, the difficulty of the decision-making procedure, and the bounded experiences of many tourists (Williams & Balaz 2013).

Additionally, concerning crisis events, the risks perceptions in tourism are guided mostly by emotions. Travel decisions are often influenced by overall worries and country-specific risk perceptions, especially during crises.

Behaviour in relation to risk

Behavioural research has discovered important contrasts in risk tolerance in some areas, within and among socio-demographic groups (see Donkers, Melenberg, & van Soest, 2001) and therefore, this is possible to hold for tourism.

Unquestionably, Reisinger and Mavondo (2006) argue that there is a connection between the sociodemographic aspects of tourists and opinions of travel risks. Thus, these connections could not be confirmed by Sönmez and Graefe (1998a). The main common findings encompass, according to Byrnes, Miller, & Schaffer (1999), a meta-analysis. Through this, it could be observed that men were for example more risk-tolerant in 14 out of 16 detect kinds of risk behaviour. Consequently, Boksberger, Bieger & Leasser (2007) have shown that women can be more probable to be disturbed about the physical risks in tourism.

Also, Hallahan, Faff & McKenzie (2004) argue that younger people compared to older ones are also more risk-tolerant. Yet, this is supported in tourism by Gibson and Yiannakis (2002), even if Sönmez and Graefe (1998a) could not perceive any reliable relationships among age and risk perception.

According to Hallahan, Faff & McKenzie (2004), risk tolerance is possible to increase due to education, and therefore this is considered to be associated with a higher degree of (perceived) capability.

Consequently, Baláž & Williams (2011) state that migrants are normally more risk-tolerant than non-migrants and possibly this turns over into tourism.

According to Williams & Balaz (2013), knowledge of living in another country, or perceived competence in solving problems in a foreign country, can impact the willingness to take tourist risks. Even if behavioural economists have not approached tourism risks, there is still a tourism

investigation on how tourism experiences impact risk perceptions and the choice of destination (Williams & Balaz 2013).

Furthermore, Mazursky (1989) declares that travel purposes are determined by the extent and nature of preceding travel experiences, and therefore this has mainly been supported by the following research.

Yet, Lepp and Gibson (2003) discover positive connections between travel experience and predilection for riskier destinations. Nevertheless, Sönmez and Graefe (1998a, 1998b) establish that previous visits to a location considered risky were linked with a greater probability of avoidance in the future.

To enhance post-disaster economic recovery and increase guests numbers, different researchers found that new tourism products (e.g. Alan, So, & Sin, 2006), government policies (e.g. Wan, 2013) and media engagement (e.g. Hystad & Keller, 2008) may be successful interventions. Thus, studies reveal that tourists' travel behaviours after a disaster can be affected by their risk perceptions and motivations (e.g. Su, Zhao, & Tan, 2015; Chew & Jahari, 2014). In public health crisis contexts, according to Rogers (1975), people may cause defence motivation and utilize distinct coping strategies (Folkman & Lazarus, 1980) to deal with their fear caused by infectious diseases. For example, even though pandemics can affect tourists by creating psychological distress, it has rarely happened that research has examined the psychological response of individuals and the mechanism of adaptation in the context of post-pandemic travel. In addition, studies have shown that controlled fear can increase the resilience of individuals, which helps to control perceived losses and at the same time improve disaster adaptability (Zheng, Luo, W. Ritchie, 2021).

Fennell (2017) also argues that fear is more inestimable and unpredictable than risk as a primordial emotional response to a threat. Thus, instead of evaluating the recognized risks in tourism, previous literature discovered that fear can impact tourists' decisions very much in activities and destinations (e.g., adventure tourism, dark tourism) (e.g., Mura, 2010; Kang, Scott, Lee, & Ballantyne, 2012; Cater, 2006). Yet, even if different studies (e.g., Yan, Zhou, & Wu, 2018; Prayag, Hosany, Muskat, & Del Chiappa, 2017) highlighted the scope of emotions in tourists' behaviours, there is still unknown what can cause 'travel fear' and therefore how tourists can psychologically recuperate from a global pandemic outbreak, like COVID-19.

Travel behaviour during a pandemic

French, Mykhalovskiy, & Lamothe (2018) describe the pandemic as the widespread emergence of an infectious disease that crosses the borders of the country and continents, and the epidemic as an outbreak found mostly in a community at a specific time. Moreover, Strong (1990) argues that as an extremely infectious disease that can spread very fast among people, the pandemic disease leads to an excessive intensity of panic and fear among the public. Furthermore, Person, Sy, Holton, Govert, & Liang (2004) add that given the uncertainty of the new virus and potentially fatal results, the fear of a pandemic may spread worldwide, to all populations. Thus, Eichelberger (2007) argues that during a pandemic outbreak, governments usually implement necessary measures and policies like bans on public events, travel restrictions, school closures, isolation, and quarantine actions to control the infection, while all of these continue to fuel people's fear of the pandemic.

Given the commonness of social media over the past decade, research has also established that fear can be remarkably increased by remarking the reactions and experiences of others to pandemics online (e.g., Fung, Tse, Cheung, Miu, & Fu, 2014).

Bali, Stewart, & Pate (2016) stress that the fear of getting infected can only occur for a long period, resulting in fear-induced consumption and also communication behaviours throughout and after the pandemic outbreak.

Because tourists face high risks and do not always have precautions and medical care available throughout the pandemic outbreak, their fear of infection and death can generate a feeling of helplessness and long-term anxiety about travelling (Zheng, Luo, W. Ritchie, 2021). Still, the existing literature on the response of tourists to disasters has focused in the first place on the perception of risks and motivations for post-crisis travel, ignoring the emotional outcomes caused by health-related crises (Fennell, 2017). Even if some studies (e.g., Wen et al., 2005) have stated that there is a short period of post-pandemic "explosion" of tourism demand, there is nearly no study that shows how tourists recover psychologically from their fear of a pandemic.

Post-pandemic travel behaviour

Most studies of post-pandemic travel behaviours have focused on tourism demand (e.g., Kuo et al., 2008) or the impact of the industry (e.g., Dombey, 2004), which disappoints the psychological elements linked with these altered behaviours. For example, Cahyanto et al., 2016 noticed that Ebola induced a notable decline in tourism demand for all of Africa in the year following its outbreak.

Moreover, Wen et al. (2005) argue that for example after the outbreak of SARS, Chinese tourists changed their travel behaviours in a social way of distancing themselves, like choosing natural tourist locations, reducing group tours, and preferring not to have any contact with other people during the trip. Many public health studies (e.g. Wong & Sam, 2011) have found that fear has been positively linked to risk-avoiding behaviours in people during or after outbreaks of infectious diseases. Furthermore, Cahyanto et al. (2016) add that when the fear of tourists is caused by a health crisis, they can choose to avoid travelling as a direct precautionary measure to minimize potential risks. Yet, different studies on travel risk (e.g. Ruan, Kang, & Song, 2020) affirmed that the protection motivation of tourists has been a powerful predictor in avoiding their travels or embracing protective tourist behaviours.

Hence, protection motivation can have a significant influence on the avoidance of tourist travel and prudent travel objectives after the outbreak of the pandemic. However, Rutter (1987) argues that a factor that can improve people's adaptive behaviours (e.g., protection, planning) and resisting the threat is resilience. Because, for example, tourists with high levels of psychological resilience can behave cautiously rather than avoidantly in post-pandemic travel.

Resilience

Concerning effective crisis and disaster management, resilience plays a detrimental role, and according to Seville et al. (2008, p. 18), it can be defined as an organization's "ability to survive - possibly even thrive - in times of crisis" (in Hajibaba, Gretzel, Leisch & Dolnicar, 2015, p. 47). Thus, the significance of resilience has been investigated in regards to tourism destinations, and their capacity to survive internal and external crises (Hajibaba, Gretzel, Leisch & Dolnicar, 2015).

According to Fountain & Cradock-Henry (2020), resilience has been broadly applied to explore how tourism organizations and destinations respond to disasters and crises. Nevertheless, Prayag (2018) claims that not much is known about how tourists produce and use psychological resilience to handle travel transformations and adversity. Yet, Singh & Yu (2010) defines psychological resilience as the individuals' capability to prosper regarding past or present adversity.

Moreover, many studies discovered that people's psychological resilience helps to temperate the losses and expand the adaptability to traumatic or stressful circumstances, like natural disasters (Rodriguez-Llanes et al., 2013), illness (Li, Chi, Sherr, Cluver, & Stanton, 2015), loss (Bonanno, Westphal, & Mancini, 2011) and terrorism (Bonanno, Galea, Bucciarelli, & Vlahov, 2006).

Different researchers such as O'Leary & Ickovics (1995) and Sutcliffe & Vogus (2003), have concluded that resilience is an important asset for organizations and individuals facing adversity. Even if Masten & Reed (2002) have mainly thought about resilience as an attribute of hearty individuals, or as a trait according to Tugade & Fredrickson (2004) and Fredrickson et al., (2003), resilience has also been conceptualized by Gittell et al. (2006) as a phenomenon of organizational value where the power of organizational units is to resume, to return, to bounce back, or to adapt positively to inappropriate events.

Moreover, the definition of resilience utilized here raises two assumptions: firstly, resilience is a dormant role in organizations strengthened by time via social interaction and relationships, and secondly, resilience might be identified when organizations experience difficulty (Powley EH, 2009). As an inactive function or affinitive 'reserve' (Gittell et al., 2006), resilience is based on the social relationships and connections of the members of the organization and is engaged when necessary, as Kahn's (1993) notion of a care system. For example, according to Buenza & Stark, 2004, post-attack research on 9/11 in various financial services companies proposes that resistance has existed before and that, through relationships and social connections, resilience has allowed an organization to resume business and start to heal.

Businesses and organizations during crisis

During periods of financial crisis, businesses are usually facing a reduction in sales and revenue, which often leads to budget cuts, organizational restructuring, downsizing and

dismissal of employees (Carvalho & Areal, 2016). Indisputable, the majority of companies and organizations are experiencing negative effects during economic crises and suffer significant losses, not only monetary but also regarding the employees' relationships, which can deeply impact businesses that focus on the well-being of employees and nurture relational-type psychological contracts (Carvalho & Areal, 2016).

Concerning businesses, resilience is perceived as a tool or strategy for crisis management, for establishments to survive and adapt to all sorts of risks, disasters and emergencies (Sharma, Thomas & Paul, 2021). Moreover, Alves, Lok, Luo & Hao (2020) stress that resilience strategies encompass coordination, different crisis management procedures, cooperation between stakeholders, a broad network, acknowledgement of risks and opportunities, and suitable and accessible involvement (in Sharma, Thomas & Paul, 2021).

Furthermore, according to Baade (2007) and Webb et al. (2002), businesses and their economic roles are normally vulnerable to disasters. Thus, their vulnerability has grown with crowded urban development. Yet, given the growing economic losses produced by business disruptions after a disaster, the recovery of the businesses after the disaster is becoming increasingly dominant, which describes the need for a fast and strategic business recovery procedure to minimize the time to recovery (Bruneau et al., 2003), and also to lower the indirect losses generated by business disturbance. Moreover, Rose (2004) argues that business rehabilitation is the process by which local economies and businesses come back to stability after a disaster. However, there are many ways that business recovery can be defined and evaluated, and is a quantifiable benchmark changeable referring to production capacity.

Consequently, Kajitani and Tatano (2014) stress that production capacity is the highest feasible output of an industrial sector, and can therefore be devastated in the event of a disaster.

Therefore, once a company's production capacity is brought back to pre-disaster levels, the company is considered to be making a full recovery. Estimating business post-disaster recovery is essential because it can help estimate business instability, promote sustainable communities, and upgrade decision-making efficiency (Liu, Tatano, and Kajitani, 2020).

Moreover, Teece, Pisano & Shuen (1997) argue that in periods of immediate transformation, companies that have dynamic capabilities are expected to prosper. Thus, the dynamic capability is the capacity to deal with external confronts with *“timely responsiveness and rapid and flexible product innovation, coupled with the management capability to effectively coordinate*

and redeploy internal and external competencies” (p. 515, in Carvalho & Nelson, 2016, p. 494).

Consumers' resilience

Resilience, when approaching it from a humans' perspective, is understood as the ability of people to bounce back and successfully adapt when difficult or stressful times arise (Windle, 2011, in Bermes, 2021). Surprisingly, according to Bermes et al. (2020), this concept has only recently been considered relevant in the studies of consumers behaviour, even though resilience has been acknowledged for an extensive period as a protective mechanism in connected research areas, such as psychology and management (Bermes, 2021).

However, before talking about resilience, it is important to emphasize the notion of vulnerability also, which according to Brennan et al. (2017) is directly linked with the situations that individuals are facing, rather than the people themselves. In other words, a person could feel vulnerable anytime, including when buying products and services during a crisis, such as a pandemic (Kursan Milaković, 2021).

Consequently, Muris et al. (2001) identified that when going through stressful times, people can develop negative coping mechanisms and a decreased feeling of self-efficacy, which will eventually lead to increased vulnerability. This means that the greater the self-efficacy coping mechanism is, the less vulnerable people will be. Hence, resilience works similarly, which means that the more self-efficacious individuals are, the more resilient they will be (Kursan Milaković, 2021).

Nevertheless, there are many contradicting viewpoints in the literature about vulnerability, as some scholars claim that vulnerable people are not resilient, while others disagree (Bermes, 2021). Also, Uekusa & Matthewman (2019) stress that individuals can be both vulnerable and resilient at the same time, while Lorenz & Dittmer (2016) state that people during a crisis are not so often powerless, but more preemptive and determined in dealing with the unfortunate events in the best way they can, and aspects that point towards the role of self-efficacy through resilience (in Bermes, 2021).

Behavioural consequences, such as trial, purchase and repurchase are essential elements of the consumer decision-making process, and thus, satisfaction constitutes an important consumer

variable, since it is the outcome of purchasing goods that are showing the level of consumers' satisfaction and expectations (Bermes, 2021). Besides, Skordoulis et al. (2018) stress that during crises, people are generally more careful and have an emphasis on the functional aspects of their acquisitions, which often leads to minimizing or postponing their purchases (in Bermes, 2021). Yet, Skowron & Kristensen (2011) supply the previous statement by identifying differences between consumers across Europe. For example, people from developing European countries are usually more prone to be less satisfied with their acquisitions and might become less loyal to the brands they trust, whereas the consumers from developed EU countries tend to behave the opposite (in Bermes, 2021).

Nevertheless, these aspects are interesting in connection to this study, as Danish consumers have a certain behaviour compared to people from other countries. There are social and cultural aspects that come into play when analyzing people's buying behaviour in Denmark, which are thoroughly discussed in the "Analysis chapter".

Therefore, when studying consumers' behaviour during the COVID-19 crisis, it is detrimental to understand both the concepts of vulnerability and resilience. According to Smith & Cooper-Martin (1997), vulnerable consumers are those more inclined towards physical, psychological and economic distress because when feeling vulnerable, consumers are naturally employing defensive actions. And according to Mehroli et al. (2020), this self-protective behaviour is meant to shield them from negative consequences (in Bermes, 2021).

Subsequently, Shi et al. (2017) argue that a way for businesses to approach consumers' vulnerability is to pay attention to different aspects, such as product knowledge, product promotion, social pressure, refund policy, marketing and emotional pressure and buying capabilities (in Bermes, 2021).

Hence, consumer vulnerability should address different aspects, such as personal matters, individual traits and external factors, as all these influence one's buying experience (Bermes, 2021).

In opposition, consumer resilience suggests a person's capability to cope with difficult situations, and it can be understood as a self-efficacy trait. Thus, self-efficacy can be defined as an individual's ability to develop skills and trust his competency (Bermes, 2021).

Moreover, self-efficacy is linked with motivation and action, which means that resilience influences people's actions, as from the consumer behaviour perspective, actions can be understood as purchases and/or repurchases (Bermes, 2021).

Finally, Baker & Mason (2012) argue that consumer resilience can be empowered through different aspects, such as individual (self), social (family and other people in the society) and environmental elements at a macro level, which together, according to Maddi (2012), will shape one's emotions, attitudes and actions.

However, studies on resilience and consumers' experience are very limited, especially within the marketing areas, even though the field has high applicability in marketing and consumer behaviour subjects (Bermes, 2021)

Resilience in tourism

Over the decades, the tourism industry has always been able to recover at a fast pace after crises brought by disasters, pandemics and epidemics, such as Ebola, Middle East respiratory syndrome (MERS) and severe acute respiratory syndrome (SARS) (Sharma, Thomas & Paul, 2021). Moreover, Gössling and Hall (2006) noticed that the interconnections between environmental, social, economic and political aspects are deeply impacting the travel industry and the global environmental change. Thus, *“the scale and rate of change have increased dramatically because of human actions within which tourism is deeply embedded”* (Gössling and Hall, 2006, p. 1, in Cheer & Lew, 2017, p. 5).

Nevertheless, over time, this development has led to the recent studies of resilience in tourism, since they position the industry with change in connected communities, as they can adapt and respond accordingly (Cheer & Lew, 2017). In connection to this, Lew et al. (2015) stress that communities reach a point when they have to be sustainable and resilient because their success is dependent on both *“strength and vision”* when uncertainty is encountered (p. 24, in Cheer & Lew, 2017, p. 5).

Consequently, as it can be seen in Figure 3, Lew (2014) presents the scale, change and resilience model (SCR), where important differences are outlined between slow and fast change factors. Slow change suggests the alterations that occur over time, while fast change refers to unexpected and immediate transformations, such as the ones triggered by disasters or economic crises. Therefore, differentiating between these two types of occurrences is detrimental in resilience thinking, since the actions and responses needed in each case are different (in Cheer & Lew, 2017).

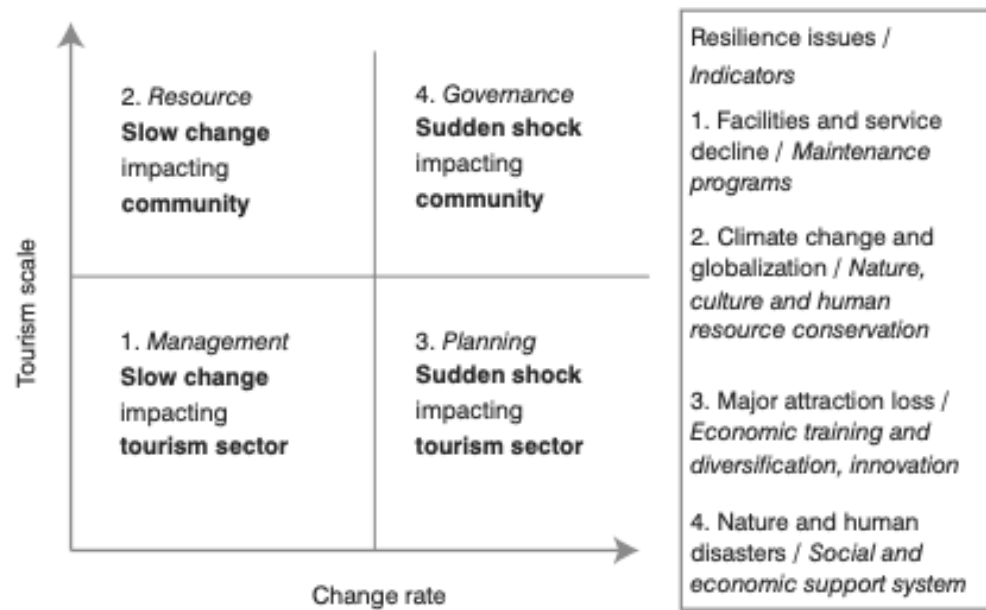


Figure 3 – “Scale, change, and resilience in tourism (SCR)” model (Cheer & Lew, 2017, p. 12)

The SCR model identifies the four-dimensional gradations at which resilience applies in a tourism context. The two scales presented are differentiating between community resilience and business resilience, which is an important division taking into consideration that the drivers of tourism change and development have different implications in each case. However, both are embedded in organisational resilience (Cheer & Lew, 2017).

As also discussed earlier in this chapter, business resilience is normally addressing the ability of an economic sector or company to adapt, prosper and innovate when facing certain changes in the firm’s environment by using different resources and abilities that they have at hand. Moreover, according to Dahles & Susilowati (2015), business resilience encompasses also the implication of stakeholders, who can reorganize and reshape business operating conditions through different strategies or innovative techniques (in Cheer & Lee, 2017).

In opposition, Magis (2010) defines community resilience as “*the existence, development, and engagement of community resources by community members to thrive in an environment characterized by change, uncertainty, unpredictability, and surprise*” (p. 401, in Cheer & Lee, 2017, p. 13). Hence, in this context, the community is perceived as a whole and it encompasses all the stakeholders (Cheer & Lee, 2017).

Finally, Sherrieb et al. (2010) argue that “*policies that influence economic resources, equity, and diversity*” activate strong social unity, which is believed to be a crucial indicator of adaptive community abilities to counter (p. 245, in Cheer & Lee, 2017, p. 13).

Thus, the SCR model is highly applicable to the current study, as various approaches to resilience (social, economic, political and environmental) as a response to the COVID-19 crisis are being investigated with a special focus on the community and tourism businesses and organizations. However, in the community spectrum, this research emphasizes the consumers in Denmark and their role in reshaping the tourism industry. Also, the connection of Government policies with building resilience is being discussed and further detailed in the “Analysis” chapter.

Additionally, from the business resilience perspective, this study draws special attention to the aspects of technology innovation, local belongingness in the form of domestic tourism and sustainability.

