

Reviving Moroccan Tourism Amid the COVID-19 Pandemic: Challenges for Tourism Institutions

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ABSTRACT

This thesis aims to identify the COVID-19's impact and challenges for tourism institutions in Morocco, the sudden interruption of national and international flights and the closure of the entire tourism sector due the pandemic COVID-19 crisis have resulted in a negative stoppage of activity. The COVID-19 crisis is a mix of a crisis. To prevent further spread of COVID-19, governments around the world have taken radical action such as closing entire countries, causing a massive shock to the global tourism industry. For hotels and airlines, the COVID-19 virus is forcing, times are very hard. The importance of jobs and contribution to the economy in general is critical, particularly for country like Morocco, where activity is important to the economy.

The primary objective of this study is to propose a long-term reflection for a global revision of the Moroccan tourism model. In this revision, domestic demand should be placed at the center of the system, rather than always being seen as a simple palliative.

The results of the analysis revealed that the major challenges confronting the tourism industry due to COVID-19 are; health and safety concerns, challenges in reopening doors of all tourism sectors, in face of national and international Customer, and travel restrictions. The “Welcome Safely” label, based on the health safety in the context of prevention related to COVID-19 for Moroccan tourist establishments, in collaboration with the authorities competent Moroccan sanitary facilities.

Keywords: COVID-19 Pandemic, Post-COVID-19, Morocco, Hospitality Industry, Tourism Sector, Domestic Tourism, Risk Management.

ÖZ

Bu tez, COVID-19'un Fas'taki turizm kurumları üzerindeki etkisini ve zorluklarını, ulusal ve uluslararası uçuşların aniden kesilmesi ve pandemi COVID-19 krizi nedeniyle tüm turizm sektörünün kapatılmasının olumsuz bir faaliyet durmasına neden olduğunu belirlemeyi amaçlamaktadır. COVID-19 krizi, bir krizin karışımıdır. COVID-19'un daha fazla yayılmasını önlemek için dünyanın dört bir yanındaki hükümetler, tüm ülkeleri kapatmak gibi radikal önlemler alarak küresel turizm endüstrisinde büyük bir şoka neden oldu. Oteller ve havayolları için COVID-19 virüsü zorluyor, zamanlar çok zor. İstihdamın önemi ve genel olarak ekonomiye katkı, özellikle faaliyetin ekonomi için önemli olduğu Fas gibi ülkeler için çok önemlidir.

Bu çalışmanın birincil amacı, Fas turizm modelinin küresel bir revizyonu için uzun vadeli bir yansıma önermektir. Bu revizyonda iç talep her zaman basit bir palyatif olarak görülmek yerine sistemin merkezine yerleştirilmelidir.

Analiz sonuçları, COVID-19 nedeniyle turizm endüstrisinin karşılaştığı başlıca zorlukların; sağlık ve güvenlik endişeleri, ulusal ve uluslararası Müşteri karşısında tüm turizm sektörlerinin kapılarının yeniden açılmasındaki zorluklar ve seyahat kısıtlamaları. Yetkili Fas sıhhi tesisleri ile işbirliği içinde, Fas turizm işletmeleri için COVID-19 ile ilgili önleme bağlamında sağlık güvenliğine dayanan “Güvenle Hoş Geldiniz” etiketi.

Anahtar Kelimeler: COVID-19 Pandemisi, COVID-19 Sonrası, Fas, Konaklama Endüstrisi, Turizm Sektörü, İç Turizm, Risk Yönetimi.

DEDICATION

I dedicate this thesis to...

My humble effort is dedicated to my Family, to my sweet grandmother **Siroua Rquia** the source of love, Kind, patience and sacrifice. No dedication can be eloquent enough to express what you mean to me your prayer and blessing have been a great help to me throughout my life. To my dear Mother **Fatima Jafire**, you were always by my side when I needed it, without you I would never have arrived where I am, know that I am so grateful towards you.

To my uncle **Youssef Jafire** and my Aunt **Myriam Jafire**. You are my sources of support inspiration. Thank you for being here all the time.

God bless you all!

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I dedicate this thesis to...

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Chapter 1

INTRODUCTION

1.1 Overview and Background

Morocco is known for its rich of landscapes. The Atlantic Ocean and the Mediterranean Sea (a total of 3500 km of coastline) border the kingdom, which is dominated by the Atlas Chain, which finishes in the desert in the south. Morocco is a major tourist attraction because of its diversity. Morocco's tourism portfolio is rich, diversified, and comprehensive, providing it to serve the needs of tourists (balneal, cultural, adventure, business, rural, and mountains). Traditionally, Morocco is a popular tourist destination for those looking for beach resorts or cultural attractions. These two forms of tourism are competing for the most profitability. Moroccan tourism was dominated by seaside tourism until 1998, when cultural tourism started (Yasin et al., 2011).

Additionally, Morocco's industry relies significantly on tourism. The World Tourism Organization reports that (WTO). In 2008, travel and tourism are anticipated to provide \$14 billion to the Moroccan economy, or 19 percent of GDP. In addition, the tourist industry is expected to grow in the coming years. According to the World Tourism Organization, Morocco's tourism industry will achieve \$25 billion in revenue in 2018. The World Tourism Organization states that in 2018, the tourism sector is expected to contribute \$25 billion to the Moroccan economy. Furthermore, Morocco developed the "Vision 2010" policy in 2001, recognizing the significance of tourism in terms of

economic growth, with the objective by 2010, ten million tourists will have been attracted. Morocco is able to attract visitors from all around the world, including Europe. Morocco offers a large, undeveloped coastline and mountains that might attract "ecological tourists" from all over the world, as well as several cultural monuments (Yasin et al., 2011).

Because tourism includes travel, any factor that makes travel more difficult might have a big impact on the industry. (Yeh, 2021) A pandemic, such as the COVID-19 (Coronavirus), is a good example of worldwide problem such an incident's damage shows the tourism industry's weakness.

COVID-19 was officially recognized a pandemic by the World Health Organization (WHO) on March 12, 2020. As a result of the containment procedures used, this pandemic has had a major impact on the international economy (Fernández et al., 2021).

As a result, the present situation is exceptional, with huge implications and the risk for global economic disaster. The financial markets around the world have taken a hit, and sectors such tourism and travel are the most hit. The stock values of airline operators have already decreased by 50%. The competitiveness of the tourism sector in each country determines the strength of this activity, its capacity to attract flows of visitors, and, ultimately, its ability to generate wealth (Fernandez et al., 2021).

Morocco has not only provided important effort to increase public awareness about the virus is dangers, but has also created a number of policies and initiatives to combat the epidemic and save Moroccan residents. The number of infected patients began to

increase on March 15th, making a total of 28 cases, prompting the Moroccan authorities to restrict the sea and air borders. On the same day, King Mohammed VI formed a special fund with a budgeted cost of more than \$1 billion (Moroccan Ministry of Economy and Finance, 2020).

The hotel business as a whole is suffering from the spread of COVID-19, and all institutions, regardless of size are affected. The statement makes sense since the virus has knocked off the majority of tourist and hospitality-related activity, providing hotels with just the most basic travel and accommodation services. As a result, there is a much lower chance of profit because hotel duties are contracted to other service providers such as maintenance, cleaning, and security Sultan (Zafar & Jatoi, 2021).

Furthermore, The Moroccan Ministry of Tourism has put up various objectives, such as the (Welcome Safely) certification, which is based on health safety in the concept of COVID-19 prevention for Moroccan tourist lodging businesses and in partnership with Moroccan sanitary authorities. Also, include a tool that balances health care needs, deployment flexibility, Moroccan economic efficiency, and the up the status.

Overall, The COVID-19 pandemic has had a negative impact on Morocco's areas of business. As a result, this thesis explains the impact of the COVID-19 pandemic on Morocco's tourism industry as well as the challenges that tourism institutions faced.

1.2 Contribution of the Study

This thesis considers it essential that manager's, organizations of tourism, Minister of tourism, researchers and professionals in the sector of tourism and hospitality industry with the main objective of achieving a total change in the tourism model during this Post-COVID-19 crisis. It is urgent to engage in a deep and structured debate on the

current model of tourism in particular domestic tourism and the vulnerability of a destination and territory which depends so much on it in a scenario of global change as uncertain as the current one. Furthermore, this thesis will explore about the need for a just transition and the diversification of challenges and economy in the regions in morocco most dependent on tourism area, to promote the diversification of the tourism and safety and security concerns.

1.3 Problem Statement

The expanding global health crisis caused by the epidemic of COVID-19 has had a huge impact on the tourism sector. The increasing cases of COVID-19 and the new variant Omicron in several countries have led to the cancellation of countless tours, flights and close which has already led to a significant drop in the number of tourists in Morocco. This thesis examines the current situation in Morocco as a result of the health crisis, which has had a significant influence on tourism. Moroccan Tourism is focused on the revival of a new model. Furthermore, the research attempts to examine the detrimental impact of the pandemic and suggest the actions and obstacles that the tourism industry and government might do to accelerate tourism recovery. To identify the problematic which is as follows: How Moroccan Tourism institutions prepare for the revival of post-pandemic tourism sector?

1.4 Objective of the Study

This thesis objective's is to explore the challenges and impact of the COVID-19 pandemic on the tourism industry in Morocco. Moreover, research will be conducted to investigate what are the challenges for tourism institutions are going with the global pandemic currently as well as in a post COVID-19 economy in the future.

Furthermore, this thesis will investigate the key concerns expressed and the changes or adjustments that are being made by tourism institutions during the COVID-19 pandemic. To begin this thesis research, it is necessary to establish the terms of tourism in general and analyze how this industry is reviving in Morocco during the international crisis. In these chapters, will also look at all of the concepts that make up tourism and COVID-19. Not only will it provide a better understanding of the industry, but it will also allow for the identification of concerns and challenges, putting this thesis in a well-defined framework.

1.5 Research Questions

In this thesis, these research questions will be addressed:

- a) How is tourism in Morocco reinventing itself in the face of an epidemic of COVID-19?
- b) What is the impact of the government's attempts to limit the pandemic effect on the tourist sector? Is it feasible to build sustainable tourism in the post-COVID-19 era?
- c) What are the main challenges that face the Moroccan tourism actors to promote Morocco as a national or international tourism destination?

1.6 Research Approach

The main theme of this thesis concerns tourism in Morocco and its challenges during the COVID-19 pandemic. Reviews previous and current literature to assist researchers and professionals in understanding those challenges of tourism institutions and how they are reviving inside this crisis. Following that, this thesis is unique in that it discusses the challenges that face tourism institutions in Morocco's hospitality industry, as well as preparation for future challenges and policies in light of the international pandemic. This thesis identifies the tourism institutions, policies, and values that the tourism sector should prioritize in order to expand research in this field.

It also discusses the major consequences of the pandemic the Moroccan tourism industry, as well as data on the type and quantity of the magnitude of the problem confronting tourism institutions and general sectors of hospitality. Overall, this thesis is significant because it seeks to add to the body of knowledge in this research field while also providing a practical approach on how tourism institutions can respond to the challenge and better manage the growing problem in the Moroccan hospitality industry as a result of the pandemic.

1.7 Structure of the Thesis

This thesis's structure is as follows: Introduction in the Chapter 1, the Chapter 2 it's about the literature review of tourism and COVID-19, and Chapter 3 will focus on the case of Morocco. The methodology used to conduct the research will be described in Chapter 4. Furthermore, more information about the results is available. The paper concludes discussion which is provided in Chapter 5.

Chapter 2

LITERATURE REVIEW

2.1 Tourism an Overview

Tourism is a sociological, economical, and environmental phenomena in which customers go to destinations other than their usual residence for personal, business, or professional reasons. These individuals are referred to as visitors, and they may be tourists or excursionists; citizens or non-residents, tourism comprises their activities, some of which involve tourist expenditures. Tourists are people who leave their normal habitat to visit another one.

Regardless of how close or faraway this place destination is, these people will normally participate in a variety of activities, as a result, tourists are visitors, and what they do when visiting another destination might be called tourism. The United Nations Conference on International Travel and Tourism agreed in 1963 to use the word visitors as opposed to residents to define people who have traveled to another country. There were two types of visitors included in the definition; tourists were defined as visitors who stayed in an area for at least 24 hours. If they are going for relaxation, health, sport, vacation, study, or religious purposes, their visit may be characterized as leisure. If excursionists, including cruise passengers, stay in a location for fewer than 24 hours, they are referred to as transitory tourists. Visitors from within the country, on the other hand, are excluded from these categories (Camilleri, 2018).

Tourism is a rapidly increasing business that is a vital economic activity for all countries. It encourages 'derived demand' and 'interdependence' among diverse sectors of the global economy. Without exporting, tourism has opened new opportunities for development anything but ideas; the concept of shopping, the concept of variety (recreation, adventure, and sports), the sun and snow vacations concept, the concept of a honeymoon and business (Ramaswamy & Sathis Kumar, 2010). Millions of people are employed directly and indirectly as a result of tourism across the world. As a result, it is also a job creator and a job provider. Seasonal and hidden unemployment are problems that could be solved the tourist business has effectively handle the issue.

2.2 Tourism Economy

The COVID-19 pandemic has resulted in sharp a virtual absence of visitors to the tourist business. From a financial management viewpoint, this is followed by the inability to produce sales revenues and the associated operating cash inflows. At the same time, the organization must pay fixed costs (such as salaries or building maintenance). The break-even-point analysis model emphasizes this process (Brigham & Daves, 2010; Fabozzi & Peterson, 2003). However, the loss of sales income, as well as the resulting drop in cash inflows, eventually leads to liquidity problems and financial limitations. Airbnb, the most disruptive player in the hotel industry, was particularly heavily struck by the crisis. Because of the global epidemic, Airbnb forecasted a 54 % drop in income to \$2.2 billion in 2020 (Jang & Kim, 2022). The COVID-19 pandemic has shown the hotel industry's weakness to uncontrollable factors such as wars, political upheavals, major disasters, pandemics, and financial crises (Ozdemir et al., 2021). During chronic health crises, increased community fear of transmission and growing business uncertainty produce major changes in customer behavior, pushing enterprises to find effective business strategies to weather the storm

and remain operations. The recent COVID-19 outbreak, which damaged the tourism sector financially and operationally, has underlined the role of strong business processes in order to function and continued to refine in an increasingly unstable economic situation.

Morocco's tourism industry is also a strong job contributor, accounting for 532,000 direct jobs in 2017, or about 5% of total employment (Ministry of Tourism, 2020). This sector makes a significant contribution to the production of wealth as well as the elimination of unemployment and poverty (El Menyari, 2021). Many governments in developing nations have paid close attention to the tourism industry, which is considered as a potentially significant source of economic growth and development as well as a means of encouraging sustainable development. With the approval of the framework agreement between the government and the General Confederation of Moroccan Enterprises in 2001, the Moroccan State has made tourism a national economic priority. With worldwide visitor demand making up the majority 11% of GDP (El Menyari, 2021).

2.3 Tourism Environment

It is widely believed that the physical environment has a significant impact on how tourism develops and is shaped (Kousis, 2000), Tourism is a vast, globally dispersed industry. Environmental issues have received much less attention, with only about 1,500 articles in total. Localized impacts range from global contributions to climate change and ocean pollution to global contributions to climate change and ocean pollution. In protected areas, the effects on endangered plant and animal species are significant. Environmental management is constrained more by a lack of adoption than

by a lack of resources of science and technology Industry-based regulation is less successful than government regulation Eco certification (Buckley, 2011).

The specialized ecotourism industry has developed in full agreement with the total development in nature tourism and outdoor adventure recreation, with a specific focus on best-practice environmental management, an educational component, and some direct or indirect contribution to environmental protection (Ralf Buckley, 2000). The tourist industry's depend on natural ecosystems is rapidly developing across the world, with most of it taking place in the most vulnerable regions.

Because rare species, great biodiversity, distinctive ecosystems, and calm habitats all contribute as conservation factors, nature tourism tends to concentrate in sites of high conservation value, the major natural attraction is and also the main natural attraction. Tourism is only possible in protected environments national parks and historical places are examples of public lands. Historically, the most significant human influences on natural systems have been, environments have come from a variety of different industries in a large number of nations, including ecological kinds that used to be rare. As a result of widespread, they have all but lost, Agricultural and urban development clearance, or farmin and forestry have irreversibly changed the landscape and operations and wildlife protection (Buckley, 2000).

2.4 Tourism Planning

Following a few public-sector programs in the 1950s and 1960s, tourist planning expanded its scope in the 1970s and 1990s. Tourist planning faced significant issues in the first decades of the twentieth century as tourism spread across several nations and was no longer limited to leisure locations. As tourism becomes a global

phenomenon, tourist planners are looking for new paradigms to boost and promote growth in cities, natural areas, and remote locales. (Costa, 2019).

As tourism developed in length and diversity, it became increasingly difficult. Tourism planning came from the desire to establish a better balance between the two, tourism's economic goals, the tourism industry, and the need to tourism places should be preserved and developed. Most of the challenges that developed in the twentieth century will continue to be addressed in tourist planning in the future to look at it another way, tourist planning will continue to focus on assuring that tourism increases in a way that does not negatively affect the physical and social environment while also providing further advantages to the sector and local residents (Carlos Costa).The fundamental purpose and value of sustainable tourist planning is to achieve a balance between economic growth and the socio-cultural and environmental environment, with the goal of incorporating tourism planning into other wider spatial planning views. As a result, all of the primary components and stakeholders in tourist planning the industry, the environment, and local people are taken into account, and collaboration between various stakeholders and industries is promoted (Kauppila et al., 2009).

According to (Sautter & Leisen, 1999) companies and planning agencies must pay more attention to the many sorts of people/groups who are affected or influenced by tourism facilities. This is illustrated in Figure 1.

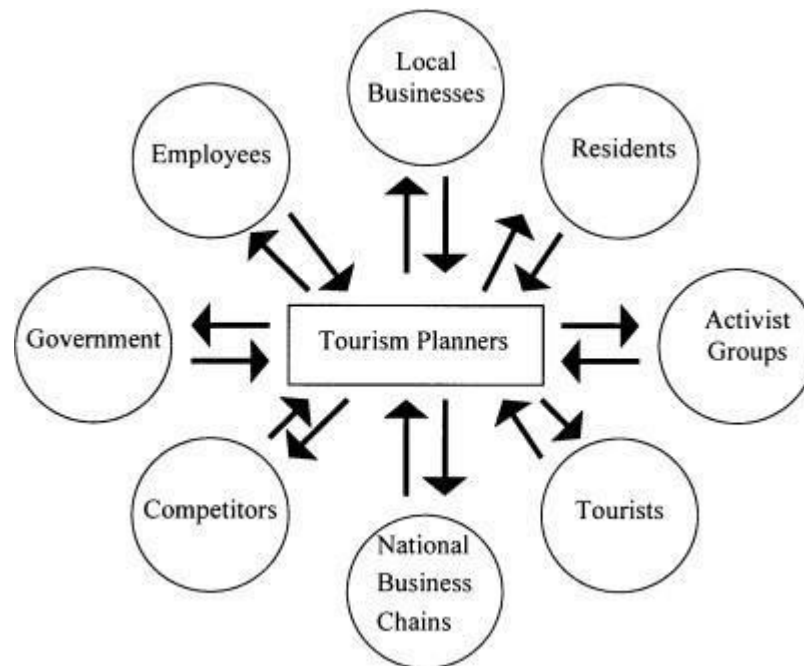


Figure 1. Tourism Stakeholder Map
Source (Sautter & Leisen, 1999).