Methodology

This section of the paper discusses the methodological approaches and applied methods for this research, to give the reader an insight into how the study was conducted, allowing a better understanding of the implications and choices concerning the issue at stake.

It starts by presenting the chosen research paradigm as the philosophical stance for the study, followed by the research design and selected methods for collecting the data. After that, the discussion continues with how the empirical evidence has been assembled and analyzed. Furthermore, the study’s reliability, validity will be discussed, together with ethical considerations, and finally, the chapter ends by presenting the reflections and limitations of the research process.

Thus, the following subsections, together with the “Theoretical considerations” chapter set the foundation for the “Analysis” chapter, which together will lead to answering the research question.

Philosophy of science

As the present study lies on the mixed-methods design, pragmatism has been chosen as the philosophical paradigm for this research.

A paradigm in social research is understood as a convergence between a cluster of beliefs and theoretical structure, which makes suppositions about ontology, epistemology, methodology, and methods. More clearly, it is a way of acknowledging and studying the reality of the world (Rehman & Alharthi, 2016).

Additionally, paradigms are conceptual and practical instruments that serve the purpose of solving definite problems in research (Kaushik & Walsh, 2019).

The pragmatic paradigm

Pragmatism has been selected as the most suitable philosophical stance for this study, as it allowed the researchers to select the most appropriate theoretical and methodological tools. Also, it is concerned with the outcomes of the research and on the research question instead of the methods (Kaushik & Walsh, 2019).

This paper seeks to explore the reshaping of the tourism industry in Denmark during the COVID-19 crisis and the role of consumer behaviour in the development of resilience strategies by tourism businesses and organizations, a topic that makes it detrimental to acknowledge the fluidity and the uncertainty of the present reality in the belief-action chain. Concerning this, the philosophy of pragmatism aligns well, since it embraces the view of a world of unique human experiences, in which beliefs are influenced by actions and vice versa (Morgan, 2014). Yet, if the circumstances that triggered the actions change, their outcomes will change as well, even though the actions were the same. Pragmatism outlines that the same situation will never be experienced in the same way again, indicating that the warranted beliefs about what is going to happen next are subject to temporality, which inevitably leads to the provisional nature of reacting in a given situation (Kaushik & Walsh, 2019; Morgan, 2014).

Thus, taking into consideration the uncertainty of the present reality in Denmark during the COVID-19 pandemic, the philosophy of pragmatism helps the researchers to better understand

and investigate the topic of this study as revealed at the time when the research was conducted since new situations can easily occur, which can change the course of actions and their outcomes.

The emphasis in pragmatism is the use of “experience” and the main source of knowledge of the world in the form of “warranted assertions” (Dewey, 1938, p.7, in Hothersall, 2019, p.863). Thus, it does not embrace the utter knowledge of “truth”, as other approaches do, conveying that it is not possible to fully understand the world around us (Howson, 2000, in Hothersall, 2019).

Besides, the pragmatic paradigm allows the researchers to produce their formulas of “knowing” and “doing” through the lens of their reality (Hothersall, 2019). As Powell (2001) claims, *“to a pragmatist, the mandate of science is not to find truth or reality, the existence of which is perpetually in dispute, but to facilitate human problem-solving”* (p. 884, in Hothersall, 2019, p. 863).

Hence, through this study, the researchers are not seeking to find a universal truth, but to extend the knowledge on the topic, uncover new elements that can facilitate in answering the research question and inspire further investigations on the topic. Correspondingly, this research is concerned with the reshaping of the tourism industry in Denmark and the role of consumer behaviour in building resilience during the COVID-19 pandemic, which is a new topic that calls for a rapid flow of information and flexibility, since changes emerge fast and the future is volatile. Thus, pragmatism allows the researchers to choose the most suitable methods and procedures of conducting the study, without imposing any mental or practical limitations (Felizer, 2019).

Another important aspect that Teddlie & Tashakkori (2009) emphasize is that pragmatism is in itself a promise for uncertainty since the generated knowledge through research is not complete (in Felizer, 2009). Hence, this unpredictability determines the pragmatic researchers to adapt, be curious, and embrace the occurrence of unanticipated data (Felizer, 2009).

Consequently, the research is grounded in the experiences and beliefs of different social actors, who experience more or less the same situation during the pandemic in Denmark, but still, their beliefs and actions are completely different. To support this statement, pragmatists believe that people cannot have identical experiences, which means that their view of the world is not the

same either. However, worldviews can be different for every individual or collectively shared (Kaushik & Walsh, 2019; Morgan, 2014).

Finally, pragmatism can also be used for inductive or abductive research, and not only for top-down deductive research (Felizer, 2009). It allows the creation of a “*properly integrated methodology for the social sciences*” through the acceptance of both quantitative and qualitative research methods, which will ultimately trigger knowledge that can deepen our understanding of the world and the people around us (Morgan, 2007, p. 73, in Felizer, 2009, p. 9).

Hermeneutics

As this present study draws on qualitative methods as well, hermeneutics has been employed as another suitable research approach, as one of the targets was to obtain meaning from what is being explored. Broadly, hermeneutics is the principle and practice of interpretation (Paterson & Higgs, 2005).

Accordingly, the researchers were able to acquire a broader understanding of the knowledge produced through the interviews, which allowed them to look beyond the interview spectrum. In this sense, the interpretation of a situation is bound to our preconceptions and historically-stimulated consciousness (Raffin-Bouchal & Moules, 2012).

Additionally, Gadamer (1975/1989) recognized three concepts that influence our interpretation and understanding (fusion of horizons, dialogue, and hermeneutic circle), stressing that comprehension emerges from both past and present. These contextual understandings are perceived as horizons, in which past experiences fusion with the actual ones to create new comprehensions (in Zambas, Smythe & Koziol-McLain, 2015). Thus, the participants of this study have previous knowledge working with tourism development and consuming tourism in Denmark before the COVID-19 pandemic, which together with the new experiences acquired during the crisis, novel perceptions of how the tourism industry is being repurposed are triggered, to meet the needs of a newly emerged market.

Furthermore, Gadamer’s view of the fused horizons extends to both participants and the researchers, both from within and between them; it emerges through openness and active listening (Zambas, Smythe & Koziol-McLain, 2015).

Therefore, when interviewing the participants, the researchers have tried to create a relaxing and friendly setting, engaging in personal conversations as well. For instance, they came up with examples from their own experience as well when the interviewees were opening up and stating their opinion on different matters regarding the topic of discussion. Also, the researchers have kept a flexible attitude towards the entire interview sessions, which required them to sometimes merge two questions, skip a question or ask other questions that appeared more relevant in that context.

In addition, Gadamer (1975, 1981) stresses that researchers should be aware of their biases and pre-judgments, which are an integral part of the interpretive process of hermeneutics (Patterson & Higgs, 2005). Thus, the researchers of this study recognize that they already have a pre-formed perspective on the topic in connection with literature and scientific exploration. They understand the matter from the standpoint of studying tourism at a masters level and also from their own experiences and knowledge on the subject, such as the experience of one of this paper's authors, who was working in sales at a clothing store in Copenhagen during the pandemic and was inevitably observing people's behaviour while shopping and being somehow influenced by it. However, the researchers strived to be as impartial as possible when conducting this study and separate themselves from their judgements and opinions.

Moreover, even though the survey does not give respondents the freedom to express their feelings and opinions as they would do in an interview, the researchers have inserted open comments as well to almost all the questions, which have proven very effective, since many respondents have written and engaged further with the questions when allowed to express themselves beyond the static answers. The purpose of doing this was to encourage the respondents to be honest and give further details of their experiences.

Another important aspect to outline here is that for philosophical hermeneutics, interpretation is influenced by language, and therefore, language becomes interpretive (Raffin-Bouchal & Moules, 2012). Consequently, this is directly connected with Gadamer's second construct, which is a dialogue that happens between the text (story) and the interpreter. Here, texts encompass both written and spoken sources (Zambas, Smythe & Koziol-McLain, 2015). This approach allowed the researchers of this study to analyze the transcribed interviews and ask further rhetorical questions with the intention to deeper understand what is being said and create further meanings from the given answers.

Concerning this, it is also important to emphasize that the consumer survey was developed in both English and Danish, as the international residents of Denmark are also an important group to consider in this study. Moreover, being able to fill out the survey in the respondents' native language or in the language that they feel most comfortable speaking in their everyday life was the key for collecting the most accurate answers, as people express themselves better in the language that they can confidently speak. Besides, the Danish language can be interpreted differently than English, which inevitably triggers different meanings for the same answers.

Additionally, it is essential to mention that the interviews for this study were conducted in English and the interviewees, who were mainly speaking Danish in their everyday life, sometimes had difficulties articulating themselves in the way they would normally do if they were speaking their native language. However, some of the interviewees were accustomed to mainly speaking English or had the language as their first, which allowed them to express themselves naturally and flawlessly.

Thus, these aspects influenced the answers during the interviews, which ultimately impacted the transcriptions.

Subsequently, during the analysis of the transcribed texts, the hermeneutic circle, which is Gadamer's third construct, proved to be relevant, since it allowed the interpretation of the text in a circular process. The researchers were able to move from the entire text to individual parts and vice versa, a process that triggered an ongoing development of new knowledge (Zambas, Smythe & Koziol-McLain, 2015).

Finally, the researchers were aware that the interviewees were talking under the effect of various social and historical circumstances, which might have determined them to discuss the topic from their professional and personal experiences (Raffin-Bouchal & Moules, 2012).

Nevertheless, the researchers have approached the interviewees of this study from a personal angle as well, asking them how they have been affected by the COVID-19 crisis at the beginning of the interviews and requesting them to fill out a consumer survey as well. Even though the interviewees were trying to open up at a personal level, the researchers were able to observe that their answers were given under the influence of their professional status most of the time.

Research design

This paper is aiming to broaden the understanding of consumer behaviour's impact on the development of resilience strategies by different actors concerned with tourism in Denmark and the repurposing of tourism in the country while enabling new knowledge on the topic. Thus, the study is exploratory research with an inductive approach. Also, the mixed-methods has been selected as the most suitable research design, since both quantitative and qualitative methods were used. However, these aspects are going to be presented in more detail in the "Data collection" sub-section of this chapter.

Mixed method design

The present study is based on the mixed methods research design in which at least one quantitative and one qualitative method are combined (Schoonenboom & Johnson, 2017). Moreover, Johnson et al. (2007) define mixed methods research as *"the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approached (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration"* (p. 123, in Schoonenboom & Johnson, 2017, p. 108).

The purpose of employing a mixed-methods design for this paper is to reinforce and enlarge the study's conclusions and answer the research question. Also, the goal was to trigger further knowledge on the matter and strengthen the validity (Schoonenboom & Johnson, 2017).

Thus, complementarity has been employed to bring clarity, explanation, and improvement of the results from one method to the other method (Schoonenboom & Johnson, 2017). In opposition to triangulation, which deals with cross-validation (through which the results from one phase of the study are used to complement the results from the other phase), complementarity verifies the results from each method used to explain different magnitudes of the research problem (Riazi, 2016).

The issue with triangulation is that both quantitative and qualitative elements adopt the same constructs and the researchers have to congregate the results, whereas complementarity was

the most suitable approach, as both methodologies are used to tackle two distinct aspects or scopes of the issue at stake. Hence, in this study, the results from the quantitative methods are used to explain the consumer behaviour realm, whereas the results from the qualitative methods are employed to address the recovery and resilience aspects of tourism actors in Denmark.

Therefore, as this study is developed with a complementarity purpose, it is also considered solid by mixed methods scholars, as different angles of the issue at stake are discussed (Riazi, 2016).

However, further discussions regarding the validity of this study are elaborated in the “Reliability and validity” sub-section of this chapter.

By converging quantitative with qualitative data in this research, the authors of this study were able to understand at a deeper level the current situation in Denmark during the COVID-19 crisis from both the consumers and tourism actors’ perspectives. Through the complementarity between different data sets, the researchers were able to reveal aspects and surprising facts that were not identified before the investigation. Hence, the quantitative data emerged first from the analysis of a consumer survey, which was distributed to people living in Denmark in both English and Danish, and from data collected through secondary sources (the list of the secondary data can be visited in Appendix 2). Hence, the consumer survey was used as primary quantitative data, and the results helped to analyze the behaviour, attitudes, patterns and feelings of people living in Denmark during the pandemic.

In addition, the statistical findings generated results that guided the authors towards choosing the most suitable qualitative data, which completed and strengthened the findings from the previously applied method. Thus, the primary qualitative data was collected from online semi-structured interviews and ethnographic observations. However, the mixed methods approach allowed the researchers to move freely between the different data sets. For example, after analyzing the transcribed interviews, the authors were most of the time redirected towards more quantifiable information, which has not been taken into account initially and vice versa. Besides, the flexibility of employing both quantitative and qualitative methods allowed the disclosure of surprising elements during the investigation.

Nonetheless, more details about the different collected data and findings are discussed later on in the “Data collection” sub-section of this chapter.

Exploratory research with an abductive approach

The present study is exploratory research, as its main purpose is to investigate the research question without generating definite solutions. Moreover, this type of research has been selected, since there is little known about the explored topic (Business Research Methodology, 2021).

Also, through the exploratory approach, the researchers were able to better understand the issue at stake and change the direction of the investigation when, for example, new data was revealing new insights (Business Research Methodology, 2021).

Important to note here is that exploratory research usually deals with issues that have not been investigated before or there is little known about it. This type of research also helps to gather new explanations and uncover new angles of the explored topic. It is normally used to build the foundation of more conclusive research (Business Research Methodology, 2021).

Therefore, based on the research question, this paper explores the following aspects: the reshaping of the tourism industry in Denmark during the COVID-19 crisis, the consumer behaviour during the pandemic, and its role in the development of resilience strategies by tourism organizations and businesses. Moreover, the complexity of the investigation triggers new and extensive knowledge on the topic.

Furthermore, the project has its point of departure in the consumer survey, an exploration that has helped the researchers to identify trends, patterns, and differences, which have guided them into selecting the most suitable theoretical foundation on consumer behaviour, risk and crisis management, and resilience. Also, the initial data collected from the survey has facilitated the development of the interview guides and the selection of participants (overview in Appendix 3 and 4).

Hence, the data gathered from the interviews have pointed towards the bodies of literature and towards other datasets gathered by using different qualitative and quantitative methods, which together formed the basis of analysis and answered the research question: *How is the tourism industry in Denmark being reshaped during the COVID-19 crisis, and what is the role of consumer behaviour in the development of resilience strategies by tourism businesses and organizations?*

As it can be observed, the approach of jumping back and forth between data and theory emerged as an abductive approach as part of the philosophical stance of pragmatism (Mitchell, 2018).

Abductive reasoning is used when the investigation starts with surprising elements or puzzles that need to be further explained. Moreover, compared to inductive and deductive, the abductive approach can clarify, advance, or change the theoretical framework anytime during the research process (Mitchell, 2018).

Also, it allows the researchers to select the most suitable explanation for the surprising facts or puzzles encountered, allowing them to use both quantitative and qualitative methods (Mitchell, 2018).

Subsequently, Chong (1994) easily distinguishes between the three approaches used in social research, summarizing that abduction develops, whereas deduction explains and induction verifies (in Mitchell, 2018).

Thus, for this project, the abductive reasoning turned out to be the approach that aligned best with the investigation process, as it allowed the researchers to move back and forth between the different data sets and theoretical concepts, a tactic that generated constant knowledge and helped refine the project when new data was uncovered. Besides, during this process, the research question has been changed twice. Initially, the aim was to investigate both the role of consumer behaviour and policy implementation in the development of resilience strategies. However, this approach was complex and it would have been challenging to study both aspects in detail. Therefore, the researchers have decided to have the primary focus on the reshaping of the tourism industry and consumer behaviour and integrate elements related to policy implementation that are relevant to the main topic in the analysis chapter as an assimilated part of the investigation.

Moreover, the second research question turned out to be incomplete, as it was referring to resilience strategies in general, which could have implied richer data, to support it. Hence, after collecting the data, the researchers realized that they gathered insights on resilience only from DMOs and two tourism businesses, which made it clear that the final research question should make it clear that the resilience strategies are approached only from the perspectives of the above-mentioned actors.

Additionally, throughout the development of this project, the researchers looked into different statistics and articles on consumer behaviour in Denmark from secondary data sources (overview in Appendix 2). Thus, investigating what has been done in terms of statistics on consumer behaviour helped the authors to fill the gaps and create the consumer survey, which covered elements that have not been taken into account by previous researchers, as the foreign citizens that are living in Denmark during the COVID-19 pandemic or the emotional state of people during the period when restrictions and lockdown were enforced.

After that, also through secondary sources, an overview of the situation during the pandemic has been investigated by looking into different articles and statistics globally and in Denmark, which helped the researchers to understand how the tourism industry has been affected at a global and national scale.

By looking into how the sector was before the COVID-19 crisis facilitated a deeper understanding of the trajectory that the industry has taken during the crisis, which ultimately explained the recovery and resilience plans that were implemented or are under development by different tourism actors and organizations in Denmark. Consequently, this approach turned out to be useful too when creating the interview guides and selecting the participants for this study.

Moreover, the findings gathered from the survey and the interviews guided the researchers into investigating further through ethnographic observations, and secondary data sources.

Besides, the discoveries from the data sets hinted towards the most suitable theories, which sometimes led to new data as well, as rhetorical questions constantly emerged. For example, when different approaches to resilience and consumer behaviour have been observed between the different tourism actors in Denmark, the researchers started looking into resilience and risk management literature for both, to find some explanations for what has been discovered.

Nevertheless, further discussions regarding the data analysis are elaborated in the “Data analysis” sub-section of this chapter.

Data collection

Taking into account the aspects discussed previously in this chapter, the data collection methods employed in this study are both quantitative and qualitative, as well as primary and secondary.

The primary data transpired from two web surveys, six online semi-structured interviews and ethnographic observations. The secondary data was gathered from online statistics, surveys and news.

As this study follows an abductive approach, the different data sets have been used throughout all the sections of this paper, as the empirical evidence would sometimes disclose other relevant aspects worthy for the investigation or hint towards new theoretical aspects during the entire research process.

Web survey

At the initial stage of the present study, the researchers started by collecting data through two web surveys, in English and Danish, which had the purpose to investigate the way people in Denmark are shifting their consumerism behaviour. Hence, this approach was highly relevant, to better understand the connection between the impact of the COVID-19 pandemic on consumers in Denmark, the way tourism businesses and organizations are adapting and building resilience, and the way the travel sector is being reshaped in the country. Besides, the initial data collected through this method guided the researchers towards the most suitable theoretical approaches on consumer behaviour and the employment of the other data collection methods, such as online semi-structured interviews, ethnographic observations, and secondary data analysis.

According to Check and Schutt (2011), survey research aims to gather information from a sample of people through their answers to questions (in Chrysochou, 2017). Moreover, “*survey research aims to study the characteristics of a target population, and understand their attitudes, perceptions, motives, beliefs and, in general, collect their opinions on a phenomenon of interest to the researcher*” (Chrsysochou, 2017, p.420). Also, survey research is usually done through questionnaires, where design plays an important role concerning the level of

understanding of respondents, their involvement, and completion rate. Thus, pre-testing the questionnaire before releasing it is a crucial aspect that researchers should take into account when employing this quantitative method (Chrysochou, 2017).

Consequently, the researchers have created two online surveys in two different languages (English and Danish) using the SurveyHero website. The surveys were pre-tested and edited from 25th of February 2021 to 28th of February 2021, and distributed in the final form from 1st of March 2021. They were active for a month, and the last answers to the Danish variant were given on the 31st of March 2021 and to the English version on the 8th of April 2021.

Even though other similar surveys have been done before in Denmark, the questionnaires used for this study have unique traits. First of all, no other survey has been found in Denmark during the COVID-19 pandemic that targets both national and international residents. Second of all, there are no consumer surveys performed in the second wave of the pandemic in Denmark and thirdly, there are no others that focus on the emotional impact of the lockdown and imposed restrictions on the consumers. Therefore, the findings are new and able to complete the gaps mentioned above.

The analysis of both surveys can be visited at Appendices 5 and 6, and the most important aspects are being discussed in the Findings and Analysis chapters of this paper.

Sampling and completion rate

The surveys were distributed mainly through social media platforms, such as Facebook, LinkedIn, Instagram, and Messenger, and email. The most engagement has been obtained through Facebook and email. The researchers started by sending them first to close friends and family members, then to acquaintances, classmates, work colleagues, professors, participants to the interviews, and finally to random people. The random people were reached mainly through Facebook and LinkedIn groups, such as “Expats in Copenhagen”, “4200 Slagelse”, “Termin April 2019”, “New Mom Tribe Copenhagen”, “AAU students help with projects”, “Turisme i Danmark”. “Turisme, Natur og kulturformidlingen i Danmark”, “Dansk Turisme og Overnatning”, “Foreigners in Denmark”, etc.

There has not been a selection based on nationality, age, or gender, but the respondents were being selected only based on residence criteria (they had to live in Denmark during the pandemic).

Additionally, the completion rate for the English survey was 73 percent, which means that 33 out of 122 respondents have not completed the survey. Also, 323 people viewed the questionnaire. For the Danish survey, the completion rate was higher (86,6 percent) with only 25 out of 186 respondents not finishing it. In this case, a total of 460 people viewed the survey. As it can be observed, the completion rate was on average higher for the Danish version than for the English one, which could just simply mean that the Danish-speaking respondents were perhaps more engaged with the topic compared to the internationals. Accordingly, a simple factor that can affect the completion rate of survey participants is in terms of topic relevance (Bryman, 2012).

Another possible explanation for the completion rate can be linked with the online survey, which is generally associated with lower response rates than postal questionnaires (Bryman, 2012).

The surveys each had 20 questions lasting about 10 minutes to complete. However, people answered them in approximately 8 minutes on average, but the length of the surveys might have also influenced people to not answer (Bryman, 2012).

Besides, many questions were with multiple answers and open, where respondents could write their own opinion. This freedom turned out to be useful, as many participants engaged with these open questions and felt the need to add additional comments. This implication might be due to the debatable topic, which concerns every individual in Denmark and anyone who has something to say about it. Thus, the comments provided added to the quality of the data and enriched the findings of this study. Also, compared to the traditional surveys, the online ones tend to give an advantage when it comes to the completion of open questions (Bryman, 2012). Another advantage of online surveys is that they give better data accuracy since data entry is automated (Bryman, 2012).

In terms of disadvantages, the web questionnaire generally has a lower response rate than the postal ones and it is restricted to online populations (Bryman, 2012). Consequently, it was indeed challenging to gather responses from people over the age of 60 and under the age of 18, since elderly people might not be so technologically advanced or they might find it difficult to complete the survey on the web, whereas the youngsters might not have had such high interest on the topic or they were not part of the social media groups, where the surveys were distributed.

Furthermore, the survey questions covered the following topics: demographics, policy implementation during the COVID-19 pandemic, lockdown effects and consumer behaviour. Half of the questions were single-answer types and the other half were multiple-answers. Also, 11 of them had the option to type additional comments.

The overview of the surveys' questions and analysis can be visited in Appendix 7.

Online semi-structured interviews

Due to the COVID-19 situation in Denmark at the time of conducting this research, online semi-structured interviews have been chosen as one of the methods for collecting the qualitative data. The interest for this type of interviews, especially in qualitative research, comes from the interviewees' opportunity to express their opinions better than they would do in a structured interview Al Balushi (2016). Also, Kvale and Brinkman (2009) stress that the meaning of semi-structured interviews is to capture themes from the mundane through the participants' viewpoints. The interviewer not only records and interprets what has been said, but he is also focusing on how it has been said (Al Balushi, 2016). For example, sometimes the interviewees will pause to think if a question took them by surprise, or they would laugh, tell a joke, change the tone of their voice depending on the sensitivity of the question, or even become defensive or sarcastic.

The most common semi-structured interviews are the ones performed face to face, followed by the ones done online, which have the advantage of accessing large geographical areas, as anyone in the world can be interviewed if they have a phone and a computer (Al Balushi, 2016). Also, the interviews are usually more convenient for the participants and sometimes can be easier for the researchers to reach out to key informants and increase participation (Janghorban, Roudsari & Taghipour (2014).

However, the disadvantage of using online interviews is in terms of the visual and non-verbal hints (facial expressions, gestures, body language), which are more difficult to capture when only a "headshot" is seen on a screen (Al Balushi, 2016; Janghorban, Roudsari & Taghipour, 2014).

Additionally, this kind of interview combined with the abductive approach offered the researchers flexibility, since it allowed them to constantly adjust and adapt the questions when

it was necessary. For example, they were able to change the order of the questions when needed or incorporate two questions in one. They could even add or take out questions when relevant depending on what the interviewee was revealing during the interview. Moreover, the researchers were able to ask casual questions as well, which were meant to encourage the interviewees to talk and open up without any constraints (Janghorban, Roudsari & Taghipour, 2014).

For example, during the interview with Thomas Harrison from Uniworld River Cruises, the researchers found out that the interviewee launched a startup during the COVID-19 pandemic in Denmark together with other shareholders, which triggered curiosity and led to the following additional questions: *“It's super interesting that you launch something in the middle of the pandemic. Can you tell us more about your entrepreneurial approach to business in times of pandemic? What made you go in this direction and what were the factors that influenced you to start this?”* As the approach of private actors working in tourism is highly relevant for this study, the above question was a good fit during the interview. Also, when trying to go deeper into the topic and find out more details, the following questions emerged: *“So you say that you could anticipate what is coming?”* and *“Have you taken into consideration or looked into the shifting of consumer behaviour during the pandemic and adapted your offerings based on that as well?”*

For further reading, the entire interview can be found in Appendix 8.

The online interviews for this study were conducted between March and April 2021 on Microsoft Teams. The data consists of 6 semi-structured interviews, of which 4 were conducted with representatives from DMOs across different regions in Denmark (Copenhagen, Zealand region, Odense and Aarhus), which are directly involved and responsible for the tourism development in their area of jurisdiction.

The last 2 interviews were conducted with representatives from private companies (SAS Cargo and Uniworld River Cruises), which are operating in the tourism industry and are therefore directly affected by any changes in the sector.

The purpose of the interviews with the representatives from DMOs across Denmark was to find out how people are affected by the pandemic on a personal and professional level, to understand how the organization or company that the interviewees were working for was dealing with the situation, what were the recovery strategies developed during each wave of the pandemic, their approach to resilience, and how the tasks of the interviewees changed due

to the crisis. Besides, their opinion on consumer behaviour and tourism in Denmark was gathered, to see if a connection could be identified with the recovery of tourism and resilience.

Moreover, the interviews with the representatives from the private companies had more or less a similar approach, but few adjustments were made. For example, Jens Muller, the first interviewee from the public sector was asked: *“Are you working on a strategy as a part of tourism recovery? If yes, can you tell us more about it?”*, whereas Thomas Harrison, who was the last respondent from the private sector got these questions instead: *“How did Uniworld respond to the COVID-19 crisis and what was the initial recovery strategy?”* and *“After the second wave of the pandemic what was the recovery approach and did anything change compared to the first time?”*.

The questions were slightly different, since the respondents working for DMOs were directly involved with the development and recovery of tourism, and the ones from the private companies weren't responsible for tourism development but concerned with business development in the sector during the pandemic.

Also, it is important to mention that there is a clear difference between the first and the last interview conducted. At the first interview, the researchers followed the guide more, whereas, at the last interview, the conversation went more like a discussion, which gave space for extra questions. It was a continuous learning process, and with each interview, the researchers became better at conducting interviews, an aspect that can be observed when reading through all the interviews.

The limited number of interviews was due to the lack of responsiveness, time, or desire to participate in the study from the potential respondents. The main plan was to interview representatives from all the regions in Denmark and people working for small, medium, and big tourism companies. These aspects, together with more reflections, are further discussed in the “Limitations and reflections” sub-section of this chapter.

However, the interviews have not been the main source of empirical evidence, as the researchers have used different methods of collecting data, to get a holistic view on the topic and be able to answer the research question. Yet, a higher number of participants would have been ideal, as many interesting aspects were uncovered during the interviews.

Each interview took on average approximately one hour, was audio recorded, the most relevant parts were transcribed, and each transcription covered around 12 pages.

All the participants felt comfortable having the meeting online on Microsoft Teams and the advantage of this was also in terms of accessibility, as it was easier for the researchers to reach out to people living in different regions in Denmark.

Before the interview, the participants received a guide with the questions and a consent form on the email that they had to read, approve and sign. Getting the interview guide beforehand helped them to prepare for the meeting in time and know what to expect during the interview. The researchers informed them also that the questions might change or be adapted during the conversation.

The topics discussed during the interviews emerged from the answers collected through the consumer survey, the secondary data sources, and the ethnographic observations.

The interviews with the representatives from DMOs across Denmark covered the following topics:

- Professional background
- Impact of the COVID-19 crisis on a personal and professional level
- Response of their organization to the COVID-19 crisis (impact, recovery and resilience)
- Tourism in their region in the summer of 2020 and expectations for 2021
- Consumer behaviour in Denmark in times of pandemic
- The role of consumer behaviour in the development of resilience strategies and repurposing of tourism in their region
- Resilience approach in their organization
- Future perspectives (the outcome of the pandemic and tourism in Denmark)

The interviews with the representatives from the private companies covered the following topics:

- Professional background
- Impact of the COVID-19 crisis on a personal and professional level
- Response of the company to the COVID-19 pandemic in the first and second wave (impact, response, recovery, outcome of the recovery and resilience)

- Changes and learnings at the professional level
- Consumer behaviour in Denmark in times of pandemic
- Future perspectives (the outcome of the pandemic, the tourism industry, the future of the company they work for, their professional future)

The reason why it was decided to interview people representing DMOs and private businesses in tourism was because of the different approaches that they might have on consumer behaviour and resilience. For example, the interviewees working for the DMOs were most concerned with the recovery and development of tourism, whereas the participants from the private sector were mostly preoccupied with the survival of the business and the future with a special focus on adaptability. Also, the participants from the DMOs did not see to a high extent a connection between consumer behaviour and resilience, whereas the interviewees from the private companies recognized an important role of consumer behaviour for the future of the businesses they are working for. Even though the number of respondents is low, the above-mentioned aspects were taken into consideration and strengthened with the facts gathered from the other secondary data sets.

Purposive Sampling

When selecting the participants to conduct the interviews for this study, purposive sampling has been used, which is a non-probability type of sampling (Bryman, 2012). Through this type of sampling, the researchers have selected the context and participants strategically, to answer the research question. Also, taking into account that this study employs a mixed-methods design, the results of the survey have been used as the foundation for the selection of a purposive sample (Bryman, 2012).

Thus, the results of the survey indicated a clear shift in consumer behaviour in Denmark and a desire from the majority of the respondents to travel within the country in 2021. Based on their expectations from tourism businesses and their increased interest to travel domestically, the researchers of this study were able to identify the context and the interview participants.

Hence, it was relevant to look at different businesses and organizations operating in the tourism industry, since this approach gave an idea of how these sectors are tackling and recovering from the COVID-19 crisis in Denmark. Based on these contexts, the participants were carefully

selected from various DMOs across the country responsible for tourism development, and from private businesses respectively, which rely on tourism, to flourish in the market.

Based on the contexts mentioned above, a total of 27 potential respondents belonging to one of the groups mentioned were contacted through email and LinkedIn (the entire list can be seen in Appendix 4). The targeted respondents were chosen based on their role and attributes in regards to tourism in Denmark or to their knowledge of the strategic plans of the businesses they operate for. Moreover, the interviewees were found on the DMOs webpage, LinkedIn, personal connections, and recommendations.

In the end, a total of 6 interviews have been conducted, 4 with representatives from DMOs and 2 from tourism businesses. However, this sample was selected based on the voluntary desire to participate. In many cases, the selected participants were asked to redirect the researchers towards other people, who might have an insight into the topic and will be willing to assist in the study.

Respondent sample

The four representatives from the DMOs were two males and two females, and all of them were Danish. The two respondents from the private tourism businesses were two Danish males.

However, it is important to mention that the representative from SAS preferred to keep his confidentiality, and therefore, the name used in his case is fictional.

Respondent	Position	Organization	About the organization
Jens Müller	CEO	Destination Sjælland	Destination Sjælland is the destination company for the West Coast of Zealand, which covers Holbæk, Kalundborg, Odsherred, Slagelse and Sorø municipalities. The company's purpose is to develop tourism and market at the destination https://destinationsjaelland.dk/en/

Jakob Christian Ipland	Head of Copenhagen TravelLab	Wonderful Copenhagen	<i>Wonderful Copenhagen is the official tourism organisation of the Capital Region of Denmark, working to promote and develop both business and leisure tourism.</i> https://www.wonderfulcopenhagen.com/
Liselotte Nis-Hanssen	Partner & Service Director	VisitAarhus	VisitAarhus is the Aarhus region's official tourism organization (DMO), which covers the city of Aarhus as well as the surrounding cities and areas Djursland, Favrskov, Silkeborg, Skanderborg, Randers and Viborg. The destination collaboration was formed by the organization VisitAarhus in 2019 and today includes eight East and Central Jutland municipalities. VisitAarhus is a business foundation that aims to help develop tourism, market the destination as a destination for holiday and business tourists and contribute to tourism in the area creating results locally, regionally and nationally. https://www.visitaarhusregion.com/covid-19
Sofie Schäfler	Guide Service Coordinator	VisitOdense	Visit Odense promotes tourism in the city of Odense. Odense is the main city of the island of Fyn and the third-largest city in Denmark, and the hometown of Hans Christian Andersen, known for his fairytales. https://www.visitodense.com

Table 1 - List of participants from DMOs

Respondent	Position	Organization
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Mads Petersen	Manager Airside	SAS Cargo (Scandinavian Airline System Denmark-Norway-Sweden)
Thomas Harrison	Sales Director	Uniworld River Cruises

Table 2 - List of participants from tourism businesses

Ethnographic observations

Besides the methods discussed earlier, ethnographic observations have also been used for this study, since the complexity of the topic required various and diverse perspectives on the investigated matter.

Ethnography encompasses four principles, the first one being the study of behaviour in ordinary situations, and for the second principle, Elliott & Jankel-Elliott (2003) stress that “*no adequate knowledge of social behaviour can be developed without an understanding of the symbolic world of the subjects of study, seeing the world through their eyes and using their shared meanings, the empathetic process of verstehen*”, which can be acquired through the understanding of the used language (p.216). Moreover, the third principle refers to the importance of a long-term presence in the field, which allows experiencing important moments in the ordinary life of consumers. Finally, the fourth principle highlights aspects of cultural life, through which “walking in people’s shoes” helps the researchers to get a grasp on the cultural/symbolic meanings and “local rules” (Elliott & Jankel-Elliott, 2003, p. 216).

Thus, as part of ethnographic observations, non-participant observations and casual conversations have been used, where field notes and photographic and videotaped information has been utilized as data recording methods (Elliot & Jankel-Elliott, 2003).

Non-participant observations

As one of this study’s researchers has been working at a clothing store during the COVID-19 pandemic in Denmark, which is situated in the centre of Copenhagen, various non-participant observations have been made on consumers’ behaviour for over a year during different periods,

from March 2020 until May 2021. Her experiences and insights have been conveyed into a narrative, which takes the form of a personal analysis, Marta, who has lived and worked close to Danish consumers during the pandemic. The narrative shows her perception of people's behaviour and the impact that the crisis has had on her personal life as well.

Additionally, to support the narrative, the researcher has also been taking pictures, notes and even recorded videos on her way to work sometimes. This approach offers a unique perspective, which can fall in the category of “interpretive” ethnography, where daring interpretations are being made (Elliot & Jankel-Elliott, 2003)

The personal analysis and the recorded ethnographic observations can be visited in Appendix 14.

Casual conversations

Throughout the research process, the authors have also engaged in various conversations with people in their network related to consumer behaviour in Denmark, the recovery of the tourism industry and resilience. The aim was to trigger honest opinions and get as “*experience-near*” as possible by enabling a relaxing setting through which the informants were able to have control over the conversation (Elliot & Jankel-Elliott, 2003, p. 217).

Moreover, even if notes have not been recorded during these conversations, their importance is incontestable, since they helped the researchers to round their reflections and understandings of the topic. Thus, by discussing the topic with various people, the authors of this paper were able to further reflect on the acquired knowledge.

Secondary data

As mentioned at the beginning of the methodological chapter, secondary data has also been collected to acquire a broader understanding of the investigated topic. The method used for collecting the data was desktop research, and the information gathered was mainly from statistics released by official and trustworthy sources, such as “Dentsu Denmark”, “McKinsey&Company”, “Santander Portal”, “Statista”, “VisitDenmark”, “Danmarks

Statistik”, “European Commission”, “OECD”, etc., and online news articles from sources such as, “TheLocal”, “TV2”, “BBC”, etc.

Moreover, the researchers participated in three webinars (“*Behavior-Smart Thinking: how knowledge about human behaviour can inspire innovative thinking in tourism*” from 4th of March 2021, *ATLAS Webinar: “And afterwards what? Smart Tourism, future challenges*” from 20th of April 2021 and “Future of Tourism Coalition: Local and Sustainable Supply Chains” from 6th of May 2021), which helped in broadening the understanding of the topic and further reflect on discussed matters.

Also, for an extensive overview and understanding of the consumer behaviour in Denmark during the pandemic, an analysis of the Danish consumer was necessary, which was extracted from Santander Trade Portal, a secondary data source used in connection with the present study, which can be visited at Appendix 1.

In connection with the effects of the COVID-19 pandemic on Danish consumers, two surveys have been investigated with the purpose to strengthen and supply the data collected from the questionnaires conducted for this study.

However, even though consumer sentiment analysis and surveys have been done at a larger scale in the country by various companies, organizations, professionals and researchers since the pandemic started, the newest statistical study found on consumer behaviour was from 23rd of February 2021, and it is only emphasizing the private economy and finances of people in Denmark during the COVID-19 crisis (YouGov Denmark, 2021). Yet, only two relevant surveys have been found and used for this research. The first one is from McKinsey & Company (Danish consumer sentiment during the coronavirus crisis), which was released on the 29th of May 2020, and the second one is from Dentsu Denmark (Change in consumer behaviour in Denmark during Corona), which was conducted in the weeks 12 to 15 of 2020 (end of April until the beginning of May) (Dentsu Denmark, 2020; McKinsey & Company, 2020).

Thus, one of the objectives of this study is to supply the already existing knowledge and uncover elements that have not been taken into consideration previously, such as investigating both Danish and international residents. Yet, the surveys for this research have approached the topic in a complex manner as well by looking into how people felt during the pandemic, their views on the measures taken by the Danish authorities and their own opinion on people’s

behaviour during the pandemic, which are details that have not been covered by any other studies found so far in Denmark.

The first survey from Dentsu Denmark was conducted for 6 weeks from the end of April to the beginning of May 2020, it had a sample size of 4000 respondents and it targeted people between the age of 16 to 74. The topics covered were: consumer attitudes, concerns, general shopping habits, summer holiday, brand communication and post corona (Dentsu Denmark, 2020).

The second survey from McKinsey & Company was conducted from the 21st to the 24th of May 2020, it had a sample size of 606 respondents with the age from 18 years old and up. The topics covered were: confidence in the country's economic recovery after COVID-19, overall sentiment, income and spending, general shopping habits, activities, concerns and routines (McKinsey & Company, 2020).

Data analysis

The two surveys distributed to consumers in Denmark have been analyzed both individually and jointly. An analysis of all the results in each survey has been made, and after that, main conclusions have been drawn by comparing the results from both questionnaires. For an overview, see Appendix 5, 6 and 7.

Subsequently, thematic analysis has been used when analyzing the interview transcriptions, which is a qualitative data method employed for classifying, analyzing, categorizing, describing and informing themes within a data set (Nowell, Norris, White & Moules, 2017).

The first step in analyzing the data from the interviews was to get familiar with the transcription, and thus, the texts have been read several times. The second step was coding, which in qualitative research is a multilayered process, which means that each action of coding is connected with the previous one. Thus, in the stage of open coding, similar phrases, ideas and patterns have been identified from the transcribed texts, while in the stage of axial coding, main keywords were connected and categorized with the purpose to identify the main themes and sub-themes. Lastly, core categories were chosen, which encapsulate the essential idea with the strongest explanatory power (Nowell, Norris, White & Moules, 2017; Stuckey, 2015)

An overview of the coding procedure can be seen in the transcription of each interview, which can be found in Appendix 8-13.

Reliability and validity

When using diverse methods to investigate the same issue, repeated patterns or dependable connections can be identified between variables. Hence, these results do not rely on one type of data source or measurement (Abowitz & Toole, 2010).

Therefore, the quality of this study depends on its reliability and validity. Reliability is usually of greater importance when quantitative data is present, and it refers to the replication capability of the study's results by someone else. Moreover, regarding qualitative data, reliability can be granted through the participation of more than one researcher in the process of collecting and analyzing the data (Bryman, 2012).

Consequently, it could be confirmed that this present study is reliable, as the results of the quantitative data offer the possibility to be replicated, and two researchers have been working together throughout the entire investigation.

Furthermore, validity is another pivotal element, which deals with the integrity of the conclusions that emerge from the study (Bryman, 2012). Hence, in mixed methods research, validity has been a debatable topic among the scholars with most of the discussions focusing only on research design, certain threats, research method and quality implications, which means that the emphasis on validity per se has not been prioritized (Long, 2015). However, Smith & Heshusius (1986, p.4) stress that all the above elements mirror the "logic of justification" in research, but they do not represent the nucleus of logic (in Long, 2015, p. 204).

Habermas' critical theory and validity claims

Thus, the validity of this present study focuses on Habermas' critical theory, such as TCA (The Theory of Communication Action) and validity claims. First of all, epistemology lies at the core of Habermas' theory, which is used in the broader sense of critical epistemology (Carspecken, 1996, 2003) rather than in the traditional sense (in Long, 2015). Hence, critical epistemology is concerned with questions of meaning, comprehension, truth and power. Also, the connection between critical epistemology and ontology is pragmatic, which means that "doing/claiming implies being" (Dennis, 2013, p. 30, in Long, 2015, p. 205).

Nevertheless, a detrimental viewpoint when conducting mixed methods research is the subsistence of different realities: subjective, objective and intersubjective (Long, 2015).

Having the departure point in Habermas' theories, truth prerogatives emerge from communicative actions and are being interpreted into validity claims, which are objective, subjective and normative (Long, 2015).