Highlights a better starting point when building a stakeholder map for a tourist strategy. A planning body should, in theory, take such a strategy and use a variety of measures to change its membership. A group might start by looking at tourism's history identical to the primary initiative, and take into account key actors people have involved in such actions, both successfully and unsuccessfully.

2.5 Domestic Tourism

International and domestic tourism are two types of tourism, according to the UNWTO domestic tourism involves actions of resident tourists and non-resident tourists within their own country of residency, whereas international tourism includes activities of resident tourists and non-resident tourists beyond their country of residence. Domestic tourism is probably to be the first type of tourism that was used at a previous stage of civilization today; it remains an important kind of tourism across the world, accounting for estimated 5-6 billion tourist arrivals or more than 74%-86% of overall tourism arrivals (Bayih & Singh, 2020).

However, in terms of both the number of individuals affected and the number of nations involved, the impact of the COVID-19 health pandemic on the tourist sector is remarkable. According to an analysis of governments' restrictive policy responses all across the world, the majority of the regulations have a direct impact on tourism activities.

Border restrictions, public gathering limitations, tourist destination shutdowns, and movement limitations across countries have a significant impact on both domestic and international tourism. Governments have developed tourism-specific initiatives in addition to economy-wide economic strategies to relieve the situation. Several of these initiatives are aimed at promoting domestic tourism, reflecting its importance in major nations' travel and tourism sectors, as well as industry expectations that domestic travel will improve before international travel (Arbulú et al., 2021).

Domestic tourism contributes for 94% of tourist spending in Brazil, over 80% in India, Germany, China, Japan, Mexico, the United Kingdom, and the United States, and more than 70% in France and Italy. Domestic tourism account for over 70% of tourist arrivals and 45 percent of the tourism-related gross domestic product in Spain. As a result, managing domestic travel is becoming increasingly important (Arbulú, et al., 2021).

2.6 Isolated Tourism

In the new normal tourism, safety measures such as social isolation and limited engagement will be significant determinants. Tourism types that traditionally draw a limited visitor number, as well as activities in wide-open spaces (camping deserts, mountains, remote islands, and beaches) are likely to gain greater ground in the future.

As a result, travelers may engage in “isolated tourism.” As a result, kinds like as geo-tourism and eco-tourism, as well as outdoor activities in rural locations, are examples of these types of activities there will be less opportunity to interact with large groups, making it more enticing. According to UNWTO experts, leisure travel is likely to recover as well quickly, especially while visiting friends and family. Destinations, on the other hand, those that rely on mass tourism may be the major loser in the future years (Afifi, 2021).

Isolation will not be limited to physical places, but will also involve a movement toward private travel as the epidemic increases desire for experiences away from the throng. According to a poll conducted by the travel association, consumers prefer to travel in personal automobiles, whether owned or leased, over aircraft or cruises (Afifi, 2021). Private accommodations, such as camping, renting apartments, villas, and private islands, will also be more interesting to tourists than staying in hotels (Sampson & Compton, 2020).

2.7 Sustainable Tourism

Sustainable tourism has been highlighted as a tool to enhance local economies while also safeguarding the environment, natural resources, cultural heritage, and values; however, crises may divert tourism destinations’ focus away from policies that promote sustainable development (Neshat et al., 2021). Tourism that takes full explanation of its present and future economic, social, and environmental implications, addressing the requirements of tourists, the industry, the environment, and host communities is characterized as sustainable tourism, poorly planned and run tourism, on the other hand, can have a variety of severe environmental repercussions, including pollution, greenhouse gas emissions and effects on local surroundings and cultures

(Spenceley, 2018). It might be difficult for tourists looking for a sustainable travel experience to tell the difference between sustainable hotels and excursions tools as performance indicators, certification programs, and accrediting systems have been slowly established over the last century to overcome this situation.

2.8 Tourism and Aviation

Tourism and aviation are closely linked many travelers prefer airlines to get to and from their destinations, especially on long-distance flights. The opening of air travel over the last few decades, along with dropping prices provided by new technology, has boosted tourism significantly. Tourism demand is extremely income sensitive, and aviation liberalization has reduced rates, increasing overall travel and, in some cases, changing tourism patterns.

The price and availability of air travel are largely inspired by aviation policy. As a result, it is a strong factor of both the volume is the amount of tourism as well as the characteristics of tourism activities. Restrictive aviation legislation reduces competition by limiting seat availability, limiting the number of routes flown, and restricting the ability of low-cost airlines to offer their services. As a result, the cost of air travel rises, and because demand is price elastic, tourism flows fall, frequently dramatically (Forsyth, 2006).

Tourism is becoming highly depended on air transport. Air travel, on the other hand, already accounts for 40% of global tourism CO₂ emissions and 54–75% of radiative forcing (Bows et al, 2009). COVID-19's effects have been clearly covered across the world. It is estimated that around There are 100 million employments at danger in the travel and tourism sector. With the industry losing 5–7 years of growth without a

question, the loss of jobs for the 24.3 million Africans employed in the travel and tourism value chain is Africa's actual risk.

The aviation industry has been increasing rapidly over the last few years, as a result of rising tourist and transit demand across the world as a result, in many places, the aviation industry has been a crucial development sector, contributing to social development and economic prosperity. There are millions of skilled and quasi workers employed in the aviation industry, both directly and indirectly, along the value chain. The industry continues to play an important role in the tourism economy, transporting passengers, cargo such as medical supplies, food, and other critical products throughout the world. Regardless of the sector's worldwide importance in facilitating the movement of people and products, economic downturns, natural disasters, political instability, and pandemics have all been shown to be stressful to the industry (Dube et al., 2021).

The travel and tourism industry is also seen as a major data transmission that assists in the spread of numerous diseases across the world by allowing affected people to move around. Although the aviation industry was one of the worst hit by COVID-19, it also had a key role in spreading the illness in the early days of the pandemic, according to (Sun et al., 2020). This is illustrated in Figure 2.



Figure 2. Between January and December, the number of commercial flights worldwide was tracked (2018-2020) Data from Flightradar24 Source (Dube et al., 2020).

The discovery of the coronavirus in late December 2019 and the classification of COVID-19 as a pandemic on March 11, 2020 wreaked havoc on the aviation sector. The number of commercial flights recorded by Flightradar24 between February and December 2020 is shown in Fig.2. That the biggest volume of commercial flights (commercial passenger flights, cargo flights, charter flights, and certain business flights) was seen in February, with the maximum number of monitored daily flights recorded on February 14th, with a total of 109,400 flights. Following this date, the number of flights decreased dramatically, primarily as a result of measures taken by governments to better respond to the COVID-19 pandemic, such as airport closures and those that impacted the tourism industry in general, such as the closure of borders and key regional and global tourist destinations around the world. This happened at the same time when the number of infections was on the rise (Dube et al., 2021).

The loss of jobs as a result of border shutdown and travel restrictions imposed by the source market and the continent. COVID-19 has reduced international immigration in Africa by 44%, thanks largely to airline assistance. According to the 2019 revenue passenger kilometers (RPK), Africa's RPK increased by 58 %, compared to a global decline of 38 percent (IATA, 2020) because of the pandemic (Ania & Joseph, 2021).

According to these projections, (Afifi, 2021) the airline sector's suffering would primarily increase the pressure on tourist demand owing to predicted increases in operational expenses and, as a result, ticket prices, making it even more difficult to recover long-distance travel. However, background shows that government-owned airline businesses (e.g., Egypt Air, Emirates, Etihad, and Turkish Airlines) may be ordered to give competitive pricing to aid travel recovery, despite their own financial losses. Another difficulty is the uncertainty surrounding the revival of airline operations, since more than half of the announced/planned flights to restart between April and July were later canceled (ICAO, 2020). Tour planning, which is generally done weeks to months in advance, is nearly difficult with such a high degree of ambiguity. Controversial information concerning the risk of illness from being imprisoned in an airplane for hours also raises questions about how long it will take to restore public trust in air travel (ICAO, 2020). Finally, all future options are largely dependent on the reopening of the borders (World Economic Forum, 2020).

Royal Moroccan Airlines lost nearly \$400 million in just two months as a result of the decision to restrict borders and suspend all foreign flights, which was stated in a communiqué by the Ministry of Foreign Affairs. In 2019, over 13 million visitors are due to enter (Abouzzohour & Center, 2020).

Chapter 3

THE CASE OF MOROCCO

3.1 Tourism in Morocco

The Morocco diversity of attractions area includes all of Morocco's tourist attractions like old monuments and culture in different regions. Morocco tourist attractions map can help to identify, museums, and places to visit in the country, North Africa continent. See figure 3.