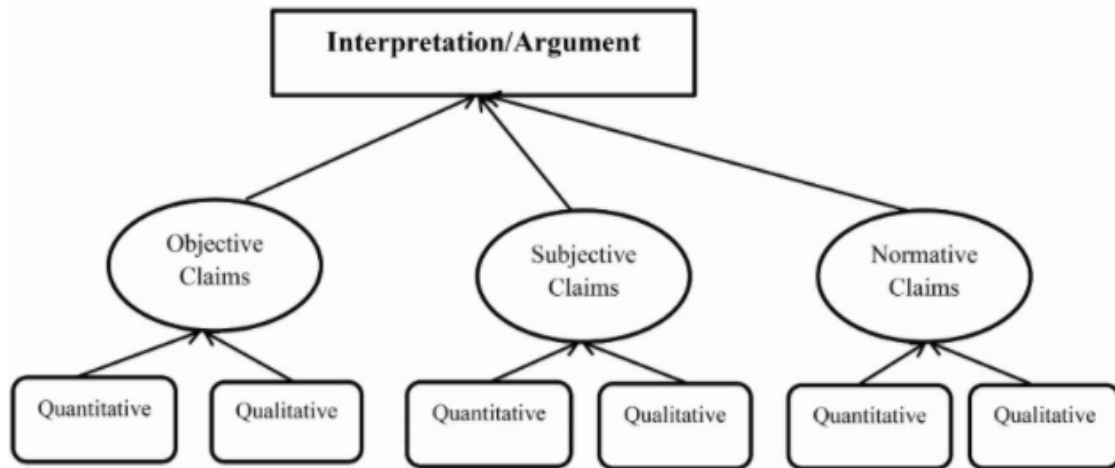


Figure 4 - Validation process interpretation (Long, 2015, p. 209)

As this present study deals with quantitative and qualitative data, the validity claims become the centre of the validation process, more than the research design and method. As it can be seen in Figure 4, at the epicentre of this procedure is interpretation or argument, which represents the goal of conducting the study. Thus, when backing up these arguments or interpretations, the three types of validity claims come into play, which are the products of qualitative and quantitative elements of the research (Long, 2015).

The objective claims are concerned with the elements of the physical world and are linked with the third-person standpoint, which in this study emerge from observations and measurements. Furthermore, subjective claims denote the things from the internal world, such as “*how I feel, desire, and think*” (Long, 2015, p. 207). These types of claims are interconnected with the first-person viewpoint and suggest the world through experience, which is inaccessible by other people. Thus to be validated, they need to be confirmed (Long, 2015).

For example, in this study, the subjective claims are made by both the survey respondents and interviewees when expressing their opinions and feelings. Therefore, the researchers can choose to believe or not their prerogatives, but they cannot say that the subjects are not telling the truth, as the researchers do not have access to people's emotions (Long, 2015).

Finally, the normative claims are linked with norms and values from the social world. More clearly, they deal with what is right, wrong or appropriate, it is linked with the second-person viewpoint, and "concerns the nature of our world" (Carspecken, 1996, p. 83, in Long, 2015, p. 208).

Consequently, all the three claims presented above are in inter-dependency, which means that they cannot subsist individually (Long, 2015).

For example, an objective claim could be that people are partially following the measures implemented by the Danish authorities during the COVID-19 crisis, while the subjective prerogative could be that you are affected by the measures and the normative claim would imply that "I should follow the implemented measures". Thus, the interpretations resulted from these claims and they can only be comprehended together and not separately.

As the validity aspect is of great complexity in mixed methods research, Habermas' theory is challenged by scholars. For example, Teddlie & Tashakkori (2003) suggest that the use of the word validity in mixed methods studies might prove ineffective and what could be acceptable, according to Onwuegbuzie & Johnson (2006) to both quantitative and qualitative researchers is the term legitimization. However, this recommendation does not imply that it is wrong to use the term validity, but in the context of a general evaluation of mixed research studies, legitimization could be an appropriate replacement, even though this theory is still in its infancy and requires maturity. Thus, legitimization is understood as a process and not as a consequence, and it should be used throughout the entire mixed research process (Onwuegbuzie & Johnson, 2006).

There are nine types of legitimization (*sample integration, inside-outside, weakness minimization, sequential, conversion, paradigmatic mixing, commensurability, multiple validities and political*) from which one applies to the present study: weakness minimization (Onwuegbuzie & Johnson, 2006). This form of legitimization was used when weaknesses from one method were balanced by the strengths from another method. For example, as the consumer survey results were based on a limited number of respondents, ethnographic observations, the

answers from the interviews and the analysis of other statistics and online surveys strengthened and completed the arguments, which ultimately led to stronger and more plausible conclusions.

Finally, the authors of this study have considered Habermas' approach and legitimation relevant and applicable elements when discussing the validity of the research.

Limitations and Reflections

During the research process, several limitations have been encountered. Firstly, the small sample size from the surveys and interviews influenced the study and the overall results. The limited sample size impacts the precision of the collected data, and therefore, it should not be employed as a definitive source of information, but more as a foundation for further research (Business Research Methodology, 2021).

Hence, the limited number of survey respondents and interviewees affected the diversity that was initially desired by the researchers at the beginning of the study.

In the case of the survey, people have been approached mainly through social media, mainly Facebook groups. As many of these groups were private and have specific rules, the researchers were constrained in distributing the surveys through those mediums. However, what proved to be very efficient was to contact the possible respondents through private messages and through friends and acquaintances, who will also share the questionnaires further with people from their network. Besides, it has been observed that the people contacted directly and through connections were generally more engaged with the topic and gave detailed answers compared to random participants from Facebook groups or LinkedIn.

Another aspect to mention here is that at the beginning when the surveys were distributed, the time of completion has not been specified in the description, which could have been also one of the reasons why people didn't complete the survey until the end. Nevertheless, this aspect has been revised after a respondent suggested specifying the amount of time that people need to allocate for participating in the study.

Secondly, most of the survey respondents were young people, mostly females, who were in a relationship as well, with or without children. Participants under the age of 18 and above the

age of 60 were difficult to approach, as they are not normally part of the Facebook groups that were used or LinkedIn. The same applies to the elderly, together with difficulties in completing a survey through a website. One of the elderly respondents who have been contacted mentioned that she found it difficult to complete the survey, as she needed a computer and to perhaps be more technologically skilled.

Subsequently, the heterogeneity of the population is also of high relevance here, as people from the entire country of Denmark were targeted for the survey. Thus, a larger sample would have been needed, to reflect the varied population (Bryman, 2012).

For the interviews, respondents from all over Denmark have been targeted, and in total, 28 people have been contacted to participate in this study (overview in Appendix 4). However, as presented in the “Data collection” sub-chapter, only 6 interviews were conducted. The lower sample size here was due to the low response rate or unavailability of the desired participants. Additionally, the potential interviewees have been contacted mainly through email and LinkedIn. The aim was to cover DMOs from all regions across Denmark and business representatives from large, medium and small size companies. In the emails, the research topic was briefly presented and the reason why their contribution will be relevant and helpful to the study. Also, they were invited to complete the consumer survey as well and they were offered the possibility to receive the final project if they were interested.

Some of the contacted people seemed willing to participate and agreed to do so, but they never wrote back, even after following up on emails. Others, on the other hand, did not have time for an interview or they did not reply at all. Nevertheless, few redirected the researchers towards other possible interviewees from their organizations or even from other businesses. Important here to emphasize is that most of the interviews happened through recommendations since it is very difficult to reach out to people and grab their attention during these turbulent times for the tourism industry in Denmark when everyone is generally very busy.

Thirdly, another limitation was also related to the online interviews. As the COVID-19 situation made it harder to meet the participants in person, the discussions took place online, which sometimes was a challenge due to the internet connection and background noises. This aspect made it very difficult for the researchers to transcribe some of the interviews, and the process took considerably longer than it would normally take without the impediments. For example, one of the interviewees talked while taking a walk in nature, and the connection was

poor sometimes or the wind was making it difficult to understand what he was saying. Also, as most of the respondents were mainly native Danish speakers, it was difficult to express themselves naturally and flawlessly, as they would do if they were speaking their language. Thus, this aspect has influenced the interpretation of the given responses, even though best efforts were made to understand and transcribe what was said. Some sentences have been lost as well due to the internet connection and phrases could have been lost in translation or interpreted in the wrong way.

Finally, as the interviews were also covering sensitive and personal topics, an interviewee bias might have happened, as perhaps some of the participants avoided revealing some negative aspects due to their professional status. Therefore, it is possible that some things were missed, which might not give a complete picture of the situation.

Nevertheless, these limitations have not interfered with the validity claims discussed in the previous sub-section.

Ethical considerations

In terms of ethics, the survey respondents and their answers were kept anonymous, and one of the interviewees preferred confidentiality to his name, so he was given a fictional name.

Also, before the interviews, the participants were informed about the research and its purpose, and a consent form was sent to all of them before the interview, which they had to agree and sign. A consent form is an important aspect of social research, as it gives the advantage to fully inform the participant about the nature of the research and the implications of their participation. Besides, the researchers keep a signed record in case any concerns are being raised by the participants or other people (Bryman, 2012).

Moreover, the name of the clothing store presented in the persona analysis narrative was kept anonymous, as one of the authors of this paper is the embodied person, and she also works at that specific store, where the observations were mainly made.

Analysis

This chapter of the paper challenges the findings of this research with relevant literature and data collected from secondary sources, in order to explore and gain further knowledge on the issue at stake. Main themes identified from the interviews, the results of the surveys and the ethnographic observations are going to be discussed in relation to the impacts of COVID-19 crisis and resilience approaches from the perspective of tourism businesses and organizations, and consumers in Denmark respectively.

Tourism businesses and organizations during the COVID-19 crisis in Denmark

This subsection seeks to explore and identify the consequences and effects of the COVID-19 crisis on businesses and organizations within the tourism industry in Denmark. Thus, the discussion is based on the findings from the empirical data collected for this study from 4 DMOs and 2 tourism businesses across Denmark, the data from the secondary sources and relevant literature, which together will strengthen the already existing knowledge and answer the first part of the research question: **“How is the tourism industry in Denmark being reshaped during the COVID-19 crisis (...)”**

The effects of the COVID-19 crisis on Danish tourism businesses and organizations

In order to understand how the Danish tourism industry is being reshaped during the pandemic, it is essential to discuss the risks and effects caused by the COVID-19 crisis on tourism businesses and organizations. However, it needs to be emphasized, as also mentioned in the “Data collection” sub-section of the “Methodology” chapter, that the reason why this study aimed at approaching DMOs and private tourism businesses in this research, is because both entities have different roles when it comes with the development of tourism in Denmark. The DMOs are directly responsible for the advancement of the industry, whereas the businesses are operating in the sector, but they are more concerned with generating profit for themselves.

The main aspects identified from all the six interviews conducted with the DMOs and tourism businesses in Denmark in relation to the impact that the COVID-19 crisis has had on them were

in terms of change, survival, and uncertainty. Change appeared as a consequence of the crisis, which led to survival and adaptation as the ultimate option for businesses and organizations, while uncertainty created insecurity and represents the outcome of the pandemic since no one knows when it will be over and when everything will return to some kind of normal. Thus, given the uncertainty of the new virus and the possible fatal results, the fear of a pandemic can create panic in the society, which is going to affect both businesses and people (Zheng, Luo, W. Ritchie, 2021).

After talking with the representatives from the DMOs and tourism businesses, the researchers were able to identify the above-mentioned impacts that the COVID-19 crisis brought upon the participants of this study. For example, in order to survive and adapt to the change, they had to make restructurations, lay off employees or send them home, which in some cases was with only half the salary. Hence, while some organizations and businesses have withstood the storm others are still trying to stay afloat.

Consequently, Alonso-Almeida and Bremser (2013) indicate that businesses that focus on reducing costs behave worse during a crisis, as cost-cutting measures (e.g., implementing redundancies, reducing service offerings) can affect a business' competitive position in a long term (in Ritchie & Jiang, 2019).

In connection to this, the interviewee from SAS Cargo emphasized that the company did not expect the COVID-19 crisis to kneel the business, especially when SAS handled successfully many crises before and it was thriving at the time when the pandemic hit. Therefore, the company was forced to take drastic measures.

“After the third day of the press release, we were sent home for two months (...) Then we restarted slowly with 30 employees only and two managers working part-time, and receiving only half of the salary for some months. (...) This company is pretty good at handling those small crises, but this one was out of the league. (...) In January 2020 we had the best January in the company's history. It was a good way to start the crisis because we earned a lot of money. But the fall was magnificent, very hard. From totally up to totally down. (...) half of the employees, half of the managers, half of everything had to leave the company. They had to lay off 400 people, just the employees, and I think around 50 or 60 different managers and no one knows who is going to be in the company within a year.” (Mads Pedersen, Manager Airside SAS Cargo)

Overall, survival has been approached differently across the tourism industry in Denmark, as it was discovered through the interviews. For the private companies it was important to save money and act strategically in order to survive the period, while for the DMOs it was necessary to rethink and reshape their strategies and focus on helping other tourism businesses to survive, but also to find ways to promote Danish tourism to nationals. Therefore, local tourism was primordial, especially in the summer period of 2020.

Subsequently, according to Henderson (1999), the DMOs are especially essential in ensuring that there is communication throughout the crisis with the main stakeholders involved in the recovery, and they are working on the development and implementation of recovery from the crisis using marketing activities (in Blackman & Brent., 2007).

In connection to this, Jakob Ipland, the interviewee from Wonderful Copenhagen, highlighted that the most important thing for the organization is to challenge their business as usual and find ways to stimulate cooperation across the industry.

“Therefore our plans now are to try and restart tourism. It's not like going back to where we came from... it is about trying to get or just rethink both ourselves and the organization, but also how the industry collaborates.” (Jakob Ipland, Head of Copenhagen Travel App, Wonderful Copenhagen)

Moreover, Jens Muller, the interviewee from Destination Sjælland stressed that the DMO's main focus during the pandemic is on domestic tourism and collaboration as well.

“(...) our main focus has been and also will be for 2021 and 2022 on Danish tourists and trying to get them to come to our area. (...) We work a lot with our companies, trying to develop new products and trying to adjust their business plans.” (Jens Muller, CEO, Destination Sjælland)

However, the interviewee from Uniworld River Cruises, which is a private company, mentioned that in their case, the survival strategy proved efficient due to their joint collaboration with Travel Corporation, which owns their small cruise company and operates at a global scale.

“They had to put in the overall strategy of ‘survival’. Mainly because money was just pouring out of the company because of the refunds, and immediately from one day to the next it was in complete survival mode. (...) The initial recovery strategy and the following was and is survival. The strategy worked because we have a solid foundation due to the Travel Corporation that owns Uniworld. It is a very solid and very skilled company that is very focused on trade all across the world. So, of course, we have different markets, not just local but worldwide.” (Thomas Harrison, Sales Director, Uniworld River Cruises)

Moreover, the interviewee from SAS Cargo emphasized that in order to survive, the company had to prioritize saving money and reducing costs. Yet, he is not the only interviewee who said that survival was the only thing that kept the company afloat. However, the situation brought by the COVID-19 crisis can be compared with a financial crisis, in the sense that companies typically face a reduction in sales and revenue, which often leads to budget cuts, organizational restructuring, downsizing and layoffs. Most companies are struggling during financial crises and suffer from the aggravated consequences of the market recession and organizational disruption (Carvalho & Areal, 2016).

“The main focus right now is to find every solution that can help to save some money. Not use as many gloves when for the employees or the hearing aid they have on the job. With 800 and now only 400 employees, you don't need the same amount of space. All the extra offices that we have set up at Copenhagen airport, we don't use them anymore. We are out of the rental agreement. So the main focus right now is to try to minimize the spending.” (Mads Pedersen, Manager Airside SAS Cargo)

Even if Zeng et al. (2005) stress that small and medium-sized businesses are in general more unprotected to crisis impacts due to their restricted capacities to minimize the risk, this study argues that this is not always the case. As concluded from the interviews with the representatives from the two veteran companies in tourism (SAS Airlines, founded 1946, and Uniworld Cruises, founded in 1976), both companies were equally affected by the crisis, even though they operate in different sectors, which were one of the most affected ones in the tourism industry. However, Uniworld River Cruises experienced better outcomes during the COVID-19 crisis than SAS Cargo, even though it is a younger and smaller company. Nevertheless, many aspects should be taken into consideration when making this assumption,

such as that Uniworld River Cruises operates under a corporation, which most likely had the resources and capacities to survive, which means that the business might have perhaps been more affected by the pandemic if it was standing alone.

Still, both companies adapted and survived the changes brought by the COVID-19 pandemic. Yet, they still had to face daily challenges and adapt to every new regulation, which can disrupt their recovery strategies.

“It's more or less a daily operation with the challenges that come up every day. (...) We have changed our focus from passengers to cargo. I think they doubled the amount on the flights. That again is one of the strengths of SAS because we are flying cargo, mail and luggage. For example, Norwegian or Ryanair, all those low-cost carriers, only fly luggage so they're even more affected by the crisis than we are.” (Mads Pedersen, Manager Airside, SAS Cargo)

“From a Uniworld perspective and a cruise perspective, we've had to adapt ourselves as well, called holding service, furlough staff. (...) We've had to implement flexible cancellation conditions in order to stimulate consumer demand. (...) consumers can cancel up to 60 days before departure. Instead of losing on normal circumstances, they would lose somewhere between 25 and 50% of what they paid, but we will give them a cruise credit for a future booking. Going back two years pre-pandemic was kind of unheard of but we've had to adapt, I mean we've had to continue to stimulate demand and inspire people to book with confidence.” (Thomas Harrison, Sales Director, Uniworld River Cruises)

The impact of regulations and restrictions implemented by the Danish government

This part of the sub-chapter emphasizes the impact that the regulations imposed by the Danish authorities to minimize the spread of the coronavirus had on tourism businesses and organizations in Denmark, a discussion which is detrimental for understanding how the measures taken affected the adaptability of the tourism actors, who participated in this study.

With an increasing number in the rate of infections, the high speed of transmission and the deadly consequences of the coronavirus (SARS-CoV-2), authorities worldwide have been

forced by the situation to create strict regulations in order to get the situation under control (Sharma, Thomas & Paul, 2021). Therefore, Danish authorities among other countries applied measures such as the lockdown, closing the borders, travel restrictions or “the six-day rule”, which made it difficult for people to travel. Thus, the restrictions resulted in the impossibility for the tourism business and organizations to approach the international tourists, especially to Copenhagen. The measures taken by the authorities to minimize the spread of the virus did not help much with the intent of DMOs to make tourism fruitful. Because tourism is an industry that cannot be maintained without tourist mobility (Sharma, Thomas & Paul, 2021).

In relation to this, Richie & Jiang (2019) stress that DMOs are the ones in charge and responsible to guide the cooperative management and help recover from the crisis, together with tourism enterprises and local tourism organizations (LTOs). Moreover, Cushnahan (2004) believes that the DMOs role is important because the small businesses are unable to analyze possible challenges, create crisis plans, gather knowledge and resources, and form crisis teams, which means that the DMOs have the responsibility to ensure that these businesses are able to survive during crises, such as the COVID-19 (in Richie & Jiang, 2019).

However, according to data fetched by Statista (2021a), the impact of the coronavirus has significantly decreased the number of international tourists in Denmark from January until April 2020, which was due to the travel restrictions and closing of the borders. This has made things difficult for the DMOs and businesses to operate, because as Richie & Jiang (2019) stress, despite the value of proactive planning, the absence of crisis management plans and strategies is evident at all levels of industry and organizations sectors. Some preparations are not actively carried out, but work in response to regulatory requirements or leases with local authorities (Richie & Jiang, 2019).

Therefore, this lack of planning normally leads to negative results, such as redundancies, abandonment of planned renovation and marketing campaigns. Therefore, a well-developed strategy could allow the organization to respond to a crisis faster and more effectively (Richie & Jiang 2019) .

Consequently, Jakob Ipland from Wonderful Copenhagen emphasized that the measures implemented by the authorities deeply affected the organization, as they could not attract tourists to Copenhagen while the implementation of the “six-day rule” was active, and that is because foreign hotel guests in Denmark spend normally around 2.2 nights in Copenhagen, so the enforcement of the 6-day rule was a negative contribution to the bleeding of the tourism industry (DI Business, 2020).

“We had to change the organization immensely, in the sense that before we used the Communications Department, which was focusing on attracting international tourists to Copenhagen. Well, we couldn't really do that anymore. (...) We had the six-day rule (...) so in order to book a stay in Copenhagen, as a tourist from another country, you had to show at the border that you booked six nights, which was a mega problem because the majority of our guests only stay for a weekend. Basically, we had no tourism in Copenhagen last summer. (Jakob Ipland, Head of Copenhagen TravelLab at Wonderful Copenhagen)

As a result, the Capital Region of Denmark, and especially Copenhagen, was hardly affected by the pandemic. By looking at the data collected by Statista (2020), it can be observed that based on the type of the accommodation and according to the number of overnight stays in Denmark in 2020, the most stays were registered in holiday houses and campsites in the period between March to June, whereas hotels experienced almost no overnights for the same period compared to 2019. It can also be seen that July and August 2020 had more tourists who preferred holiday houses and campsites than the previous year (Statista, 2020).

Therefore, from here, the researchers can assume that due to the measures implemented by the Danish government, the nationals were not able to travel abroad as they would normally do, and instead they preferred to escape the crowded city and enjoy their holidays in nature. However, the lockdown kept the hotels' doors shut, which could explain why tourists had to find other means of accommodation. Also, according to an online article from March 2020, the hotels were deeply affected which indicates how much the hotels suffered financially, but also the employees who had to be fired due to inactivity (Finans, 2020).