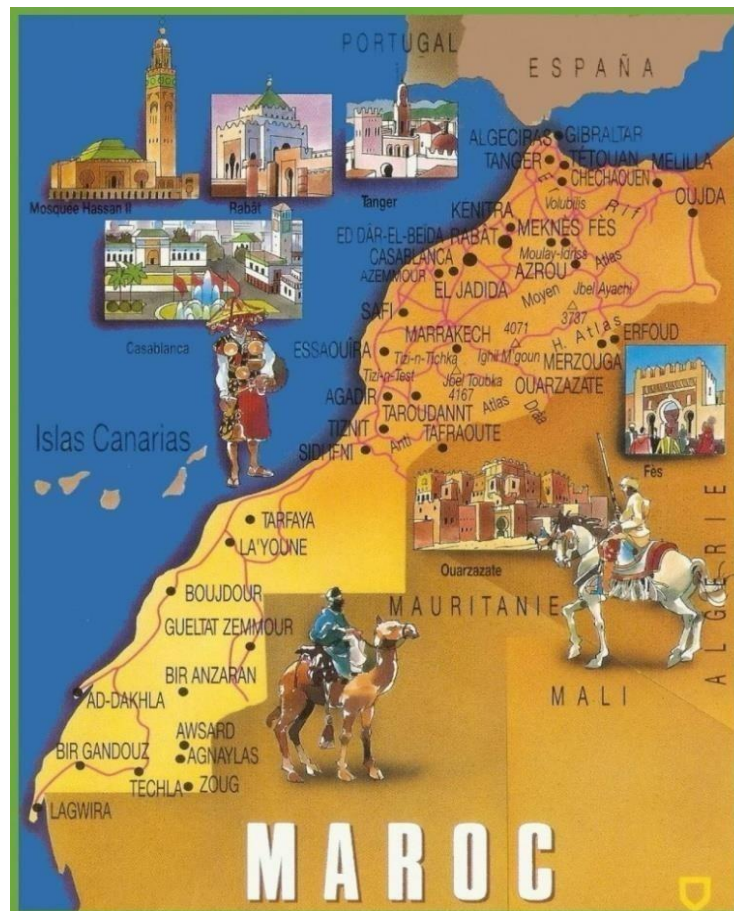


Figure 3. Map of Morocco tourist attractions
Source (Minister of tourism, 2020).

3.1.1 Introduction

Morocco has a land area of (446,550 square kilometers) and is located in northwest Africa (710,000 square kilometers including Western Sahara). The country's boundaries are formed by Spain, Algeria, and Mauritania. The population was 32.3 million in 2011, with a 58 percent urbanization rate and a per capita GDP of \$5,300 USD. Agriculture, mining (phosphates), migrant remittances, and tourism are all important to the country's economy. The number of international tourists increased by 10.2 percent each year from 4.3 million in 2000 to ten million in 2013. Morocco was the 25th most popular destination globally in 2014, and the first in Africa. About two million domestic visitors and 4.4 million overnight stays were recorded in 2012 the majority of visitors are from Europe (France, Spain, and Belgium).



Figure 4. Geographical and Tourist Map of Morocco
Source (Minister of tourism, 2020).

The tourism industry employs 450,000 people (Ministre du Tourisme, 2012). In 2011, it contributed 9.1 percent to GDP and 22.2 percent of the national current account. In

2011, there were 184,125 beds available. In 2012, tourism receipts totaled \$6.7 billion, also professional certification for tourism has been accepted by the government, and most public institutions provide relevant postgraduate degrees. Cultural tourists attracted the historic imperial capitals of Marrakesh, Fez, and Meknes under the Protectorate (1912–1956). Tourism did not developed much after the country gained independence in 1956 because it was not considered a profitable sector. However, in the 1960s and 1970s, the state became more involved, and Agadir became a prominent beach resort. The government also established a network of government tourist accommodations, which lasted until the mid-1990s. As a result of the economic crisis, it was closed down or be privatized the 1994 terrorist bombings in Marrakesh, as well as the impacts of the first Gulf War, resulted in a dramatic drop in the number of visitors between 1994 and 1997. The number of international tourists has been rising rapidly since 2000 (Almeida-Garcia & Chahine, 2015).

The "2010 Vision Plan" was published in 2001, highlighting tourism as a key factor of growth policy. Its goals were to attract ten million visitors in 2010, establish a 230,000 bed lodging capacity, and construct six significant beach resorts by 2010; the number of people arriving had increased to 9.3 million, with 178,000 beds available.

Morocco's 2020 Vision Plan strategy to promote the country among the top 20 tourist destinations in the world. In addition to seashore tourism, cultural tourist items (historical places, artisans) and natural attractions (Atlas Mountains, Sahara) are now marketed Ministre du Tourisme. In the future, an evaluation of tourist policy's accomplishments as well as its economic, social, and environmental implications will be necessary (Almeida-Garcia & Chahine, 2015).

Since the turn of the twentieth century, tourism has been one of the most important pillars of Morocco's economic relaunch plan. Since then, several sectorial plans have been approved, with a particular focus on the country's northern coasts, attributed to their great attractions and enormous amenities for the establishment and development of this activity, as well as their proximity to the two most active centers of tourist emission to Morocco in recent years, located in France and Spain, respectively. Tourism has a long history along this coastline, which is washed away by the Atlantic Ocean and the Mediterranean Sea. It dates back to the Spanish Protectorate period (1912-1956) (Jiménez, 2015).

3.1.2 History of Tourism Industry in Morocco

Morocco's tourism industry has a long history and is a significant source of revenue. Morocco has a number of significant advantages that enable it to compete successfully in the global tourist sector. Its diverse culture is influenced by Berber, Arab, and other African and European cultures. Morocco's relatively large number of visitors has been boosted by its location, special attractions, and affordable pricing. Morocco's well-developed tourism sector is a substantial economic development engine, accounting for the country's second largest contribution to the gdp (around 8% of GDP) behind the phosphate industry and employing over 500,000 people. In addition to the government emphasizing the expansion of the travel and tourism industry, the country is rated fifth in the world. Morocco is a safe tourist destination that has been relatively unaffected by the Arab Spring in 2011 (Steenbruggen, 2014).

Although tourists visited Morocco in the 19th century, significant tourism emerged after 1912, during the French Protectorate period. Morocco was positioned as a travel destination primarily for the French due to the colonial ties. Around 250,000 tourists visited each year in 1953, at the conclusion of this period. Several efforts were

launched under the French Protectorate, including the founding of the foundation of the Tourism Central Committee in 1918, the Cherifian Office of Tourism in 1937, and the Moroccan National Tourism Office in 1946. Despite these steps, the Moroccan tourism industry had little authority during this time period. Morocco formally entered the worldwide tourist industry in 1965, when the 'Ministry of Tourism' was established. The Ministry devised many 'three-year programs,' which were effective in increasing the number of tourists, which reached 2.2 million in 1985 (Steenbruggen, 2014).

In 1999, shortly after King Mohammed VI assumed the throne, he took the initiative to develop a new tourism strategy named 'Vision 2010' in collaboration with the commercial sector (Ministry of Tourism of Morocco, 2001).

Periods of strong support for tourism alternated with periods of stagnation and indifference throughout Hassan II's long rule (1961–1999). However, as in many other bordering North African countries, tourism was never a major part of the country's economic growth strategy. African countries (Tunisia and Egypt) and European tourism-focused countries (Italy and Spain). Since the reign of Mohammed VI in 1999, tourism has seen a significant increase large-scale development plans (Vision 2010 and 2020) and large-scale development plans (Vision 2010 and 2020) provide a big boost measures aimed at attracting investment. Morocco continues to be Africa's most popular tourism destination for tourist, attracting 10.2 million visitors in 2015 and placing third in terms of tourism revenues behind South Africa and Egypt (García & Chahine, 2016).

3.1.3 Morocco's Demographics and Tourist Statistics

The kingdom of Morocco has a demographic of around 32 million, a land area of 710,850 square kilometers. This pattern of population growth and urbanization is consistent with the world's population increase, which reached nearly 7 billion people in 2011, with more than half of them living in cities. (Steenbruggen, 2014). Morocco has a strong presence as well, in the 1920s and 1930s, the urbanization rate was less than 10%, in 1960 according to the first post-independence Census, it reached 29% of the population Morocco, before increasing to 55.1 percent in 2004. There were more people living in the mid-1990s than there were in the previous decade, compared to rural regions, metropolitan areas are more densely populated. The High Planning Commission estimates that 28.4 million people would be living in the city by 2030. The urban population will account for 68.5% of the overall Moroccan population.

Morocco's official capital is Rabat (Steenbruggen, 2014); however, Casablanca is the country's largest metropolis and may be called the country's core of cosmopolitanism, industry, and commerce UNESCO has designated Fès, Morocco's old imperial capital, as a Site World Heritage. It is regarded as Morocco's symbolic heart. Marrakech, the fascinating historic castle with a reputation for high cultural authenticity (also known as the Red Metropolis), is Morocco's imperial city and draws the most visitors. In 2011, 2.05 million tourists were registered, ranking 68th Marrakech city among the most visited cities on the globe. The city Agadir is a large and maybe the most significant tourist city on the coast, featuring a mix of sea and sand tourism as well as luxury beach resorts. Tourist visits have a wide range of economic indicators. Amount of visitors (by airline, boat, and territory) the most commonly used characteristics are up overnight hotel bookings and room rates by bedrooms or revenue.

3.1.4 Tourism Problems and Challenges

In major part, the Azur Plan for 2010 and 2020 did not achieve the intended results partly as a result of the European Union's economic crisis. This has had an impact for resort developers, as it has reduced the number of possible European clients would buy vacation houses. An intriguing story in this regard is what happened with when the contract for the Saidia resort was granted to the Spanish company Fadesa, the crisis in Spain had a significant impact on the corporation, and it was forced to sell its position in the business project (García & Chahine, 2016).

Since 2008, the Persian Gulf nations and other Muslim countries have filled the tourism and real-estate investment deficit in Europe. A new public entity was established to finance the sector and attract additional foreign investment as part of the Vision 2020 initiative (mostly in the Persian Gulf) and look after the big resorts. This new agent's name is Moroccan Tourism Development Fund (FMDT) (García & Chahine, 2016).

The availability of sufficient water is a critical success factor in the establishment of a luxury tourism market. Water resource development and management should be an intrinsic aspect of tourist plans and initiatives, particularly in water-scarce areas (Tekken & Kropp, 2015). Water shortages in north-eastern Morocco may interfere with socio-economic priorities of tourism planning, and water management must be an important element of tourism development strategies, particularly when focused on sustainable development.

Luxury tourism consumes a lot of water (Gössling et al., 2012) water shortages pose a severe threat to the tourism industry. It's all the more remarkable, though, that the

expanding water demand has yet to be addressed in regional water management programs. Existing scientific information about a rapidly declining water condition and related issues is not reflected in development plans; they also lack defined criteria and indicators for water management, as well as mechanisms to ensure water delivery in the situation of a water shortage. The definition of sustainability does not include a commitment to specifying concrete water resource preservation strategies. The focus appears to be mostly on the economic aspects of the broader policy goals to promote the tourism industry, with an acknowledged importance of sustainability. An inadequate water supply provides immediate dangers to the development of a successful tourism sector. Thus, in awareness of the numerous water availability limiting variables, a study of the tourist destination's water-related carrying capacity is required. Saidia region is a must-have item (Tekken & Kropp, 2015).

It is critical to plan for the post-crisis situation in light of the COVID-19 epidemic and its impact on Morocco's ecotourism sector and biodiversity protection. While various tourism organizations are considering various revival plans, conservation authorities in the country, as well as NGOs and ecotourism communities, must be more proactive and think about a real plan for the transformation of Moroccan tourism that considers the ecological and environmental stakes. The task now is to establish ecotourism with beneficial environmental and conservation consequences, rather than focusing just on tourism growth. It will be a matter of striking a balance between environmental protection and economic reality. The COVID-19 outbreak provides a chance to reconsider goals and tourism policy in order to establish a new tourism model that incorporates ecotourism components for sustainability education and conservation (Cherkaoui et al., 2020).

1. To consider a new strategy for tourism development based on the unique experiences of eco-tourism as a response to climate and health crises.
2. To encourage rural tourism as a technique for anchoring rural populations in their land and thereby promoting economic development the hinterland's socioeconomic development.
3. To promote alternatives those are based on environment.
4. To assist tourism experts and stakeholders in the development of long-term tourism packages.

During the COVID-19 shutdown, ecotourism operations in Morocco decreased dramatically, affecting the generating income activities, seasonal employment, and green jobs given by this sector, as well as the tourist enterprises involved with outbound tourism, which suffered major losses. The ecotourism sector supports a considerable portion of the rural economy in and around protected areas, and each year a big number of international visitors visit Morocco's main biodiversity sites (Cherkaoui et al., 2020).

3.2 Tourism Policy

3.2.1 Tourism Policy in Morocco

The construction of the luxury La Mamounia hotel in Marrakesh in 1929 marked the beginning of tourism, the Frenchman Marshal Lyautey, who strove to give places of rest for the French and affluent travelers, is responsible for the early efforts to increase tourism in Morocco (Chahine, 2010). To satisfy the expectations of these guests, investments were directed toward the development of luxury hotels (such as the Palais Jamai hotel in Fez, 1929). Morocco's tourism industry originated during the Protectorate period, when both the French and Spanish Protectorates were interested

in expanding the nation, as demonstrated by the fact that Morocco maintained over 200 hotels from the colonial period. Tourism received little investment in the first two economic development programs (1958–1959 and 1960–1964). It was given to Morocco's historical cities and a few northern resorts. However, one element changed the situation: the establishment of the Agadir resort. This city was damaged by a devastating earthquake in 1960. To ameliorate the problem, the government transformed Agadir into a major tourist destination, and, unlike the old imperial towns (Fez, Meknes, and Marrakesh), this new city became a significant sun-and-beach tourist attraction.

3.2.2 Phases of the Morocco Tourism Policy

Pre-Fordist phase: Morocco's tourism originated under the protectorate, when the focus was on elite tourism catering to Moroccans' interest in their Muslim past. The state had significant obstacles in organizing the country after independence in 1956. 29 Agriculture and water infrastructure received the majority of public investment in the 1960s and 1970s, with industry coming in second. Tourism was not initially regarded as a legitimately profitable sector, and as a result, it got little investment. The state put money into the preliminary planning and later development plans. (García & Chahine, (2016).

According to (Almeida-García, 2018) the state intervened as a planner, investor, developer, and developer in the 1960s and 1970s to boost the national tourist industry; in the 1980s and 1990s, tourism investment decreased and accommodation was privatized; and at the turn of the century, the state reinstated tourism as an economic driving force with a key role in the political agenda. This is illustrated in Figure 5.

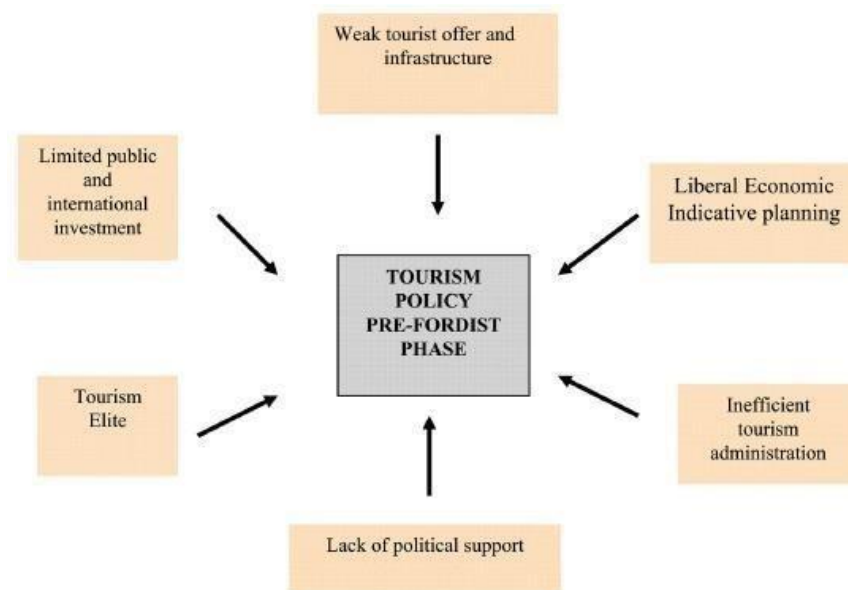


Figure 5. Tourism policy model in pre-Fordist phase
Source (Almeida-García, 2018).

The Fordist phase: Tourist strategy has been targeted toward promoting mass tourism since the early 1970s. Several economic and social events happened during this decade, including the Western Sahara global battle (1975) and the economic Rise In oil prices (1973). Because of these factors, direct government investment in the 30-tourist sector has decreased, and tax incentives and payments have been used to compensate. Two agencies for the promotion of Agadir and Tangier have joined the network of public tourism organizations. There were material facts impacting tourism in the 1990s: there was a substantial decline in visitors as a result of terrorist attacks and the first Gulf War; on the other hand, most of the public supply of tourist accommodation was privatized. To this, must add a further drop in government tourism investment. (García & Chahine, 2016).

According to (Almeida-García, 2018) summarizes the major variables that influenced post-Fordist tourism strategy. The state's key involvement, the evident link between large tourist attractions and real estate, the considerable participation of foreign capital

funds, t, the formulation of strong tourism programs, and so on should be noted among these elements. The elements that influenced tourist policy during this time period are notably different from those that influenced tourism policy during the previous two periods. This is illustrated in Figure 6.

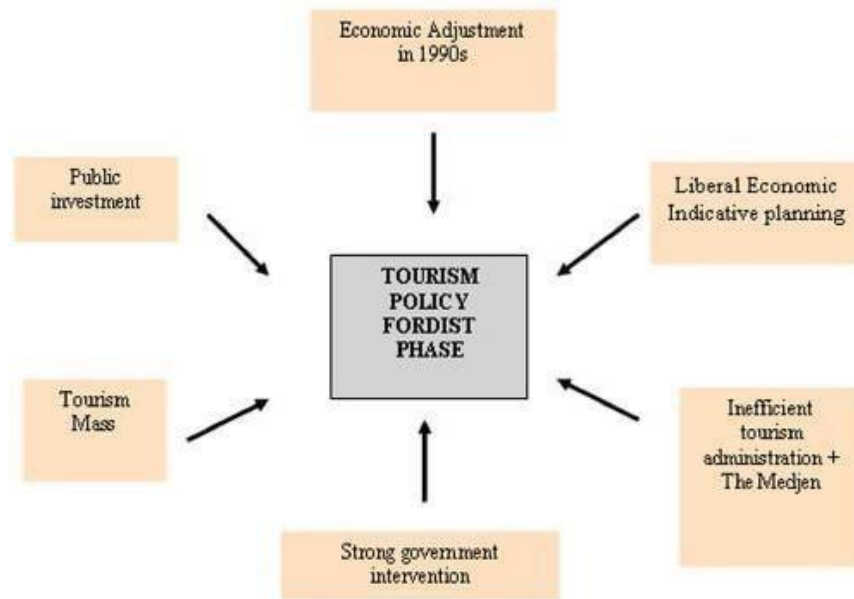


Figure 6. Tourism policy model in Fordist phase
Source (Almeida-García, 2018).

Post-Fordist phase: Morocco's tourist strategy changed direction after the accession of Mohamed 6 to the throne in the year of 1999. One of the state's top aims was to turn Morocco into a fantastic tourism destination, and tourism became one of the cornerstones of the country's economic prosperity (García & Chahine, 2016). In 2001, a significant tourism industry conference was held in Marrakesh, during which the Vision 2010 Strategy, a major national tourism plan, was announced. This initiative marked the start of a shift in tourist policy. It was a strategy for rapid short- term tourist expansion, with the goal of reaching large numbers in less than ten years, by 2010, the plan's key objectives were as follows (Almeida-Garcia, 2018):

- a) Attract ten million visitors in 2010.

- b) To accommodate 7 million international tourists in hotels with a capacity of 230,000 beds.
- c) To establish six major resorts.
- d) To achieve \$8.873 billion in foreign currency revenue.
- e) 600,000 new direct employment will be created.
- f) 72,000 tourism professionals will be trained. g) Increase the tourist sector's share of GDP from 6.5 percent to 8.0 percent.