Hence, according to Jens Muller, the CEO from Destination Sjælland, some other regions, like Vestsjælland, experienced better outcomes as a result of the regulations, and actually, this region had probably the best-unexpected summer ever due to the fact that many nationals booked holiday houses there in 2020.

“The whole industry in Copenhagen will probably take five to seven years for a full recovery if they will ever recover fully because they are very dependent on international tourists. So that just shows you how uneven the results of this pandemic have influenced all of our Danish tourism. Because Copenhagen is only a few kilometres from Slagelse

and we're doing great and they're suffering, They're literally on life support now.” (Jens Muller, CEO Destination Sjaelland)

Subsequently, even if some regions in Denmark were not affected to such a high degree by the crisis, for example the coastal areas, where local tourism received Danish tourists from various regions and cities, the city tourism was no doubt the most affected by the pandemic and the measures taken by the government. The role of the businesses and organizations is more vulnerable during a crisis, and this increased primarily with crowded urban development (Bruneau et al., 2003). Thus, Richie & Jiang (2019) affirm that the tourism industry and mainly international tourism demand are recognized to be vulnerable to crises or disasters.

According to a study from Statista (2021b) on the distribution of overnight stays in Denmark in 2019, coastal and nature tourism received 71% tourists compared with city tourism, which had only 15%. For example, Aarhus, the second-largest city in Denmark was also hardly hit by the crisis, as Liselotte Hansen, the Partner & Service Director from Visit Aarhus told the researchers in the interview.

“We can see we have both Aarhus city break as a product and then we have all the coast and nature. Aarhus is the city that has suffered the most, so we have winners and losers in our area. (...) Aarhus city which was the strongest destination of what we merged, but when meeting conferences and city breaks have had hard times, it was a stroke for our destination too.” (Liselotte Hansen, Partner & Service Director at Visit Aarhus)

However, some representatives of the DMOs believe that there is also something good that has emerged from the pandemic. Their plans and strategies were forced to change in a positive way, thinking more about sustainability. And, although things changed forcibly, it was an adaptation test and a learning process which can be applied for future crises. In connection to this, Ghaderi et al. (2014) argue that organizational learning will better position organizations to learn from crises and disasters and, more importantly, to apply this new knowledge to improve future practices. This does not occur automatically and organizations must take the time to carefully assess all resources and obtain assessment on the productiveness of their strategies and responses (in Richie & Jiang, 2019).

Thus, Richie & Jiang (2019, p.10) consider that knowledge in the context of crisis management refers to *"listening to history and experience to be prepared"* and is considered the key to survival in a changing environment.

"The companies have been working a lot with how to cancel and about their policies. I think that's one of the new things that are so important. It's all about safety and cleanliness and space, but also the terms and conditions. I think it has not been touched for many, many years. It's just quite standard. You do it once and then it's like that. But now every company has been looking at the conditions and standards and needs to be more flexible. And that and I must say, I think that there are some good parts, such as that companies are forced to think of parts of the business that they never questioned. And I think it's healthy. " (Liselotte Hansen, Partner & Service Director at Visit Aarhus)

Thus, Sofie Schäfler, the Guide Service Coordinator from Visit Odense seems optimistic regarding the recovery of the tourism in Odense, since she believes that the pandemic has pushed some new and needed initiatives for the city.

"One of the best things of the whole pandemic is that some of our attractions have been really good at rethinking their offer and doing newer things. We have a smaller attraction here in the city called Odense River Cruise, and they just turned their profit and they just built a lot of new ideas and came up with new events and a lot of different things. This pandemic has actually pushed them to become stronger players in Odense in the tourism sector." (Sofie Schäfler, Guide Service Coordinator at Visit Odense)

Consumer behaviour during the COVID-19 crisis in Denmark

This subsection of the chapter explores consumer behaviour in Denmark during the COVID-19 pandemic by challenging the findings from the different data sets collected for this study with relevant literature and secondary data, in order to generate more accurate knowledge.

Thus, the main objective is to facilitate a greater understanding of the Danish consumers during the pandemic, as this subdivision of the “Analysis” chapter is in inter-connection with the third subsection, resilience, which together will answer the second part of the research question: (...) **what is the role of consumer behaviour in the development of resilience strategies by tourism businesses and organizations?**

Hence, in order to understand the connection between consumer behaviour and resilience, it is detrimental to firstly investigate and discuss how people in Denmark have been affected by the COVID-19 crisis, how they adapted, how they responded to the measures implemented by the Danish government, what are their needs and expectations from tourism businesses and organizations, their behavioural changes and their approach to travelling during the pandemic.

The impact of the COVID-19 crisis on the consumers in Denmark

The COVID-19 pandemic has greatly changed the world, determining consumers to adjust their behaviour and buying habits (Kursan Milaković, 2021). Moreover, the unstable situation has determined people to prioritize health, economic and safety aspects, which forced them to rethink their purchases (Kursan Milaković, 2021).

In Denmark, as mentioned also in the previous sub-section, many people have experienced lay-offs and dismissals since the first lockdown on the 11th of March 2020, and some sectors, such as travel, trading, restaurant and hospitality, have been more affected than others (Statista, 2021c).

Thus, in order to understand how consumers in Denmark have been impacted by the crisis and later on identify their role in the development of resilience strategies by tourism businesses and organizations, the findings from the two surveys distributed to Danish and international people living in the country during the pandemic are going to be discussed and analyzed in connection with relevant data and literature.

The element of surprise at the beginning of this study, in connection with the abductive approach, was to discover that there was little known on the topic of consumer behaviour in Denmark during the COVID-19 crisis at the time when this research was conducted. Also, no other surveys or consumer sentiment analysis approached both national and international residents of Denmark, and none of them looked into how people felt at a personal level and in

relation to how the pandemic developed, how it was handled and how it affected consumers and their expectations from businesses. However, it needs to be emphasized that this assumption is based on what the researchers were able to find while doing desktop research throughout the period when this study was conducted.

Differences between Danish and foreign consumers

As a consequence of the crisis, the majority of consumers in Denmark who took part in this study's surveys have either moderately changed their way of consuming products and services during the pandemic, or either very much. Interestingly, almost 20 percent of the participants in the English survey said that they have changed their consumerism behaviour extremely compared to approximately 7 percent of Danes, who gave the same answer.

Yet, consumers are mostly shopping online during the pandemic and saving more money than before. Also, both categories of consumers have moderately changed their expectations from businesses during the COVID-19 crisis.

Besides, differences have been observed between Danish and international people, as the majority of Danes stated that they are supporting more local businesses and investing more money in house projects, whereas international consumers are more careful about what they spend their money on, but they also support more local entrepreneurs and buy more products and services that have less impact on the environment.

Furthermore, when looking at the studies from McKinsey & Company and Dentsu Denmark (Appendix 2), the findings are similar, as Danish consumers expect to decrease expenses across categories, except for groceries and household supplies, shop more online and spend more time doing home repair and gardening, which confirm the above results (McKinsey & Company, 2020; Dentsu Denmark, 2020). Moreover, Dentsu Denmark revealed also an increased preference of Danes for national brands and the local environment during the pandemic (Dentsu Denmark, 2020).

The findings were predictable to a certain degree, as the economic and social effects of a crisis, such as layoffs, increased housing prices and a decrease in buying power, can trigger significant changes in the purchasing and consumption behaviour of people (Duralia, 2020). As Sharma & Sonwalker (2013) stress, the outcomes of a crisis will be experienced by the consumers at economic and psychological levels (in Duralia, 2020).

However, when transferring this knowledge to the COVID-19 pandemic and the consumers in Denmark, it can clearly be observed that Danes perceived and approached the crisis differently than the international residents, and this might be because financial concerns are not the top priority for the first group, according to McKinsey & Company's findings, which in May 2020 revealed that Danish consumers were concerned mainly by the uncertain duration of the pandemic, overall public health, and the economy, which was their third concern. Besides, they also discovered that most Danes do not feel impacted by the crisis to such a high degree even though one-quarter of the respondents are postponing their purchases (McKinsey & Company, 2020).

In relation to this and around the same period in 2020, Dentsu Denmark's survey uncovered that 75 percent of Danes who took part in the study were mostly worried about their family's health and well being, while 56 percent were concerned about their own health and well being. Moreover, only 37 percent of consumers were worried about their own or their household's economy and 21 percent about losing their job (Dentsu Denmark, 2020). Also, it was found out that Danish consumers were less concerned about the COVID-19 virus towards the end of the second wave of the pandemic compared to the early months of 2020 (Dentsu Denmark, 2020).

Consequently, from the consumer profile in Denmark (Appendix 1), it can be identified that Danish consumers have a high purchasing power, as a result of the increased standard of living in the country, which might explain their limited financial concerns (Santander Trade Portal, 2021).

Accordingly, Skordulis et al. (2018) confirm these findings by stating that during a crisis, consumers become naturally more alert and pay more attention to their purchases, which most of the time can lead to delaying their buying decisions (in Bermes, 2021). Another reason could be related to the benefits of the welfare state, which gives Danish citizens access to free healthcare, free education, various economic benefits, including unemployment support (European Commission, 2020). Besides, during the pandemic, people were entitled to prolonged unemployment benefits, compensation in the case of cuts in their salaries or lay-offs, support for self-employed and freelancers, and students who might have lost their part-time jobs could obtain extra loans on top of their scholarships (Fagbevægelsens Hovedorganisation, 2020).

Though, when looking at the international consumers in Denmark who answered this study's survey, it can be concluded that they have been more affected by the COVID-19 crisis than Danes. One of the reasons why that might be is due to the travel restrictions, which made it difficult for them to see their families. For example, when asked what will be the first thing they will do when the lockdown ends, almost 70 percent of the respondents said that they will travel, and in the open comments section they mainly wrote that they will travel home and see their families.

Another reason for the deeper impact of the crisis on foreign residents in Denmark could be due to job loss or financial instability as a result of decreased social protection compared to the nationals.

According to OECD (2020), migrant employees and self-employed are among the most vulnerable groups during the pandemic due to the fact that most of them work in the hospitality sector, which was one of the most affected by the COVID-19 crisis. Besides, in Denmark, over 40 percent of self-employed people in this sector are immigrants (OECD, 2020). Also, it is important to highlight that 9 percent of the entire population in Denmark is represented by foreign citizens, of which 4 percent come from western countries and 5 percent from non-western ones (Santander Trade Portal, 2021). Moreover, data from the Danish government statistics shows that the majority of the residence permits in 2020 were given for work purposes, studies and family reunification (European Commission, 2021). However, most of these permits were given to EU citizens, while only 1 percent were given to refugees (European Commission, 2021).

Subsequently, foreign citizens, who do not possess a permanent residence permit in Denmark are also more affected financially when facing unemployment during the COVID-19 crisis, since this might affect their long-term security due to the fact that their rights to reside in the country and receive social benefits are dependent on their working status (Social Europe, 2020). Without a job or worthy purpose, they will not be granted a residence permit renewal (Social Europe, 2020). Unfortunately, especially in European countries, the access to social benefits by migrant workers is temporary and highly restricted, which leads to increased poverty and risk of forced repatriation among non-EU immigrants (Social Europe, 2020).

Despite the above, it is detrimental to emphasize that during the pandemic, the Danish government has offered unconditional visa extensions as support to these foreign citizens, but

still, some specific vulnerabilities have not been taken into consideration by policy makers (Social Europe, 2020).

Nevertheless, there is no doubt that both Danish and international consumers who took part in this present research have been affected by the crisis, which inevitably impacted their consumption habits. As Duralia (2020) argues, there is a connection between the decrease in consumers' spending and the decline of confidence during a financial crisis. Also, people will be in general more careful when making purchase decisions during uncertain periods (Duralia, 2020).

Subsequently, as a consequence of the COVID-19 crisis, consumer confidence in Denmark has radically decreased in 2020 after years of continuous growth, according to Santander Trade Portal (2021).

Types of consumers during the COVID-19 crisis in Denmark

Taking into account the above-identified results and approaching them from the perspective of risk perception and aversion during the crisis, the consumers in Denmark could fall into the following typologies throughout the COVID-19 pandemic: panicked consumers, prudent consumers, worried consumers and rational consumers (Duralia, 2020).

The panicked consumers are those who rapidly assess a circumstance as stressful, they have a tendency to overreact and show a considerable repulsion to risk. Therefore, when a crisis strikes, they will be the ones who will decrease their expenditures, switch easily between the brands and products and take decisions based on prices (Duralia, 2020). Hence, this type of consumers can be mostly identified during the first wave of the COVID-19 crisis as resulted from the surveys conducted by McKinsey & Company (2020) and Dentsu Denmark (2020).

Also, when looking at the answers from the survey respondents in this research, there is a big majority of participants who have changed considerably their consumption habits or even extremely, in the case of international consumers. Moreover, the majority of Danes felt constrained by the measures taken all the time, whereas the respondents from the English survey felt compelled to a high degree mostly in the first half of 2020 when everything was new. Also, the majority of Danes were personally affected moderately by the measures implemented by the Danish authorities. In opposition, the majority of foreign residents were

affected very much and extremely by the restrictions and the reason for that might be related to the immigration status discussed earlier in this subsection.

Nevertheless, both categories of consumers said that they adapted fast, which was the second most chosen answer. Besides, the majority of participants in both surveys stated that none of the regulations instituted by the Danish authorities were absurd, and they were only meant to protect them and stop the spreading of the virus.

This means that there was a high level of panic among the consumers in Denmark, especially during the first wave of the pandemic, which automatically impacted their consumer behaviour.

Accordingly, the identification of panicked consumers during the first wave of the pandemic might be attributed to the effects of the virus transmission and conservative policy, as resulted from a study conducted by the University of New South Wales (in Loxton et al., 2020). Furthermore, it has been discovered that the bigger the fear related to a crisis, the more consumers panic (Loxton et al., 2020).

Interestingly enough, the above-mentioned study specifies that panic buying does not have a direct connection with the increase in the number of infestations, but it is affected mainly by legislation and restrictions imposed by governments and it occurs on a short term basis (Loxton et al., 2020).

Taking into consideration that consumer behaviour suffered sudden changes in the initial phases of the pandemic, the majority of the surveys' respondents have been moderately shifting their buying behaviour, which confirms the above argument that the consumers changed their buying habits mainly as a consequence of the measures taken by the government.

For example, in the open comments, the respondents from both surveys mentioned that they did not change their consumer behaviour in a notable way or that they bought less clothes or shoes than usual, or traveled less. All these examples could be linked with the measures taken by the Danish authorities, such as travel interdictions or the closing down of shops during the lockdown. Moreover, other comments were:

“On normal days, I spend most of the money on going out, eating at restaurants and studying at a cafe. So that has changed, since everything is closed.” (Respondent from the English survey)

“I never fancied buying material things, so that did not change at all. Although I used to spend a lot of money on going out, eating out, and hanging out with my friends, which does not happen anymore.” (Respondent from the English survey)

Thus, Duralia’s typology of consumers during an economic crisis does not entirely apply to the consumers during the COVID-19 crisis, as none of this study’s findings pointed towards prudent or worried consumers.

Prudent consumers are the ones who even if they express an aversion to risk, do not believe that they are essentially exposed to it. Thus, they will increasingly look for information before engaging in the decision of making a purchase (Duralia, 2020).

The worried consumers are also aware of the risk they are facing, they accept it and put efforts into planning their purchases cautiously. They are usually loyal to a brand and will consider alternatives only if they offer considerable advantages (Duralia, 2020) .

As seen earlier, the people in Denmark could go into the typology of panicked consumers during the first wave of the pandemic, and afterwards they can be described as being mostly rational consumers throughout the second wave. This type of consumer has an understanding of risk and a minimal aversion to it, and that is why during a crisis, they will not change their buying behaviour significantly and will continue to purchase their preferred products (Duralia, 2020).

The impact of the measures implemented by the Danish government during the pandemic on consumers’ behaviour

As presented in the “Introduction” chapter of this paper, the first case of coronavirus in Denmark was announced on 27th of February 2020 and the first lockdown was instituted on 16th of March 2020 as a consequence of the rapid infestation rate among the population (Marin, 2020).

Thus, from that date, the Danish government began the fight with the pandemic and had to find rapid and appropriate measures to contain the spreading of the virus and to not collapse economically.

Fortunately, on the 30th of April 2020, the Prime Minister declared the pandemic under control and the first strategy successful, which led to a complete reopening of the Danish society (Marin, 2020).

Sadly, following the increase in the COVID-19 cases after the summer, the extermination of the mink population in November 2020 and the rise of the English mutation (B117) cases in Denmark, the second lockdown was declared from the 25th of December 2020 and it lasted until the end of February 2021, when the government announced that the restrictions will be slowly lifted (The Local, 2020a).

Consequently, after Easter, restrictions began to be eased, people continued to get vaccinated and the “COVID-19 pass” was instituted. Also, now, the government expects that the majority of the restrictions will be removed by the end of May 2021 (The Local, 2020b).

Taking into account the development of these events surrounding the pandemic, the researchers of this study were interested in how the consumers reacted and felt during the lockdowns, and whether there is a connection between people’s behaviour and the measures implemented by the Danish authorities. Besides, it was interesting to investigate if consumers agreed with and followed the regulations imposed, aspects that play an important role when discussing the role of consumer behaviour in the development of resilience strategies by the tourism businesses and organizations later on in this chapter.

Hence, as concluded from both the consumer surveys conducted for this study, people in Denmark have been affected differently by the restrictions imposed by the Danish government, and as it was shown earlier (p.), foreign citizens have been more impacted by the measures taken than the Danish nationals on a personal level.

Accordingly, when asked how many of the implemented rules they followed, both Danes and internationals said that they mostly kept their social distance and used face masks in public spaces. Yet, over half of the respondents in both English and Danish survey said that they did not meet more people than the maximum number allowed, while almost 54 percent of internationals said that they were in the same entourage of acquaintances during the lockdowns and a bit more than a quarter answered that they did not follow all the rules entirely. Comparatively, almost 20 percent of the Danish participants did not fully respect all the restrictions.

Therefore, it can be concluded that not all the respondents overall complied with the rules implemented by the Danish authorities, which can explain the increase in the number of infestations, especially after the first lockdown.

Even though the measures taken constrained most of the people, the majority of the respondents from both surveys believe that none of the regulations instituted were absurd, and they were only meant to protect them and stop the spread of the virus. Also, the respondents agreed that the government reacted fast and took the right decisions.

Furthermore, when investigating the ethnographic observations (Appendix 14), it can clearly be observed that there is a discrepancy between the results of the surveys and what has been witnessed in Copenhagen in terms of consumer behaviour. For example, in the central area of the capital city and especially where the shopping stores are on “Strøget” street, it has often been observed crowds of people, long queues at the entrance of shops, people without face masks inside the stores and individuals who did not keep their distance in public. These observations were made after both lockdowns and patterns of the same behaviour were noticed.

Thus, this behaviour can be linked with the impact of the lockdown on people, which might have triggered an increased need of coming out of isolation and purchasing products and services after shops were allowed to open again. In connection with this assumption, through the consumer surveys conducted for this study, it was identified that most of the respondents felt mainly inactive and bored during the lockdown periods. However, when asked what will be the first thing they will do when the lockdown ends, the majority of the internationals said that they will travel, while Danes said that they will visit their families and friends. Also, both Danes and internationals missed going to restaurants, but they stated that they will continue to be careful and follow the rules.

In connection with the above findings and in relation with the literature on the impact of public policy on people’s behaviour, the measures instituted by the Danish government were not only the result of the infected cases, but also triggered by people’s behaviour during the pandemic in the sense that the more individuals did not respect the rules, the worse the situation got, which determined the authorities to take more drastic measures. Therefore, the regulations served the purpose of tackling the negative outcomes of the pandemic and changing the behaviour of people (Tummers, 2019). But of course, the regulations could only be successful

if there is support from the key stakeholders, such as the politicians, implementing organizations and citizens (Tummers, 2019).

So, the Danish government has strategically implemented policies that will not only ensure the obedience to the rules, but also to provide direct and indirect support to both individuals and businesses during the crisis. For example, governmental help came from tax measures, such as payment deferrals and rate reductions, employment related measures, such as state compensation schemes, training, economic stimulus measures, such as loans and moratorium on debt repayments (KPMG, 2020).

Even though the main focus was on supporting entrepreneurs and VC-firms, compensating businesses for salaries, fixed costs and sick leave, and public investment (KPMG, 2020).

Subsequently, the literature on consumer behaviour during crisis stresses that when an intense and uncertain situation occurs, such as the COVID-19 pandemic, the people will experience feelings of distress and helplessness, which means that consumers will be more inclined to engage in activities that will offer a sense of safety and comfort without being aware what societal implications their behaviour might trigger (Loxton et al., 2020). So, when looking at how consumers in Denmark reacted and behaved during the pandemic, it can be concluded that they acted instinctively by looking for safety and comfort first. Their increased buying behaviour was the result of their need to purchase products that they perceived as important and due to the socially encouraged nature of such attitudes (Loxton et al., 2020).

Another aspect to note here is that the herd mentality is associated with rational consumers, and it tends to be intensified by the media or government announcements, which could explain the crowds and irresponsible behaviours noticed through this study when conducting the ethnographic observations (Loxton et al., 2020). Thus, the fear of another lockdown or further restrictions in Denmark might have triggered the consumers' behaviour.

Finally, the surveys' findings in this study confirm the above discussion, since the majority of the respondents believe that the way people have behaved since the pandemic started in Denmark impacted the measures taken by the Danish government.

Travelling during the pandemic

The tourism industry has deeply been affected by the COVID-19 crisis, as planes stopped flying, borders have been closed and regulations made it difficult for people to travel. Thus, the researchers of this study were interested in looking at people's approach to travelling during the pandemic in Denmark by investigating the perspectives of the consumers, and businesses and DMOs, who took part in this research. Thus, combining the findings with bodies of literature on risk management and travel behaviour, key elements were uncovered that are contributing to the discussions on reshaping of the tourism industry in Denmark and resilience strategies.

Holiday planning

From the surveys' results it was identified, as seen also earlier, that the majority of the international respondents are looking forward to travelling once the lockdown ends. Nevertheless, almost 40 percent of the Danish respondents answered that they would like to travel, but the majority will meet their friends and families and will go out and have various activities, such as going to restaurants, the gym, the cinema, wellness centers, hairdressers and concerts.

However, from the comments, it was concluded that the international respondents have almost the same needs and they also prioritize their families, who most likely live abroad, and therefore, the need to travel is higher for this group.

Consequently, the majority of the Danish respondents travelled to Denmark (including Faroe Islands and Greenland) in 2020, while the other big majority of the participants did not go anywhere. In comparison, half of the international respondents travelled in Europe and the other half in Denmark. Interestingly, almost 20 percent of them did not go anywhere in 2020, which indicates that this group travelled more than the Danes last year.

In connection, the survey from Dentsu Denmark identified that only 17 percent of Danes expected to spend their summer holiday in another country in 2020, and normally they will be around 35 percent (Dentsu Denmark, 2020).

The overall results align with the tourism picture in Denmark in 2020, especially during the summer when an increased number of people in Denmark travelled inside the country. Of

course this was beneficial for the tourism businesses and organizations within the travel industry, but what determined consumers to choose domestic tourism? Is this one of the permanent changes triggered by the pandemic, or was it just a temporary solution for those who were constrained by the restrictions to travel?

In order to answer these rhetorical questions, it is essential to examine risks in tourism in relation to people's behaviour.

Thus, as identified in the "Theoretical considerations" chapter, risks in tourism happen either because of too little knowledge about a tourism destination or either because of uncertain circumstances that can occur, such as the COVID-19 pandemic (Williams & Balaz 2013). Yet, when looking at consumers' approach to risk in relation with the crisis brought by the coronavirus in Denmark, and further correlating the knowledge with the herd mentality concept and the typology of panicked consumers, the risk perceptions of people in Denmark have most likely been driven by emotions (Hajibaba et al., 2015; Duralia, 2020; Loxton et al., 2015).

Moreover, as purchasing decisions are influenced by worries and fear during the pandemic, the travel decisions can also be impacted by concerns, country-specific risk perceptions and the media (Hajibaba et al., 2015).

Therefore, when looking at the surveys' findings, it can be observed that most of the respondents were not sure if they will travel in 2021, as they would like to wait first and see how the COVID-19 situation is unfolding. These observations suggest that the fear of the pandemic disease stimulates more stress and panic among people, which determines consumers to be reluctant to travel during and after the pandemic (Zheng, Luo, W. Ritchie, 2021). Also, as Bali, Stewart & Pate (2016) argue, the fear of getting infected can stretch over a long period of time, which stimulates fear-induced consumption and communicating attitudes during and after the crisis (in Zheng, Luo, W. Ritchie, 2021). Therefore, Rogers (1975) emphasizes that consumers will naturally be inclined into performing protective behaviours through adaptive or maladaptive behaviours (in Zheng, Luo, W. Ritchie, 2021). Adaptive behaviour means that people will take actions in order to protect themselves against a threat, such as postponing their travels until they are more sure that there is no threat. On the other hand, maladaptive behaviour determines consumers to avoid certain actions that will endanger their protection (Zheng, Luo, W. Ritchie, 2021).

Consequently, in public health contexts, people will most likely follow the recommended behaviours, in order to protect themselves, which in literature is known as protection motivation (Zheng, Luo, W. Ritchie, 2021).

Therefore, the increased preference of people for domestic tourism during the COVID-19 pandemic in Denmark might be attributed to the concept of protective behaviour, as the choice of travelling in their own country seemed safer and presented less threat than taking the risk and the inconvenience of travelling abroad.

Nevertheless, not all consumers will express protective behaviours, as some of them will be more inclined towards taking risks.

For example, when analyzing this study's findings from the surveys, it can be seen that around 24 percent of the Danish respondents planned to travel in Europe in 2021, while approximately 6 percent will travel on another continent. However, half of the respondents in the English survey said that they will travel in Europe this year, and another reason for this that has not been discussed until now might be because the respondents were generally younger than the participants in the Danish survey.

In connection with the above assumption, the literature distinguishes between the younger and older people, stressing that young people are more risk-tolerant (Hallahan, Faff & McKenzie, 2004; van Dalen & Henkens, 2012). However, Sönmez and Graefe (1998a) disagree with this distinction, as they do not see any relationship between the two. Yet, the researchers of this study argue that there is a connection between younger people and risk tolerance, as through this study it has been observed that the majority of people in Denmark who did not respect the implemented rules and were mainly responsible for the spreading of the virus were young people between 20 and 29 years old, as it was found out by a study done in the Capital and Central Jutland Regions (Statens Serum Institut, 2020). Hence, the behaviour of this group is not guided to such a high degree by fear, which could also explain their decisions to travel, since around 63 percent of the respondents in the English survey were people between the age of 19 to 29 and mostly from the Capital Region of Denmark.

Additionally, the majority of the respondents in the English survey were foreign citizens, and according to Baláž & Williams (2011), migrants are generally more tolerant to risks than non-migrants. This aspect is attributed to their adaptability of living in another country, an ability that can be transferred to their incline in taking tourist risks as well (Williams & Balaz, 2013).

Resilience: the path towards a “new normal” for Danish tourism?

This section discusses resilience approaches from the perspective of tourism businesses and organizations in Denmark, and consumers, which is in connection with the previous section, where the consumers and their behaviour were analyzed. Thus, this joint approach will help to further understand the way Danish tourism is being reshaped and its implications, and will discuss the role of consumer behaviour in the development of resilience strategies by the targeted tourism actors in this study.

Moreover, the ultimate target in this section is to answer the entire research question: **How is the tourism industry in Denmark being reshaped during the COVID-19 crisis, and what is the role of consumer behaviour in the development of resilience strategies by tourism businesses and organizations?**

Danish DMOs and tourism businesses’ approach to resilience during the COVID-19 crisis

This first part of the sub-chapter emphasizes businesses and organizations' approach to resilience during the COVID-19 crisis. It also discusses the recovery strategies implemented or the ones that are under development, which are mainly focused on sustainability and how the collaboration with other businesses has changed.

Moreover, the role of innovation and digitalization was also emphasized, as they also played an important role during the time in the pandemic when everything was closed, due to lockdown, which meant that consumers, the only source of communication and engaging in purchasing behaviours was through online.

In relation to this, the results from Dentsu Denmark’s survey affirms that COVID-19 crisis in Denmark has significantly limited physical interactions and therefore the need for digital solutions increased. Therefore, it provided customers access to an important variety of goods from the comfort and safety of their homes and allowed companies to continue to operate, despite contact restrictions and other isolation measures (Dentsu Denmark, 2020).

Thus, it is essential for this research to know if tourism businesses and organizations in Denmark have had something to learn from this unprecedented situation, and what they have

done in order to build resilience and overcome possible similar crises like COVID-19 in the future.

In connection to survival and adaptation, Thomas Harrison, the interviewee from Uniworld River Cruises, believes that one of the reasons that helped the business to not die, was that they still operated and continued to find customers, even if their main strategy during the initial shock of the pandemic was survival. Additionally, he considers that the cruise industry is very flexible in terms of location, something that helps and is helping to build resilience easily. However, he stresses that it is also important to understand who the first tourists will be during or after a crisis event at a destination, which is essential information for crisis management planning. Knowing their characteristics is useful knowledge for destinations or travel companies to increase their resilience in the event of a crisis or, in general, to reduce cancellations (Hajibaba, Gretzel, Leisch & Dolnicar, 2015). Thus, Thomas Harrison also argues their current target group is the elderly people over 60 years old, who most likely were vaccinated first.

“As a company, to remain visible although we've been in survival mode, and that goes for both brands, we've been quite visible throughout. We've been out with our customers in the travel trade, supporting them, refunding quickly, protecting commissions on cancelled bookings. (...) It's a very flexible environment to be in because we're not dependent on a location. We can move a ship and we can control what happens on a ship much easier than you can control a hotel or at a destination or resort. (...) When you look at the target group of Uniworld it is actually the initial groups being vaccinated, the plus 60 age groups, so this is also playing into our favour target customers.” (Thomas Harrison, Sales Director, Uniworld River Cruises)

More than that, the CEO from Destination Sjælland considers that adaptability and flexibility were key factors in building resilience in the area. He believed that these two dominant aspects are the main learnings from the pandemic, and which can also be applied for future crises. Moreover, various studies have shown that when individuals can cope with fear of any kind, their resilience increases, which helps to moderate perceived losses and improve disaster adaptability (Zheng, Luo, W. Ritchie, 2021).

“I think the resilience as far as our company goes is in adaptability. If anything this has taught us that we need to be much more flexible, much more adaptable to new situations that we've had or than we've been before. Instead of just saying that we just have to close down for a while, we have to be able to make decisions on our feet, and just say “Ok, what do we do now?”.” (Jens Muller, CEO, Destination Sjælland)

Moreover, he stresses that for the DMO in the future it is important *“to create scenarios out of ‘what if’ and how would that affect our business and plans, how would we react?”* He continued by saying that *“there is a certain amount of Darwinism in this as well because as you know, Darwin said ‘survival of the most adaptable’, which means that those who will adapt the best will survive.”*

Further, Liselotte Hansen also believes that the businesses must be more flexible and innovative to the current needs of consumers, because consumers have changed, and if businesses continue with the same old strategies they will not be able to recover from this crisis. However, Richie & Jiang (2019) argue that due to the higher turnover rate of tourism organizations, not much organizational learning has been achieved in crisis management. Therefore, organizations may continue to use widely known strategies, perhaps because they have not questioned the assumptions and beliefs underlying the action.

“Our job is to help and make good frames for running businesses towards tourists. That is actually our main goal, to support companies to make the most of the guests that we asked to come here. (...) We need to have the conversation with the companies that ‘if you continue doing what you have always been doing, you can be struggling with challenges and maybe not be so resilient in one, two, three years’.” (Liselotte Hansen, Partner & Service Director at Visit Aarhus)

Consequently, she also mentioned that their current focus is towards locals, and how to make Aarhus a sustainable destination, especially for the people living there. She also says that it is very important to create a balanced number of visitors, so that the locals do not feel overwhelmed. Therefore, they can enjoy receiving tourists and offer them unforgettable experiences. Also, "A great place to live is a great place to visit" is the name of the new sustainable growth strategy for tourism in the VisitAarhus region for 2021 (VisitAarhusregionen). Moreover, as mentioned on their official website regarding the new

strategy for this year, the mission of VisitAarhus is to develop tourism and market the Aarhus region as a sustainable destination for holiday and business tourists, as well as to contribute to tourism by creating value at local, regional and national level.

“(...) We now focus on the values that we build tourism on, and should be local. (...) our destination is a place full of people that experience when people come and visit our area. (...) We actually need to focus on how we make sustainable tourism, not green, but that people can live with it. It's not a big problem, but quickly can be a big problem when people come in big numbers and that is our tourism dream. But it needs to be balanced to the citizens' limits. (...) Citizens are also valuable in the experience that guests have when they come because not many people remember the buildings, but they remember the taxi driver, for example, or the bartender. So, that means the good experience that goes in your mind forever has come from meeting other people, and that is the local people they meet.” (Liselotte Hansen, Partner & Service Director at Visit Aarhus)

Moreover, Jakob Ipland from Wonderful Copenhagen believes that this pandemic will change the perception of sustainability, giving it more recognition. Thus this will be encouraged using methods such as innovation and digitalization. Also, according to Buhalis & Law (2008) the internet is an important source to get to the consumers, who learnt how to obtain services themselves, without getting help from travel agencies, for example. Moreover, Buhalis & Law (2008, p.5) also declare that *“due to the popularity of Internet applications, most tourism organizations such as hotels, airlines, and travel agencies have adopted Internet technologies as part of their marketing and communication strategies”*. “

“We will work hard to be better at sustainability, like optimizing processes, getting more out of our resources and just becoming a greener destination in total, both in terms of the green, but also in terms of social sustainability. This is when new technologies and digital products and services are also a key cornerstone to this.” (Jakob Ipland, Head of Copenhagen TravelLab at Wonderful Copenhagen)

The COVID-19 pandemic has hit the tourism economy hard and produced major changes in tourism organizations with unprecedented consequences on jobs and businesses (OECD,

2020). Therefore, Danish organizations turned their full attention and focused only on Danish tourists.

“Last year and also this year, we had a campaign called "Fyn skal det være". (..) is our collective strategy to attract mainly Danish to our city. We have some collaborations with Visit Denmark in Hamburg, in Norway and in Sweden to attract them to come to visit us. Thus, our main focus right now is to attract visitors into the city from our local area, from all over Fyn, but mainly from Odense.” (Sofie Schäfler, Guide Service Coordinator at Visit Odense)

However, there is a light at the end of the tunnel, and most of the DMOs interviewed believe that the fastest solution for the tourism recovery in Denmark, and worldwide, is the vaccination of the population. Thus, according to Danish Health Authority (2021), vaccination against COVID-19 is an important strategy among other measures taken to reduce the spread of the virus in society. Moreover, in Denmark, the first citizens began to be vaccinated on the 27th of December 2020, and the vaccination is free of charge and voluntary for people.

Therefore, Thomas Harrison from Uniworld Cruises stressed that *“depending on the development of the vaccine programs, not only in Denmark but across the whole of Europe because that's our marketplace both from a product perspective but also from a sourcing perspective. (...) When you look at the target group of Uniworld, the initial groups being vaccinated it's the plus 60 age groups, so this is also playing into our favour, the target customers.”*

Nevertheless, this is still a process under development, and until everyone gets vaccinated, the Danish government implemented a temporary solution in order to help the economy to recover, which is the COVID-19 pass. In this way people will feel safer to travel and also the restrictions will be easier, or will totally disappear slowly.

In this regard, Zheng, Luo & W. Ritchie (2021) believe that in order to alleviate the devastating impact of COVID-19 on tourism, organizations and businesses in tourism need to understand to a higher degree the psychology of the consumers in post-pandemic travel, rather than merely anticipate tourism demand in order to recover faster.

Accordingly, Jakob Ipland from Wonderful Copenhagen added that *“when we look at the situation in Denmark in terms of vaccines and the progress that we're having, I think the*

majority will get vaccinated sometime in August-September 2021, and that will just have an effect on the summer holidays.”

Yet, the consumers in Denmark seem to agree that this is the solution to travel again, because most of the respondents from both surveys used for this research, answered that their main expectations regarding their travels this year is the COVID-19 pass. Thus, a local Danish magazine, called TheLocal (2021c) states that the Corona passport is one of the main strategies the authorities put in place in order to facilitate the reopening. Moreover, the digital passport works in a way that shows if the “holder has had a negative test in the last 72 hours, a vaccination or has recently recovered from Covid-19, conferring immunity to the disease” as mentioned in the article.

Therefore, the fact that the vaccination is voluntary and not compulsory, there are some people reticent to the vaccine. However, when people consider that the action outcome is efficient and feasible, they are willing to commit and respect the protection (Zheng, Luo, W. Ritchie, 2021).

In addition, a research from the Semper Ardens project called “HOPE”, which analyzed the people’s behaviour and attitudes during the COVID-19 pandemic, and which was mentioned in an article from Carlsberg foundation, demonstrates that Danes are the most willing people to get vaccinated against COVID-19. Which means that among the eight Western democracies, Denmark is a country with a high number of citizens ready to get the vaccine (Carlsberg Foundation, 2021). Therefore, this can be understood as an aid coming from consumers for businesses and especially for the country's economy.

However, some of the interviewees are reluctant and cannot know for sure when the entire population will receive the vaccine, which influences the return to "normal". There is uncertainty when everything will reopen totally again. For example, Sofie Schäfler from Visit Odense considers that *“If and when this is over, I also think it's going to shift and be very different, depending on where you are both in Denmark or in the other countries. What's going to be normal in Copenhagen will be different from what it's going to be here, in Odense, or what it's going to be in northern Jutland.”*

Tourism strategies in 2020 and vision for the future

This part in the chapter focuses on how tourism businesses and DMOs in Denmark have performed in 2020 and how they see tourism in their sector recovering in the future. Thus, by looking into how these tourism actors have adapted during the first and second wave of the pandemic, what strategies they implemented and what they expect or aim for 2021, will give an idea on their approach to resilience.

According to an analysis of the tourism industry last year done by VisitDenmark and, as it can be seen in Figure 5, from March 2020, the international bed-nights in the country fell drastically. So, when taking the period between January and November 2020, the international bed-nights decreased by 42.1 percent compared to the same period in 2019. However, the Danish bed-nights increased significantly from July to October 2020, which means that when looking at the entire period from January to November, the Danish bed-nights have been increasing by 5.7 percent compared to 2019 (VisitDenmark, 2020).

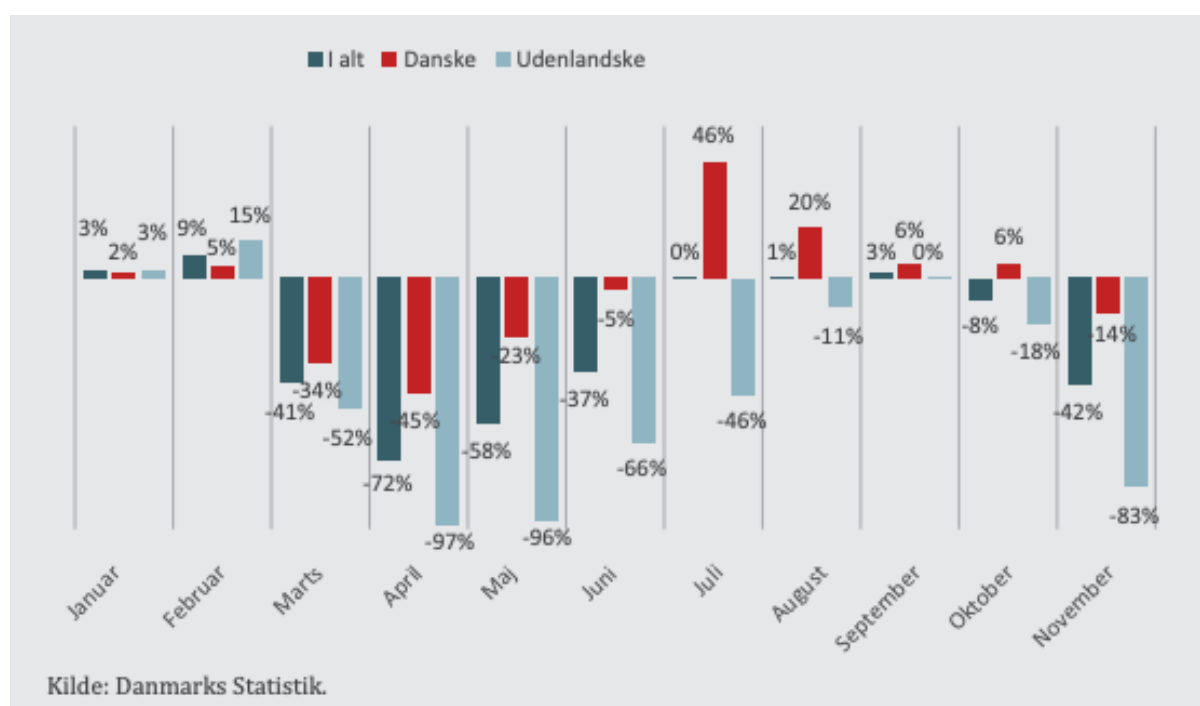


Figure 5 - Monthly development in bed-nights in Denmark in 2020 (in comparison with 2019) (VisitDenmark, 2020)

Despite the discouraging numbers, it can be observed that domestic tourism has been the main contributor to the industry in Denmark during the pandemic. In relation to this, the interviewee from Destination Sjælland mentioned that in 2020 they focused only on the citizens of Denmark. Yet, they had to implement strategies on how to promote their area in order to attract tourists to visit and spend their money, and consequently help the economy.

“Last year we decided to do a big campaign to try to get Danes to have a holiday here in Denmark. We were thinking that people will be reluctant and they will prefer to stay home, in their own garden, buy a little more expensive bottle of rose wine and just be there, and that was not going to generate the bed nights and the spending out on the big holiday areas. But we were luckily proven wrong and people really went out and searched for new holiday possibilities, going from Copenhagen to Jylland and from Jylland to Helsingør. So that was a good experience.” (Jens Muller, CEO, Destination Sjælland)

Consequently, Sharma, Thomas & Paul (2021, p. 7) argue that the pandemic triggered an increased need for a “community-centered tourism framework”, which should focus on restarting, reinventing and re-familiarizing the tourism industry in concert with the local communities. Besides, Higgins-Desbiolles (2020) stresses that the pandemic has brought the momentum to implement change and transform the sector. That is why developed countries began to approach domestic tourism from the theories on local thought and local acting (in Sharma, Thomas & Paul, 2021).