Vision 2010, the first major tourism strategy, was developed with a budget of \$4,840 million earmarked mostly for large resorts. The following were the key goals of Vision 2010, attracting 10 million tourists in 2010, achieving a capacity for accommodation a total of 230,000 beds the construction of six significant resorts the creation of 600,000 additional employment it's true four primary plans have been developed:

- The Azur Plan involves developing six coastal tourist destinations (MediterraniaSaidia, Mazagan Beach Resort, Port Lixus, Mogador Essaouira, Taghazout-Argana Bay, and Plage Blanche-Guelmin) as development poles. These seaside resorts mix hotel accommodations with supplementary tourist accommodations and leisure activities.
- The Biladi Plan will build eight low-cost resorts for domestic tourists.
- The Mada'in Plan intends to rehabilitate historic cultural sites, as well as seashore locations and mixed destinations.
- The Rural Tourism Plan intends to promote rural and nature tourism (García, F. A., & Chahine, S. (2016).

This new “Visio” has formed eight tourism territories that provide a variety of projects and tourism attractions in order to diversify the tourism offering and cover all of the country’s regions. Six tourism schemes have been established as part of the Vision 2020 Plan, coordinating tourism activities across the eight tourism areas. According to preliminary estimates, Vision 2020 will necessitate around 16 billion euros in government investment, including the budget for promotion and distribution, investment incentives, the investment budget, the training program, public and private capital, and national and international bank financing). This is illustrated in Figure 7 shows:

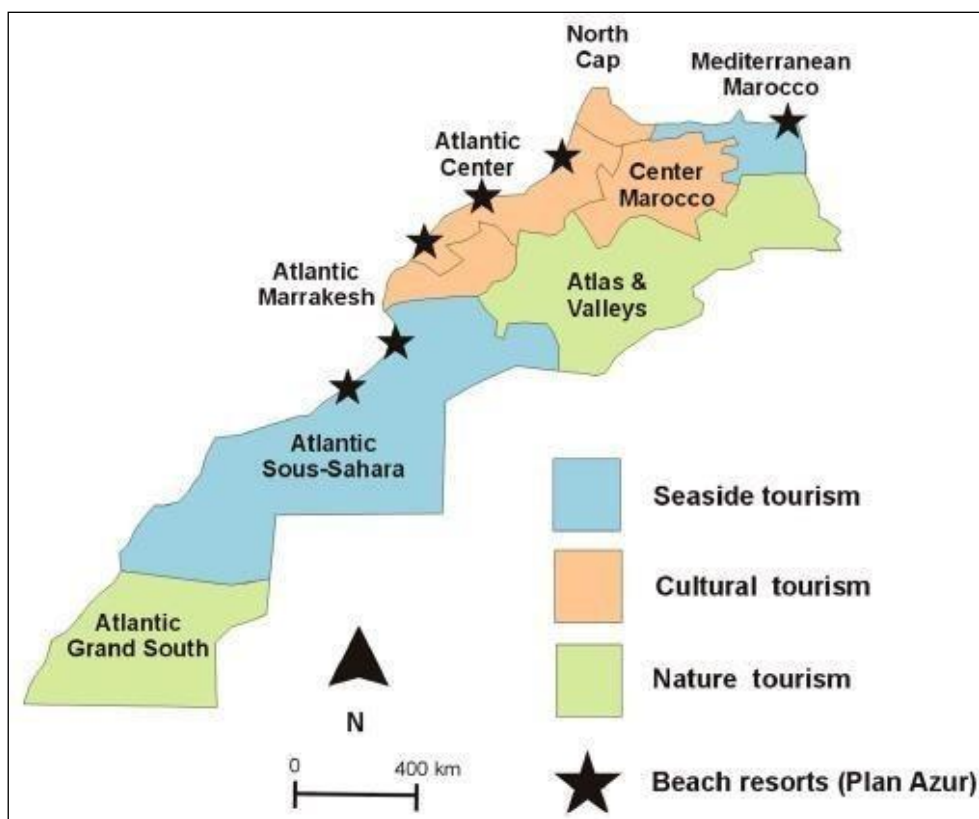


Figure 7. Resorts and regions. Vision 2020 Plan
Source (Almeida-García, 2018).

Vision 2020 is a continuation of Vision 2010, but it sets even more ambitious targets with the purpose of increasing tourism activities. A total of \$18,000 million in public

and private investment is expected. The major goal is to make sure the correct Morocco is one of the top 20 tourism destinations in the planet (García & Chahine, 2016). The plan was divided into six sections: product, transportation, training, marketing and promotion, institutional structure, and tourism environment. The product, which accounted for the majority of the plan's actions and had a budget of \$4.84 billion², was the most important area (Almeida-García, (2018).

3.2.3 The Interest-based Approach for Tourism Policy-making

As both tourism destinations and governments have more responsibilities to undertake, the preceding two sections outline the key interests of these two parties that may be referenced during the policy-making process. (He et al., 2021). Figure 8 depicts the conflicting interests of tourism destinations and the government, as well as the future policymaking system.

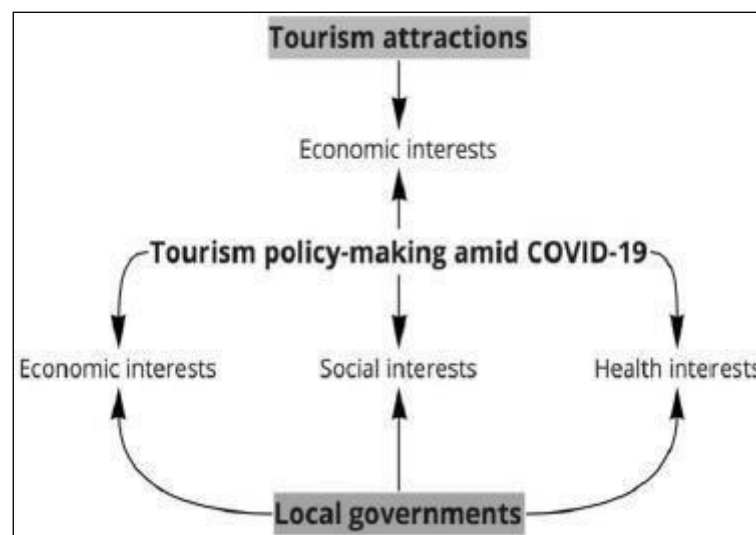


Figure 8. Mechanism of tourism policy-making through interest-based approach
Source (He et al., 2021).

As can be seen in Figure 8, they have a lot in common when it comes to their interest. Relevant regulators and industry stakeholders should therefore function well in line with agreed-upon and consistent places, in accordance with the norms of interest-based

policy making (He et al., 2021). In other words, future policymaking should be centered on economic gains while also ensuring that the government's social and health objectives are met. As a result, in order to implicate the real practice, the following part aims to examine how interest-based theories might throw light on the rebirth of the tourist sector by devising measures that can fulfill both sides' requirements while allowing for acceptable conflicts.

3.3 Tourism Industry in the Age of COVID-19

3.3.1 General Overview of COVID-19

Coronavirus disease 2019 (COVID-19) is a respiratory illness that can be passed from person to person. It is caused by a new coronavirus, which caused an outbreak in Wuhan, China, travels over the world to become a pandemic COVID-19 symptoms include fever, cough, and diarrhea as well as weariness, congestion, rhinorrhea, and olfactory impairment diarrhea with a sore throat (Addi et al., 2021). COVID-19 is largely spread by respiratory droplets, which are emitted when a person sneezes, coughs, or speaks. Furthermore, when a person comes into contact with a contaminated surface or object and subsequently touches his mouth, nose, or eyes, he may become sick.

As of July 2, 2020, the number of infected patients has increased dramatically, with a seven-day moving average of 210,209 cases each day. SARS-CoV-2 is a highly infectious virus that spreads by inhalation of respiratory aerosols, direct human contact, and through Virus Research 288 (2020) 1981142 fomites. Distancing oneself from others, maintaining personal hygiene, often washing or sanitizing hands with alcohol-based hand sanitizers (61-70 percent alcohol), and disinfecting surfaces are all practices that can help people from being sick (Kaur & Gupta, 2020).

Many efforts have been made to produce COVID-19 vaccines in order to prevent a pandemic, and most of the vaccine development in progress has used the S-protein of SARS-CoV-2. As of July 2, 2020, there are 158 vaccine candidates in the global SARS-CoV-2 vaccine landscape, with 135 of them in the preclinical or exploratory stage of research. Currently, phase I/II clinical studies are underway for mRNA-1273 (Moderna). Patients with SARS-CoV-2 infection can have increased risks symptoms, 36 while a considerable percentage of the population is usually asymptomatic. Fever (83 %), cough (82 %), and shortness of breath (31 %) are the most often reported symptoms. Chest X-rays in pneumonia patients typically reveal numerous mottling and ground-glass opacity (Ciotti et al., 2020).

More than 181 million SARS-CoV-2 illnesses had been detected as of June 29 of 2021 and approximately 4 million fatalities have been recorded COVID-19 the deadline for submissions is May 2020, the 73rd World Health Assembly has published a statement a resolution emphasizing the need of thorough research immunization as a public-health aim on a global scale for the purposes of preventing, containing, and halting SARS-CoV-22 transmission (Machingaidze & Wiysonge, 2021). On a global scale there are currently over 125 vaccines available candidates, 365 vaccination studies in progress, and 18 COVID-19 vaccines authorized by at least one country Concerns regarding the safety of COVID-19 vaccines, especially the quick pace of vaccine development, have been cited as one of the key reasons for hesitation in published studies mostly conducted in high-income countries, but evidence from low- and middle-income nations (LMICs) has been scarce.