Nevertheless, the post COVID-19 crisis period will give tourism businesses and organizations the opportunity to rethink and reshape the tourism industry accordingly. Hence, the interviewee from Destination Sjælland believes that in the future the focus will not be so much on domestic tourism in the region that his DMO is operating, as a lot of tourism in the capital region, especially, comes from businesses, meetings and conferences. He also predicts that the tourism industry in Copenhagen will take probably 5 to 6 years to recover to the level from 2019 due to the fact that it relies very much on international tourists.

Moreover, Jakob Ipland from Wonderful Copenhagen, highlights the fact that tourism played an important role during the pandemic, being one of the most affected sectors, which used to generate a considerable amount of revenue for Denmark. Besides, the impossibility of

receiving foreign tourists in Copenhagen has particularly affected the development and management strategies during the pandemic.

In connection to this, it is important to mention that 79 percent of the respondents who own tourism businesses in Denmark experienced a decrease in the number of guests during the COVID-19 crisis, while 88 percent suffered revenue losses (Statista, 2020b).

“Last year Denmark lost approximately 35 billion Danish kroner as a lowest in tourism, while 28 billion of those were only from the Capital Region of Denmark, more precisely Copenhagen. So that means if you also put on top meeting and incentives like business tourism, which majority is in Copenhagen and to some extent in also the three other large cities, it was 33 billion that was lost, which means that basically, the loss in the coast and nature tourism were 2 billion and the rest was the Capital Region and to some extent three other cities.” (Jakob Ipland, Head of Travellab, Wonderful Copenhagen)

However, the interviewee from Wonderful Copenhagen is optimistic that 2021 will be different, primarily because many of the rules he thinks that were too drastic have now disappeared.

“I think to some extent, if you look at it, this year will be slightly the same but also not as bad as 2020, and the first reason is that the six-day rule has disappeared. So, that in itself is already a relief and that means that if they will open the borders to a higher extent from more countries, people will have a possibility of visiting Copenhagen.” (Jakob Ipland, Head of Travellab, Wonderful Copenhagen)

More than that, he believes that in the future the tourism in Copenhagen will change in the sense that it will focus more on the outdoor activities during high seasons and more on the sustainable aspect of the city.

“(…) There will be some changes to the product portfolio of Copenhagen, in the sense that you would probably see more outside activities in the high season. (...) Basically, we, the residents, have been at a very high level of city product, like ‘come and see our neighborhoods in the city, and see how city life is’ because this is all, this is our Big Ben, or Eiffel tower - the Copenhageners. There's the people living in Copenhagen and

the people who want to come to see people bike, see how chill our summer can be in Copenhagen, or that you can jump in the harbour and so forth. We have a lot of strength in Copenhagen in terms of sustainability and I think that from now on we will see that to a higher degree in the future.” (Jakob Ipland, Head of TravelLab, Wonderful Copenhagen)

Subsequently, Benjamin et al. (2020) argue that the pandemic brings opportunities for a more sustainable and unbiased tourism industry, which should not be ignored (in Sharma, Thomas & Paul, 2021). Moreover, Carr (2020) adds that after the COVID-19 crisis, the industry will be reshaped based on actual strategies and not just documentation. There is a need for more emphasis on the core societal aspects, such as education, environmental and social justice, and racial healing. Thus, the tourism businesses and organizations need to be empowered to change their unsustainable offerings and practices (in Sharma, Thomas & Paul, 2021).

Furthermore, Thomas Harrison from Uniworld River Cruises is also positive about the outcomes of the pandemic and what the future brings for his cruise company, as the business has reoriented its strategy, which could have the potential to bring more value to cruise tourists and destinations implicitly, since the cruise trips will focus on fewer countries, which could positively transform the experiences that the tourists have on shore.

“We certainly have embarked on a new chapter where we're not relying just on bigger markets. We're opening up in Europe, so in five years time we'll have more Europeans travelling onboard Uniworld. The pandemic could also focus on smaller ships, and on average our ships have 120 passengers. I think River cruising will get a renaissance because you're not travelling from country to country, but you're travelling within a few countries and you're closer to shore. So something should happen... and then you can see land on both sides at all times.” (Thomas Harrison, Sales Director, Uniworld River Cruises)

Moreover, Sofie Schäfler from Visit Odense, considers that last year Odense suffered as many cities in Denmark, which was in terms of receiving guests, as many tourists preferred to travel outside the urban area.

“In the sense that last year we had more visitors at our attractions, but we had fewer who stayed at our hotels. People were more likely to book summer houses outside Odense. So we don't have any in our city. So they were staying outside of the city and then traveling into the city. We have some hotels that were shut down during the summer. So that's also affected the numbers. But people are more likely to go camping or to stay in holiday houses.” (Sofie Schäföler, Guide Service Coordinator at Visit Odense)

Consequently, the shift in tourists' preferences towards nature experiences might be a natural reaction, as protection motivation can determine people to reorient themselves towards protective behaviours during health crises (Wen et al. 2005).

Historically, the tourism industry has recovered rapidly from disasters, pandemics and epidemics such as Ebola, Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). Local, regional or national governments help to recover the industry, attracting investors through tax exemptions, permissive land use rules, etc. (Sharma, Thomas & Paul, 2021).

In relation to this, Mads Pedersen from SAS Cargo believes that the whole current situation will be forgotten very quickly when everything will return to normal because this is what happened with the past crises. There is some skepticism that the COVID-19 pandemic that has plagued the entire economy for more than a year and affected various sectors will have long-term consequences.

“After the financial crisis in 2008 everyone said ‘now everything will change and we will understand the importance of saving our money, we will not travel that much’. And the truth is that within a year we had many more passengers than we had before the break. I think exactly the same thing will happen now, but we will see even more leisure travel in the future.” (Mads Pedersen, Manager Airside SAS Cargo)

Consumers' approach to resilience in Denmark during the COVID-19 crisis

In order to understand how tourism businesses' and organizations are building resilience during the COVID-19 crisis in Denmark, it is important to investigate consumer's approach to

resilience as well, which can be analyzed by looking into how their behaviour, expectations and needs have changed during the pandemic, and whether there is a relationship between these changes and the strategies implemented by the tourism actors.

Gradual shift in people's consumerism and travel behaviour

As seen earlier in this chapter when investigating the results of the surveys conducted for this study, the people in Denmark have moderately changed their consumer and travel behaviours. To briefly summarize what has been discussed earlier, people are shopping more online, are more responsible and aware of the impact that their consumption has at a societal and environmental level, and they manage their finances better, prioritizing acquisitions depending on their utility and functionality. Also, they tend to focus on purchases that are indispensable and needed for their security and comfort.

Consequently, this shift in consumer behaviour can be linked with Maslow's hierarchy of needs and applied to the COVID-19 crisis, where the basic needs prevail due to emotional reactions triggered by the situation, such as feelings of stress and anxiety (Loxton et al., 2020).

Accordingly, as previously seen in this chapter, the first reaction of consumers in Denmark during the pandemic was to panic, which triggered defensive mechanisms for coping with the situation. So, buying more goods and services that were truly needed and not necessarily wanted, was a normal reaction of the consumers, which usually occurs when the survival mode is activated (Loxton et al., 2020). Moreover, according to Lester (2013), in times of crises, consumers tend to prioritize their needs in the following order: (1) physiological needs, (2) safety, consumer protection and well being, (3) love and belonging, (4) self-esteem and (5) self-actualization or personal development (in Loxton et al., 2020, p. 3).

Thus, prioritizing basic needs, such as food, water and clothes was a normal attitude in the beginning of the crisis in Denmark, due to the increased fear triggered by the uncertainty and the drastic measures taken by the government. However, safety, protection, well-being, love and belonging were the necessities that were the most important after the basic ones were achieved.

In connection with Dentsu Denmark's study on Danish consumer behaviour during the first wave of the pandemic, people used more money than usual on take-aways, groceries, streaming

services, clothing and shoes, which confirms the above discussion on needs (Dentsu Denmark, 2020).

Hence, the increase in online shopping in Denmark could be linked with the fact that this way of purchasing goods is considered a lower risk in connection with direct contact with other people and getting infected with the coronavirus (Duralia, 2020).

Furthermore, the respondents from both surveys were missing their loved ones, which most likely triggered the need in most of this study's participants to travel, in order to see their families. Thus, during the pandemic, the travel behaviour could have been the result of the risk perceptions and motivations, which means that the motivation to meet the loved ones overcame the fear of travelling and motivated people to take higher risks (Zhenf, Luo, W. Ritchie, 2021). In connection to this, Dentsu Denmark's study revealed that during the first wave of the pandemic, more than 60 percent of Danes were focused more on their closest family and their biggest concern was in relation to the health and well-being of their family members (Dentsu Denmark, 2020).

When trying to understand the connection between the change in consumer behaviour during the COVID-19 crisis in Denmark and resilience, it is essential to emphasize that people are prone to adapt to stressful situations and accept the circumstances, as they are independent of their control, an attitude that helps them regaining control over their lives and focus on their well-being (Milakovic, 2021). Besides, adaptation is directly linked with resilience, which means that consumers who accept the situation brought by the pandemic and buy products that will meet their actual needs will more likely be willing to engage in a repurchasing behaviour (Milakovic, 2021). Moreover, Tam (2020) argues that consumers' future buying behaviour relies on how businesses respond to the crisis as well and assist people in their period of transition (in Milakovic, 2021)

Subsequently, the surveys' respondents in this study stated that they adapted fast to the situation brought by the pandemic in Denmark, and also, Dentsu Denmark (2020) revealed that the first lockdown was perceived as a shock and it was not expected by the consumers, which determined people to worry and fear. However, once the situation began to stabilize in the country, people expressed less concerns regarding the crisis and its outcomes (McKinsey & Company, 2020).

Consumer expectations from tourism businesses and organizations in Denmark

In terms of consumer expectations, the researchers identified several core elements that tourism businesses and organizations in Denmark should focus on when selling their products and services to the consumers during the pandemic (both online and offline), which are the following: safety, quality, transparency, flexibility and sustainability.

There is no surprise that safety is at the top of consumers' expectations in relation to purchasing tourism products and services, as fear is connected with risk-avoiding attitudes in people during or after outbreaks, such as the COVID-19 pandemic. However, when it comes to infectious diseases, consumers have the tendency to either avoid travelling completely, or either embrace protective tourist behaviours (Cahyanto et al., 2016; Wong & Yeh, 2009; Kang & Song, 2020). In relation to this, it has been identified that the majority of the respondents from this study's surveys are planning to travel in 2021, but in order to do so they need to feel safe first. That is why, their expectations regarding their travels encompass different aspects, such as the enforcement of the COVID-19 pass in Denmark, generally higher hygiene standards, money-back guarantee from the tourism operators and easy access to face masks and hand sanitizers. Also, they expect to travel to places that are not crowded and where they do not need to stay in quarantine at arrival.

Interestingly, transparency can be linked with brand communication during the pandemic, as the study from Dentsu Denmark identified that Danish consumers would like companies to keep communicating with them during the COVID-19 crisis.

Thus, a reason for this might be attributed to consumers' vulnerability as a result of the pressures felt due to the market circumstances and their inability to seek more purchase alternatives during the pandemic when offerings become fewer and products become unavailable, which will ultimately have an impact on their buying behaviour and satisfaction (Milakovic, 2020).

Moreover, in relation to sustainability, it was uncovered that many Danish consumers expect businesses to show a caring attitude about the society during the pandemic and take initiatives in helping the local environment (Dentsu Denmark, 2020).

Subsequently, Baker & Mason (2012) and Maddi (2012) stress that when it comes to consumers becoming resilient, personal, social and environmental factors are responsible for people's emotions, reactions and actions (in Milakovic, 2020). Besides, Stankov et al. (2020) argue that

the tourism businesses and organizations need to be empowered towards transformation, through which the unsustainable product offers are no longer promoted (in Sharma, Thomas & Paul, 2021).

In this regard, the interviewee from Destination Sjælland remarked that *“people will consider if they should get into a plane or change the flight halfway around the world to go on holiday. They will think about sustainability.”*

Moreover, Galvani et al. (2020) believes that sustainability is a continuous process and the desired outcomes can only be achieved through changes of beliefs, desires, information, aptitudes and public awareness (in Sharma, Thomas & Paul, 2021).

Furthermore, the consumers' expectation on quality can be linked with the changes that consumers go through during a financial crisis, in the sense that they have a tendency to become more aware of the various promotional tools used by the companies, which should focus on the utility and reliability of the offerings (Duralia, 2020). Also, the need for quality can be linked with the profile of Danish consumers (Appendix 1), who are considered to be one of the most demanding customers in Europe, who are increasingly focusing on qualitative and innovative products due to their easy access to technology and information, which allows them to carefully evaluate goods before buying them (Santander Trade Portal, 2021).

Nevertheless, consumers' expectations might be the result of behavioural outcomes (trial, purchases and repurchase) and satisfaction, which Farris et al. (2010) consider it to be a detrimental element that determines how much the products or the services purchased please or exceed customers' expectations (in Milakovic, 2021). Thus, Baker et al. (2005) argue that in order for consumers to become resilient, they need to be capable of managing stress and change, and be able to recover fast from negative events experienced (in Milakovic, 2021).

Further, in order for consumers to build resilience, they need to be self-efficacious when dealing with the changes brought by the pandemic (Milakovic, 2021). But what motivates them to take actions in relation to their decision-making process?

As research on consumers' resilience is limited and vague, this study suggests Lew's (2014) “scale, change and resilience (SCR)” model in the context of tourism as introduced earlier in the “Theoretical considerations” chapter, which suggests the implications of change that occur over time during a crisis (Cheer & Lew, 2017). Thus, slow changes develop during long periods of time, while fast changes are triggered when sudden and fast transformations happen, such

as the ones brought by the COVID-19 pandemic. Therefore, resilience becomes a collective outcome and communities will reach the point when they will have to become sustainable and resilient in order to flourish (Cheer & Lew, 2017).

And that is why this research suggests that tourism businesses and organizations in Denmark should take in consideration consumers' expectations and assist them in their adaptation process during the pandemic, and vice versa.

The role of consumer behaviour in the development of resilience strategies

Based on what has been discussed and analyzed throughout this sub-section, this study argues that consumer behaviour plays an important role in the development of resilience strategies by the tourism businesses and organizations in Denmark during the COVID-19 crisis.

Firstly, consumer behaviour has the capacity to stimulate adaptability as a result of the temporary and permanent changes brought by the pandemic. As previously highlighted, adaptability was one of the major survival mechanisms implemented by the tourism actors who took part in this study, which had to find ways to overcome the initial shock of the crisis and keep generating profit.

Thus, the temporary changes were first of all triggered by the lockdown measures and restrictions implemented by the Danish government, which forced people and businesses to adjust according to the circumstances. However, some of these temporary changes will most likely become permanent, such as online shopping, which the results from Dentsu Denmark's survey confirm by emphasizing that the Danish consumers are confident that they will purchase more goods online post COVID-19 crisis. Moreover, other changes that will stick with the consumers in the country even after the pandemic will be in terms of supporting more local initiatives and travelling more in Denmark (Dentsu Denmark, 2020).

Also, another temporary change that the pandemic has initiated is in relation to travelling. As previously discussed, the measures implemented by the Danish government not only restricted people from travelling, but influenced the majority of consumers in Denmark to be reluctant to travel as well, especially abroad, which has determined them to focus more on domestic tourism compared to before the pandemic.

Thus, as seen through the interviews and surveys, 2020 has been a good year for domestic tourism, even a record one in some areas, as many people spent their holidays in Denmark and the DMOs across the countries have been working on developing recovery strategies that were focused on the Danish tourists.

As the positive outcome was unexpected by various regions in Denmark, the target now in many regions is for domestic tourism to become a permanent change. Hence, the consumers have stimulated the DMOs to find new strategies to attract the nationals to consume more tourism in their own country.

In relation to this, Jens Muller, the interviewee from Destination Sjælland stressed that people *“have rediscovered Denmark as a destination (...)”* and *“if we do our work right now in the destinations, we will stand a chance to actually convert a lot of these guests, or at least some of them permanently. If we can just convert 5 to 10% of them and make Denmark their primary holiday destination, we have succeeded there.”*

Furthermore, he added that *“we have never seen in a single year so many summer houses changing hands. We have never seen in Denmark so many houses being sold, so many sailing boats, so many camping vans. I was astonished to hear that the day we're not going to be able to go abroad, we go out and buy a summer house or we go out and buy a camper van instead. I would probably have rented one and checked if this was a holiday that I could see myself in. But instead, people just went out and bought stuff. Maybe at least they have taken the decision and say that this is not going to be just for one year, it's probably going to be for 3,4,5 years”*.

Interestingly enough, the study from Dentsu Denmark (2020) revealed that a quarter of the survey's respondents believe that they will vacay more in Denmark after the pandemic.

Thus, these findings go hand in hand with the need for local belongingness that consumers have expressed during the COVID-19 pandemic, and that is why probably domestic tourism is in the spotlight, which means that the feeling of belongingness among the locals will shape the recovery of the tourism industry (Sharma, Thomas & Paul, 2021).

Additionally, the interviewee from Visit Aarhus believes that consumer behaviour plays an important role in the development of resilience strategies, as the way of attracting customers is by answering their needs and expectations.

“I think we need to take into account the expectations from the consumers, and if we don't address these needs and expectations, we lose the customers. So I think in some way that if we adapt to the new situation, we adapt to new expectations.” (Liselotte Hansen, Partner & Service Director at Visit Aarhus)

Also, the interview participant from Visit Odense thinks that the increase in online shopping has distracted consumers from buying locally. So, here, the role of consumer behaviour was to stimulate the development of new strategies that will redirect the consumers' focus towards the local products. Therefore, one of the strategies launched by Visit Odense in the autumn of 2020 was called “Summit in Odense”, through which an online platform was promoted, where people had the possibility to shop from the local businesses. Additionally, as also seen earlier, the consumers in Denmark are increasingly more interested in supporting the local economy, which means, as Sharma, Thomas & Paul (2021) suggest, that local communities could potentially become the centres of transformation for the tourism industry during the COVID-19 crisis.

Subsequently, it can be seen that when consumers moved online, the businesses and organizations moved online as well, which can only indicate the adaptive capacities of these entities. In connection to this statement, the interviewee from Wonderful Copenhagen argues that because consumers were forced to become more digital, they *“will probably drag that aspect into the future”*, which is why a lot of focus when it comes to resilience strategies in tourism should be on innovation and digitalization.

Hence, Hall et al. (2020) stress that technology triggers flexibility in the tourism industry and usually crises accelerate technological changes (in Sharma, Thomas & Paul 2021). However, especially during the COVID-19 pandemic, technology plays an important role, as it helps to implement solutions and keep under control the negative development of the pandemic (Sharma, Thomas & Paul 2021).

As previously discussed, technology and innovation are especially important for the Danish consumers and in connection to what Stankov et al. (2020) stress, people began to express more trust in technology and even ignore privacy concerns for the benefit of the digital services (in Sharma, Thomas & Paul 2021).

Finally, consumer behaviour has the role in generating new knowledge on how to respond and recover from future crises of such magnitude, as the COVID-19, which will empower tourism

businesses and organizations to launch offerings or develop products that align with the current societal and environmental needs.

In relation to this, the interviewee from Uniworld River Cruises mentioned that one of the learnings he acquired during the crisis was *“that you have to adapt and embrace the change, embrace new tools, a new way of doing things”* and *“being visible is very much at the forefront and appreciated by my customers, my clients.”* Also, he stated that an important lesson is to not spend time on things that cannot be changed. Moreover, the company learned to act fast, and by doing so it was able to implement new protocols quickly and across different brands.

“We’ve put together a healthy sail panel, as an advisor and Advisory Board, not just for our own brands, but involving other brands as well and sharing knowledge with them.” (Thomas Harrison, Sales Director at Uniworld River Cruises)

In relation to this, Jakob Ipland from Wonderful Copenhagen stressed that the organization was also stimulated to increase collaboration with businesses across the tourism industry in Copenhagen, in order to develop products and services that meet the current societal and environmental needs. He highlighted that coming back to normal will be a greener version for the tourism in the capital city.

Nevertheless, based on the earlier discussions on consumers’ expectations during the pandemic and the fact that they can stimulate change, Thomas Harrison from Uniworld Cruise River argues that transparency was key in communicating with the customers and recovering. His company has focused on giving support to its customers and finding ways to refund them quickly.

Therefore, as seen throughout this chapter, consumers in Denmark have changed priorities during the COVID-19 pandemic, and according to Tam (2020), the focus has shifted from brand loyalty to product availability, which means that consumers will be more prone to purchase a less known brand than wait for the goods they know to become available. Therefore, the way consumers will buy in the future will depend on how businesses respond to crises and assist them in difficult situations (in Milakovic, 2021).

Moreover, the major changes that consumers experience during crises that are proposed in literature are in regards to needs, as people seek more simplicity, smart consumption, moderation and ethical consumption (Milakovic, 2021).

Hence, consumer’s adaptability might be directly linked with viewing the pandemic as an opportunity rather than a threat, as it encourages them to learn new ways of purchasing goods

and services (Milakovic, 2021). In this way, when transferring this knowledge to this study's case, the consumers' new knowledge could potentially increase the adaptability of tourism businesses and organizations, which automatically will trigger their resilience.

Discussion

As this study explores a complex topic and seeks to understand how the tourism industry in Denmark is being reshaped during the COVID-19 crisis and what role the consumer behaviour plays in the development of resilience strategies across the sector, the implications of the Danish government are incontestable when pursuing to develop a holistic view on the subject of resilience, consumers and tourism actors. Thus, this section of this chapter is dedicated to further analyze the connection between the government's response in Denmark during the pandemic and resilience. After that, two theoretical models on resilience in tourism during the COVID-19 crisis will be presented and analyzed, which the researchers developed as a result from the findings and discussions in this research paper.

The connection between the Danish Government response during COVID-19 crisis and resilience

As it has been discovered throughout this study, the reshaping of the tourism industry and the shift in consumer behaviour during the pandemic in Denmark has been primarily influenced by the regulations and restrictions imposed by the authorities as part of their response to the pandemic. In the fight against the COVID-19 crisis, all the industries relied mostly on the governmental aid packages and interventions, an involvement which propelled the state in becoming an active contributor in the economy of tourism (Sharma, Thomas & Paul, 2021). Thus, the implications at such a high scale have not been experienced during previous crises, and McCartney (2020) observed the recovery from the coronavirus pandemic will further stimulate collaboration between public and private sectors (in Sharma, Thomas & Paul, 2021).

Accordingly, the Danish government was praised for the way it tackled the pandemic, even though the initial approach was more drastic than in other countries, as it quickly closed its

borders, banned large public gatherings, closed down businesses, educational institutions, daycares, discouraged travelling without a worthy purpose and air travel was highly restricted.

As also seen from this study's findings, the majority of people in Denmark were satisfied with the way the government managed the COVID-19 crisis. Besides, a Voxmeter opinion poll conducted by the Danish news agency Ritzau in April 2020 indicated that 86.3 percent of respondents agreed that the government took the right measures during the pandemic, while 80 percent said that they trust the decisions taken by the government (Marin, 2020).

Interestingly to emphasize is that this high level of trust is not only attributed to Denmark's welfare model and the absence of corruption, but also to the cultural heritage. Moreover, the welfare benefits not only offer security, prosperity and equal chances for all the people in the society, but they also empower the sense of collective responsibility (Scandinavian-Polish Chamber of Commerce, 2015).

However, trust is also a cultural phenomenon developed over time, such as social trust, which is embedded in the social norms and the way people are raised in Denmark. Other roots of trust can also be linked to historical origins, as Denmark had the proper environment to flourish democratically compared to other countries in Europe (Scandinavian-Polish Chamber of Commerce, 2015).

So, what does trust mean in the way Denmark tackled the COVID-19 crisis?

First of all, the majority of people, as discovered through various findings related to this study, had enough faith in the government's decisions to follow the restrictions and the state acted as a safety net, in a sense that both businesses and people turned to it for support and guidance during the turbulent times brought by the pandemic.

Secondly, people's willingness to collaborate and the strong sense of social responsibility have also made it easier for the government to implement different measures and initiate strategies that contributed to the restabilization of the Danish society and the recovery of the economy. Moreover, even though the COVID-19 crisis has been perceived as an "infodemic" (Bermes, 2021) as well due to the massive circulation of news and conspiracy theories, the majority of people in Denmark have been letting themselves be tested on a regular basis and agreed to get vaccinated against the coronavirus.

Nevertheless, before the entire population of Denmark will receive the vaccine, an initiative has been put in place at the end of April 2021, in order to control the spread of the virus and for the restrictions to be lifted, which is the corona passport (“coronapas” in Danish). Through this initiative, people need to prove that they are infection-free when attending events, going to restaurants or to cultural institutions by showing their corona passport, which is available for 72 hours after they have been tested. Furthermore, the passport works through an app called “Coronapas”, which has been launched in the final version on the 28th of May 2021, and it is linked to the Danish ID system, since all residents in Denmark have unique ID numbers, called CPR. However, at the moment it can only be used inside the country, but from 1st of July 2021, the corona pass will be valid across the European Union as well (Statens Serum Institut, 2021).

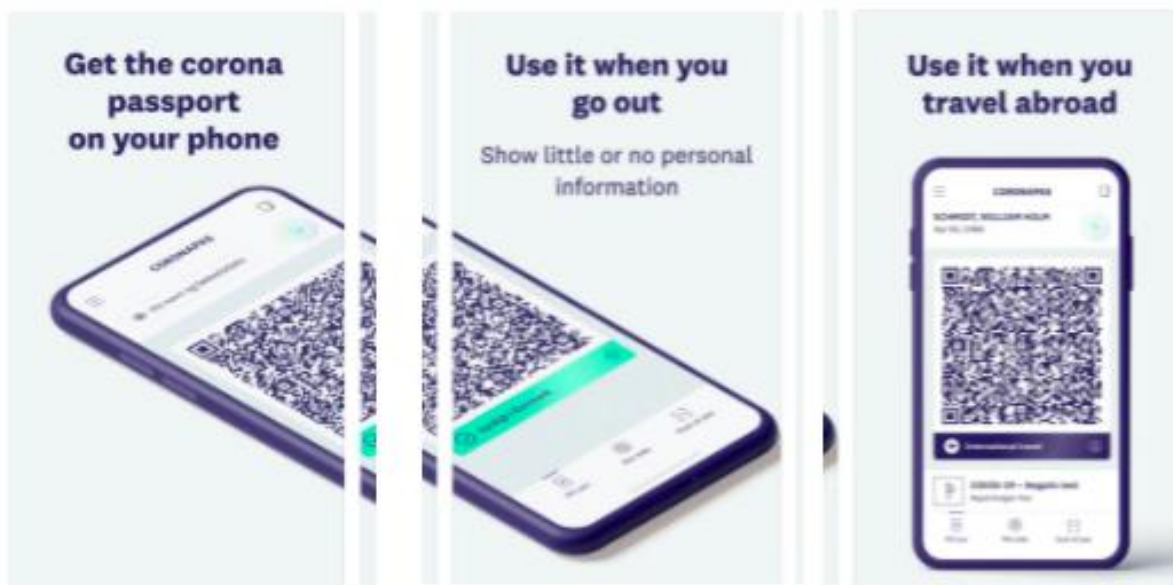


Illustration 1 - Overview of the corona passport app in Denmark (Finansministeriet, 2021)

Consequently, not only did Denmark manage to avoid the third wave of the pandemic, but it also found an effective method to lift the restrictions and restart the economy. Besides, on the 30th of April 2021, the Danish government and Parliament launched an extensive project called “Denmark’s Recovery and Resilience Plan - accelerating the green transition”, which is intended to support the economy and the recovery from the COVID-19 crisis by accelerating sustainable projects in the country. Thus, the promise is to massively invest in green initiatives, through which the economy will be disrupted and jobs and companies will be secured. Besides, another objective of the strategy is to support the realization of Denmark’s climate target (Ministry of Finance, 2021).

The relationship between the Danish government, consumers and tourism businesses and organizations

In connection with the previous discussion, the way the Danish government responded and adapted to the COVID-19 crisis is highly relevant and timely when discussing the reshaping of the tourism industry during the COVID-19 crisis in Denmark and the role of consumer behaviour in the development of resilience strategies by the businesses and organizations across the sector.

Therefore, the researchers of this study have developed two theoretical models on resilience during the COVID-19 crisis (Figure 7 and 9), which are going to be discussed below.

As identified throughout this study and what it can be interpreted from Figure 7, the tourism businesses and organizations were able to survive the pandemic due to the support received from the Danish government. Moreover, by having the possibility to continue their operational activities, these entities managed to adapt and overcome the negative effects of the COVID-19 crisis. Thus, together with the assistance gotten from the government and consumers, the tourism industry in Denmark began to see the light at the end of the tunnel.

Therefore, by adjusting and reinventing themselves, the tourism businesses and organizations learned how to properly approach and cope with a crisis of such magnitude as the COVID-19 pandemic. Moreover, by becoming resilient, they have the capacity to empower both the government and the consumers to become resilient as well.

In connection to this, Richie & Jiang (2019) stress that while the recovery from a crisis relies on marketing initiatives as well, additional policy measures can sustain resilience and minimize future government investment in the event of another emergency.

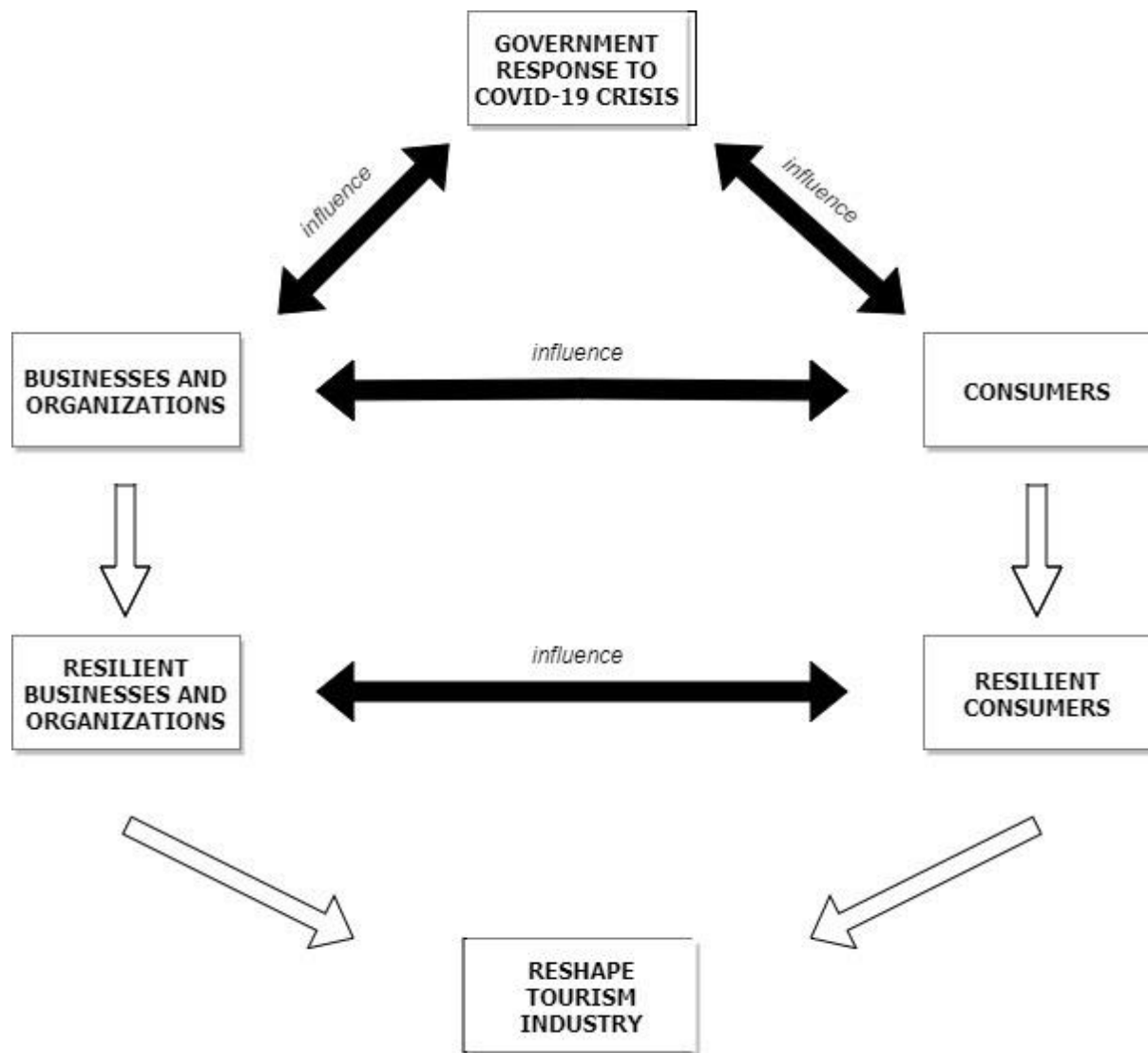


Figure 7 - Theoretical model on resilience based on the relationship between the Danish government, consumers and tourism businesses and organizations (own interpretation)

Nevertheless, the same concept applies for the consumers. The measures and regulations implemented by the Danish government influenced people to shift their behaviour, which determined tourism businesses and organizations to adapt their offerings to the new needs and expectations of customers. Besides, consumers' behaviour during the pandemic has also influenced the government, which had to take measures accordingly. Thus, these interconnected correlations could assist consumers in becoming resilient.

In relation to this, Zheng, Luo & W. Richie (2021) argues that controlled fear has the capability to increase the resilience of people, which will automatically help them to cope with the negative outcomes and improve their adaptability to crisis.

Subsequently, both resilient companies and consumers will influence each other, and together will be able to reshape the tourism industry. So, in this way, the Danish government will also become resilient.

Hence, as Figure 8 shows, a domino effect will be triggered once all these actors will become resilient in the light of the COVID-19 pandemic, which means that collaboration between public and private sectors will increase, the trust and confidence of consumers will grow even more and the economy will prosper, most likely in a sustainable manner.

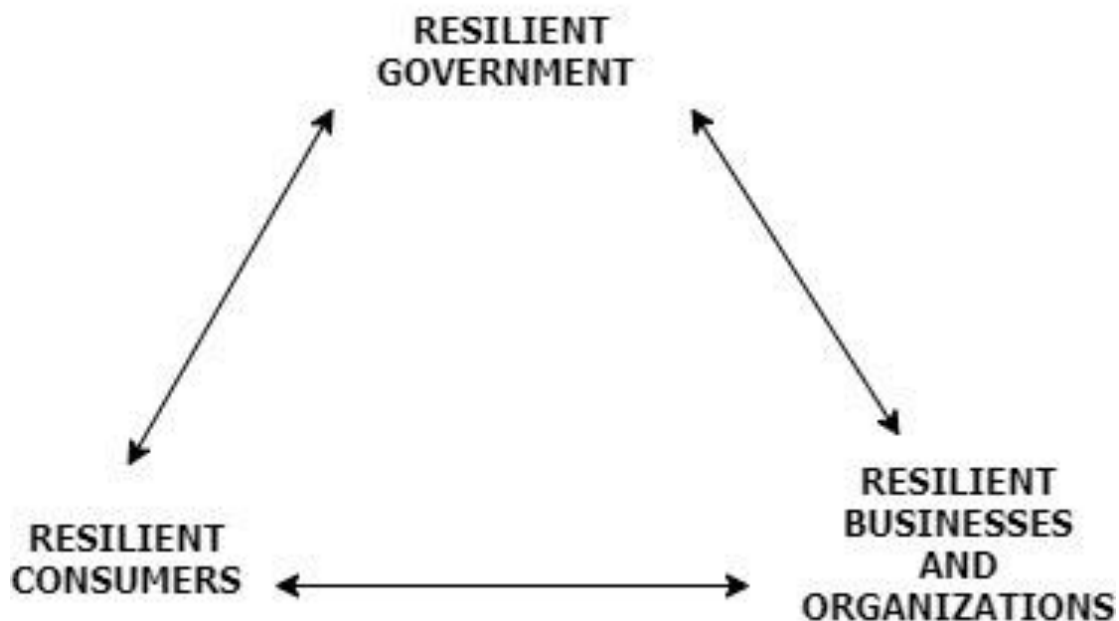


Figure 8 - Theoretical model on the domino effect of resilience (own interpretation)

Finally, the theoretical models were inspired from the “*Scale, change and resilience in tourism (SCR)*” model developed by Lew (2014), which can be re-visited in the “Theoretical considerations” chapter. However, Lew’s model recognized two types of organisational resilience: community and business. Moreover, in this model, the government is an integrated part in the community resilience because, as Sherrieb et al. (2010, p. 245) argue, “*policies that influence economic resources, equity, and diversity*” trigger a solid social cohesion, which is believed to be a central characteristic of adaptive communities to react (in Cheer & Lew, 2017, p. 13).

Consequently, as the implications of the Danish state were complex and extended during the COVID-19 crisis, the researchers of this study argue that the role of the government has shifted

from being only an influencer to becoming a player on the resilience scene across all industries, and thus, its well-being relies on the society's prosperity, and vice versa.

Conclusion

The main objective of this study was to explore how the tourism industry is being reshaped during the COVID-19 crisis in Denmark and what is the role of consumer behaviour in the development of resilience strategies by businesses and organizations across the sector. Particularly, this research does not seek to find a universal truth for the investigated matters, but to contribute with new knowledge, discover new elements that can assist in answering the research question and stimulate further investigations on the topic.

However, the discussed issues were approached from the perspective of this study's participants and therefore, it is not aiming to generalize but to inform and inspire extensive knowledge, as the topic is new and has not been discussed in such a complex way in literature before, especially in the light of the pandemic.

Subsequently, the investigation followed two areas of the research question. The first one was related to how the tourism industry is recovering and adapting during the pandemic from the perspective of the interview participants, who were representing the DMOs or private tourism businesses. Therefore, their viewpoints were confronted with relevant literature on risk and crisis management, and resilience. Also, data collected from secondary sources has assisted and completed the discoveries. Important to mention here is that by approaching both the DMOs, who are directly responsible and involved with the development of the tourism industry in Denmark, and tourism businesses, who are directly preoccupied with the advance of the sector, the researchers were able to gain a broader understanding on how the different tourism actors in the country reacted during the turbulent times brought by the pandemic.

The second investigated area was in connection with the role of consumer behaviour in the development of resilience strategies by the Danish tourism businesses and organizations. Thus, the consumer surveys helped the researchers to identify how people in Denmark are coping with the crisis and how they are affected by it, from both personal and consumer levels. Taking into account the small survey sample, additional secondary data were used to complete and strengthen the findings, while theoretical concepts on consumer behaviour, crisis and risk

management, and resilience were employed to agree or disagree with the findings and to explain them.

As it was concluded in regards to the first part of the investigation, the businesses and organizations in Denmark are contributing to the reshaping of the tourism industry based on the level of the crisis' impact experienced at the destination or in the sector they are operating, the needs and expectations of the consumers or tourists, the temporary changes triggered by the restrictions imposed by the authorities, and also the resilience plans initiated by the government at a national level.

Moreover, the role of consumers in the development of resilience strategies by the above-mentioned tourism entities as concluded from this research is:

- To stimulate adaptability as a result of temporary and permanent behavioural changes of consumer triggered by the pandemic;
- To generate new knowledge on how to respond and recover from crises such as COVID-19 in the future;
- To assist tourism businesses and organizations in developing products that align with the current societal and environmental needs

Finally, throughout the investigation, the role of the Danish government in the tourism industry during the COVID-19 crisis became more and more relevant, which inspired the additional discussion presented in the “Discussion” subchapter and the development of two theoretical models on resilience that could explain, not only the role of the consumers in building resilience during the pandemic but the collective and interdependent implications that the behaviour of the government, consumers and tourism businesses and organizations have in transforming the industry and better respond to future crises like the COVID-19 in the future.

Research limitations and recommendations

In addition to everything discussed throughout this study, several limitations of the research need to be addressed, leading to discussing opportunities for further investigations.

Firstly, limitations in regards to the surveys' respondents were encountered, as the English survey did not include a question about the participants' nationality, which would have been useful when investigating the impact of the COVID-19 crisis on the Danish and international consumers in Denmark, as people can respond to the pandemic and be affected differently by it according to their provenience, and their status of being western or non-western citizens. Thus, further investigation is needed on this group with emphasis on consumer and travel behaviour and resilience.

Moreover, in connection to the above, a big majority of immigrants in Denmark work in the tourism industry, and according to OECD, many of them who have businesses in the sector have been deeply impacted by the pandemic, as their companies tend to be smaller with a lower capital stock (OECD, 2021).

Hence, it is recommended to further assess the impact of the pandemic in Denmark concerning small tourism businesses owned by immigrants.

Besides the small sample in both the interviews and the surveys presented a challenge to the accuracy of the findings.

Concerning the surveys, it is detrimental to stress that the variety of respondents based on their age was very limited, which influenced the results since, for example, young people under the age of 18 were affected differently by the pandemic and reacted in other ways than people over the age of 60. Also, the complexity of the research did not give space for further discussions on the survey respondents based on their relationship status. For example, most of the Danish respondents were either single, either in a relationship or married with children living in the same household, whereas in the case of the international respondents, the majority were either in a relationship or single. Few of them were married with or without children living in the same household.

Hence, the relationship status is important since it might have influenced the way people felt, behaved and consumed during the lockdown. For example, people who are married and have children living in the same house are having different activities and interests compared to people who are single and without children.

As for the interviews, the number of participants was also low due to a lack of responsiveness or impossibility to participate in the study from the prospective participants. So, probably the investigation would have taken a different direction if the research would have covered all the

regions in Denmark and encompassed many more DMOs across different areas, as the approaches of these organizations are very distinct and all have different strategies and possibilities. Besides, this study approached only two tourism businesses from two sectors, and it would have been desirable to look into several other companies from other sectors in Danish tourism.

Furthermore, the ongoing changes during the COVID-19 crisis made it difficult to cover all the aspects relevant to the topic, as changes were occurring at a very fast pace. Also, the researchers started conducting this research during the second lockdown in Denmark and by the end of the study, a lot of new changes began to appear. However, the study is relevant and up to date as much as the circumstances allowed.

Finally, based on the theoretical models on resilience developed by the researchers for this study, which were discussed in the last section of the “Analysis” chapter, it has to be emphasized that there is an opportunity for extensive research on the role of governments in building resilience in tourism during the COVID-19 crisis. Also, it would be relevant and timely to investigate the interconnection between the Danish government, consumers and businesses and organizations in the reshaping of the tourism industry during the pandemic.

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