According to Bakar and Rosbi (2020) when a person with COVID-19 coughs or exhales, tiny droplets from the nose or mouth move from person to person these

Droplets fall on items and surfaces in the immediate vicinity of the person. COVID-19 is then spread to those who come into contact with them contacting their eyes, nose, or mouth with things or surfaces COVID-19 can also be contracted by breathing it droplets from a COVID-19 patient coughing up or droplets are exhaled. As a result, it is critical to be vigilant a distance of more than one meter 37 from a person. Humans should adopt the following recommendations, according to WHO (2020), to prevent infection and reduce COVID-19 transmission:

- Hands should be washed with soap and water on a frequent basis. Use an alcohol-based hand wash to clean them.
- Keep a 1-meter gap between you and the person in front of you as well as individuals who are coughing or sneezing
- Keep your hands away from your face. • When coughing or sneezing, cover your mouth and nose also, if you're sick, remain at home.
- Avoid smoking and other potentially harmful behaviors the lungs will be weakened as a result of this.
- Avoid physical contact to practice physical distance unnecessary travel and avoiding huge crowds of people individuals.

3.3.2 The Impact of COVID-19 in Morocco

Following the discovery of the first case of the new coronavirus in Morocco, Moroccan authorities established a special COVID-19 fund (with more than 3.8 billion US dollars (USD) in contributions), as well as the National monitoring and responding plan against Coronavirus virus, the goals of which were to avoid the introduction of COVID-19 into the national territory, detect cases early, and consist their spread, and organize a global approach adapted from the health system. In addition, Moroccan

authorities expedited orders for chloroquine and assisted individuals working in the informal economy more than 5 million households helped (Addi et al., 2021).

In 2018, the World Health Organization (WHO) released a study in which it explored the unknown, suggesting that a health crisis was coming, but it didn't know what aspect it would take. The discovery of a new Coronavirus (COVID-19) resulted in a 38 global pandemic for which no vaccinations or medicines are available. Around the world, the outbreak created huge public health concerns. At the same time, the economic ramifications are becoming more worrying, as families are compelled to remain confined to their houses in order to prevent the virus from spreading (Ghoufrane & Darbali, 2020).

The epidemic has impacted negatively on Morocco's economy, it will be most impacted by the loss of tourism, which is the economy's second greatest contributor, accounting for 11% of GDP and 532.000 jobs in 2017, up roughly 5% from the previous year of jobs in the overall economy (Abouzzohour & Center, 2020). Pandemics may totally paralyze the tourism sector, suspending both demand and supply, as the current situation has demonstrated, while visitors have ceased traveling, tourism supply operations have been halted, causing the business to suffer a significant setback. As a result, the sector has faced a number of issues and concerns (Khan, 2020).

Morocco, like other countries around the world, has been hit by the Coronavirus. Given the Moroccan government's inadequate resources, the situation rapidly grew urgent with over 77,800 cases diagnosed and an increasing fatality rate. The government took a number of aggressive measures to contain the crisis and restrict the spread of the virus, including declaring a state of public health emergency, confining people, and

increasing testing for possible cases. However, these steps adopted to control the spread of the virus, which is characterized by a near-total halt in the movement of manufacturing steps, should logically result in an economic crisis and increased unemployment. As a result, the pandemic's impact on most emerging and developing countries is expected to be far worse; the virus's harm is significant, and it will surely have long-term consequences that will be costly to the global 39 economy. As a result, Morocco might suffer considerable losses in 2020 as a consumption, savings, commerce, and tourist economy whose structure is tied to external and domestic demand and to which the balance of payments and state finances are very vulnerable. On the other hand, in some industries, the possibility of diminished foreign supply and demand, notably from the EU, may develop in the future. The pandemic's economic impact on Morocco is impossible to quantify because no one knows when it will stop. The epidemic has hit every industry, and it may take a long time for the economy to recover. The shock of COVID-19 pushes Morocco's economy into a deep depression (Ghoufrane & Darbali, 2020).

COVID-19 has had an impact on both domestic and international tourism, although the reasons for the reduction in international and domestic tourist are various. COVID-19 has a negative impact on the worldwide tourist business. Similarly, there is a clear connection between the tourist and hospitality industries, therefore economic shocks may differ from one business to the next. This might cause a drop in local investment and, as a result, a drop in Gross domestic product (GDP). As a result, there is still a serial mediation between the spread of COVID-19 and a decrease in GDP in the tourist and hospitality industries. (Shaikh et al., 2021). This is illustrated in Figure 9 below:

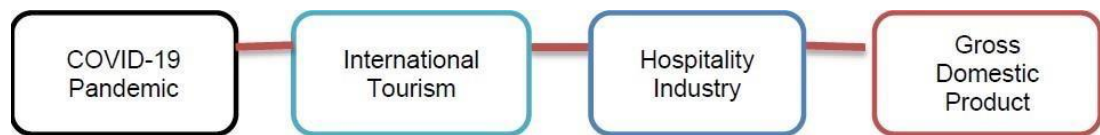


Figure 9. Schematic view of Theoretical Framework for COVID-19 effect on GDP Source (Shaikh et al. 2021).

Morocco's tourism industry has performed exceptionally well in recent years. Ambitious developments have expanded the number of beds available, as well as flight connections and leisure activities on the ground. Tourism is a significant source of foreign currency and plays an important role in the Moroccan economy, accounting for around 7% of GDP.

In 2019, the United States will have a GDP of over \$1 trillion, over 1 million employment, and \$8 billion in revenue. Tourism is expanding around the globe lands, which are benefiting from a spike in demand, the closeness of the markets that create it, and, most importantly, the drive of the government sustainable tourism and nature tourism were among the key focuses of the tourism strategy (Visions 2010 and 2020). Unfortunately, after two decades of optimistic progress in the 2000s, the cascade impact of the pandemic of COVID-19 is wreaking havoc on Morocco's tourist and hospitality industries. Morocco took severe security precautions, closing its borders, suspending flights and visits before announcing a state of emergency on March 19th. It has been almost a century; tourism has never experienced such a disaster. The whole tourism industry has come to a halt, and all activity has been halted. According to the National Tourism Confederation, the sector would have a 98 % shortfall, resulting in a loss of almost 3.2 billion Euros. Tour operators, guides, transporters, and restaurants have all seen their operations come to a standstill (Cherkaoui et al., 2020).

The situation in Marrakech, the first, is dire, with % of hotels and more over % of tourism activity concentrated there, car parks are overflowing, hotels have been empty, staffs have been freed, and services have been postponed hiking paths, as well as lodges and guest homes, are empty elsewhere in the countryside, distant from the regular tourist hotspots. The employment and revenues of all mountain guides and 41 trek logistical providers are lost. Morocco's significant growth in green tourism has come to a total halt. Morocco's decade's long efforts to safeguard the environment and increase awareness have been abandoned in favor of human security measures. International tourism is expected to fall till the end of the year.

A scenario that will be determined by global health and sanitary situations, as well as the removal of lockdown measures in issuing nations, particularly in regard to the return of international travel. Morocco's condition will have to suffer for a long time, as rules and general worry will drive tourists to focus on domestic tourism and surrounding destinations. The government's and stakeholders primary worries are how to absorb the losses caused by months of gridlock and how to cope with the shortfall.

On the one hand, efforts have been concentrated on providing urgent social assistance to compensate for the loss of household income during the lockdown, tourist providers will be able to deal with last-minute cancellations and engagements. Although the concept implies for questioning consumer society reality and its detrimental effects on the environment, reality reveals a focus on COVID19's economic repercussions with little regard for sustainability, ecological, and resource preservation issues (Cherkaoui et al., 2020).

3.3.3 The Impact of the COVID-19 on the Global Tourism

The tourism industry's impact to the COVID-19 epidemic is provided in Table 1.

Table 1. The tourism industry's impact to the COVID-19 epidemic

Activity Sectors	Post-COVID-19 situation
Air Transport	<p>Traffic levels have plummeted dramatically as a result of closures and the implementation of travel quarantine. According to IATA, revenue passenger kilometers (RPK) would be -38% fewer in 2020 than in 2019, results in a revenue shortfall of \$252 billion, compared to a net profit of \$29 billion predicted for 2020. At least three airlines (the virgin Atlantic, Singapore Airlines) and the German travel operator TUI are involved, as previously indicated. More than \$15 billion in state aid has already been granted, with a total of US\$50 billion allocated to airline companies in the US (Gössling et al., 2020).</p>
Accommodation	<p>With the majority of hotels shutting and tourist numbers dropping, industry income forecasts for 2020 indicate a significant decrease (US hotel revenue per available room is expected to drop 50.6%). The markets in the United States are expected to rebound first. It is currently unknown how hotel accommodation firms can verify that rooms are safe for customer recruitment, or how specific COVID-19 incidents will be addressed in lodging organizations. Large chains, in particular, will need to reassess their supply chains and the dependencies 43 they have created (Gössling et al., 2020).</p>
Terrestrial or marine protected areas	<p>Cruise ships are unlikely to travel again until a vaccination is available is found or passengers can be tested before boarding, and no other tourism sub-sector has been in the news as much as cruises. However, rapid antigen tests not always detect early COVID-19 virus. Risk perceptions are likely to be affected and reinforced by tests. "Because of their enclosed environment, contact between travelers from various countries, and crew transfers between ships, cruise ships are frequently settings for outbreaks of infectious diseases. Passengers quarantined for hours and weeks in terminals refusing to let them exit are likely to stick in the minds of prospective travelers. Discounted cruise</p>

prices are likely to make the economic recovery of this sector much more challenging (Gössling et al., 2020).

3.4 Post-Covid Recovery

3.4.1 Tourism Institutions Recovery

When compared to the scenario previous to the pandemic, the reintroduction of tourist activities entails a minimum state. Accommodation structures, restaurants, leisure places, hairdressing salons if the COVID 19 health protection criteria are implemented by tourist operators, hotels, fitness centers, and other venues will only be permitted to use half of their occupancy;

The disinfecting of all tourism related areas on a regular basis 44

- Limiting the number of customers who can use the tourism facilities at the same time.
- The introduction of a six-hour crawl interval between each reservation.

The bags will be disinfected at the time of check in, and the keys will be handed over at the time of check-out.

The initial measures to reviving the tourism season have already been taken. Some hotels strive to entice inhabitants by providing extremely low prices, often as low as 65% off standard rates. Unfortunately, they are simply pilot projects that are dependent on financing (Yafi, 2020). Professionals, on the other hand, are cautious, because even in the best-case scenario, the occupancy rate will not reach 40%, according to the President of the Oriental Region's Regional Council of Tourism. For its part, the tourism ministry has launched a grant scheme in the form of an Appel à Manifestations

d'Intérêt (AMI) for the promotion of tourism destinations in collaboration has a budget of 500,000 to 1,500,000 DH with the Conseil Régional du Tourismes (CRTs) and the Conseil Provincial du Tourismes (CPTs). “Ntla9aw Fi Bladna” is the signature on this commercial campaign (Aziz, 2020).

The COVID-19 pandemic is a once-in-a-generation worldwide disaster with potentially catastrophic consequences, particularly for the tourist industry. What is certain is that in the tourist debate, perceived risk is a significant multi-dimensional concept. The varying consequences of level of danger on tourists, as well as tourism's sensitivity to a variety of external factors such as pandemics, call for immediate academic research into the possible implications of the COVID-19 on visitor's future conative behavior. In light of the current pandemic, it is reasonable to presume that the present COVID-19 virus's perceived danger will put the global tourism sector 45 more sensitive to an increased perception of risk during the pandemic, potentially impeding global tourism recovery in the short to medium term. As a result, the travel and tourism industry's revival will need a deliberate multi-stakeholder strategy that addresses both tourist demand and supply. More specifically, the decrease of the cognitive dissonance that comes with in tourism, perceived risk may be based on the destination's or destination's capabilities for tourist activities, the government must control both objective and subjectively perceived risk concerns to be within a reasonable range in order to reduce cognitive dissonance (Matiza, 2020) the appraisal and the unfavorable impact are linked to objectively assessed risk variables a list of possible travel-related repercussions.

Six months after the COVID-19 epidemic, the world economic and social life are still unclear, as the tourism and hospitality industries, as well as supporting sectors, prepare

for recovery. As a result, it's critical to estimate the effects of the COVID-19 pandemic on the tourist business, as well as the role of government policies in assisting the industry's post-recovery. Despite breakthroughs in vaccines, from a business standpoint, a full knowledge of the pandemic's effects is likely to provide tourism industry actors with valuable insights into how to develop and implement effective decision-making frameworks that can ensure rapid responses to unanticipated events that threaten their businesses' financial viability. In terms of policymaking, epidemic breakouts not only because a substantial public health threat to governments, but they also demand a slew of fiscal, monetary, and supply-side policies in order to fully recover. As a result, forecasting scenarios, situations may provide a clearer image of an industry in the ideal, hardest hit, and in-between scenarios, allowing economic factors such as businesses and governments to make the best decisions possible to minimize the effects of approaching epidemic outbreaks on the overall economy. (Fotiadis et al., 2021).

3.4.2 Aviation Stabilization and Recovery

According to the IATA, US\$67 billion, or 55%, of the US\$123.1 billion in government assistance resulted in higher debt. This increases the industry's already huge debt, which was at US\$430 billion at the end of the year 2019 (IATA, 2020). When the business wanted to cut costs, conditions for a government bailout, such as employee retention, presented a dilemma for the sector. Caps and limits put on senior personnel, while well-intentioned, carried the potential of causing the sector to lose the greatest people at a time when they were required to give strategic leadership. (Dube et al., (2021). As the industry revived in certain areas of this country, it did so against a backdrop of rising debt. Given that the aviation sector was reopening in the middle of a pandemic, various stakeholders worked hard to ensure customer and worker safety.

There were also attempts to establish a new economic model that involves a changeable operating environment; both airlines and airports were required to follow this plan, which had to even outside issues into consideration.

Airports' goal and duties were strengthened, prompting a demand for more to be done to preserve the safety of the passengers and employees. Airports, by definition, were never designed to be places of social isolation, but rather to foster social engagement. COVID-19, on the other hand, requires airport modification in order to accommodate the pandemic's current challenges. The pandemic is predicted to result in a drop in revenue due to a decline in income generation from airports' principal funding streams, such as airport space fees and airport taxes, fees from both customers and flights. As a result, there is an urgent need to implement a model that 47 substantially saves costs, improves airport operating effectiveness, and expedite passenger processing while simultaneously increasing service quality to limit the danger of the illness propagating to other airports across the world.

The Sustainability is a major issue that involves the global attention of the aviation sector (Dube & Nhamo, 2019). According to research, most individuals are less eager to travel than they previously were because to health and safety concerns caused by the epidemic. It is vital to ensure consumer safety since it will encourage consumers to go again. Twenty-five major airlines utilize around ten ways to ensure passenger comfort, experience, health, and safety. According to Global Industry Travel News (2020), the following are the most common of these measures are presented in Figure 10 below:



Figure 10. The most common of these measures

The layout of all forward seats is seen as a safety feature that avoids head-on accidents. On board, straight back seats were viewed as transmission barriers. Other IATA-recommended processes were expected to be followed to provide passengers with an additional degree of protection and safety. The literature on COVID-19 inflight transmission, on the other hand, contains different opinions and notions (Dube et al., 2021).

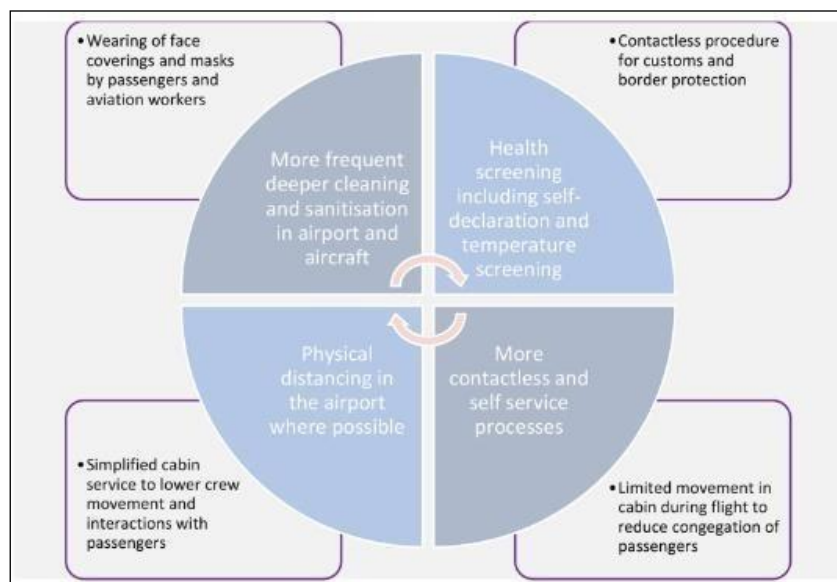


Figure 11. Based on COVID-19, measures were put in place to assure aircraft safety. Source (IATA, 2020; Dube et al., 2021).

Onboard transmission was suspected on a flight from Central Africa to Europe. Symptomless traveler contact tracking confirmed that there was no onboard sickness

on another aircraft from Wuhan to 48 China, and then from Guangzhou to Toronto, Canada (Schwartz & al., 2020). To reduce the risk of pandemic transmission, the Civil Aviation Authority (IATA) developed a series of procedures and regulations (Figure 11) to restore public trust and promote travel, which are detailed below.

3.5 Criteria to Travel during COVID-19

Hygiene and health awareness are two of the most significant implications of the current health crisis. It implies that when it comes to holiday planning, tourists would emphasize the cleanliness of airports, public areas, hotels, restaurants, tourist attractions and daily needs, as well as accessibility and treatment standard provided by the location. As a result, quality criteria and the success of the health system in the host country is becoming a factor in the travel choice.

49 Governments are already taking efforts to rebuild their tourism economies in the event of COVID-19, including plans to promote tourism's long-term recovery, encourage digital transformation, and move to a more eco sustainable tourism industry structure, as well as envisioning tourism in the future. Analyzing the adopted recovery measures by European nations suggests that authorities are only now becoming aware of the importance of the situation need to boost tourists' perception of security, meet the rising need for information, and encourage self-assurance (Orîndaru et al., 2021). New service and information strategies (Austria), rules for accommodation areas (Belgium, Poland); and a four-tier system (green, orange, red, and gray countries) identifying distinct dangers and admission criteria are among the remedies used. Digital coronavirus passports (Cyprus), national digital and social networking sites (Denmark) campaigns (France, Ireland, and Spain), interactive maps to find all travel companies who are open and committed to health protocols (France); smart device

apps that support transitioning to a digital environment and delivering tailored information and new services (Greece).

COVID-19 tourist helpline (Malta) "Clean/Green and Safe" seal for tourist activities that meet hygiene and cleanliness criteria for COVID-19 prevention (Portugal, Slovenia, Spain); travel insurance for foreign visitors (Portugal) efforts in Portugal to encourage more ethical and sustainable tourism "Traffic Light for Tourism" in Slovakia (depending on how much the infection spreads, this program builds circumstances for the operation of hotels and wellness resorts, restaurants, and touristic attractions gatherings and swimming pools, separated by tourist and employee demographics categories, as well as sanitary–epidemiological procedures and services).

3.6 Morocco Compulsory Vaccination against the COVID-19

The first Moroccan to get vaccinated was the king of Morocco, aged 57, in the palace of Fez, setting an example in front of the camera and so officially off the vaccination campaign for 35 million Moroccans on Thursday, January 28, 2021. At the same time, health officials and the government needed to reassure individuals and answer their inquiries in order to eliminate fears and misinformation about the delivery of doses, the amount of doses, or the efficacy of the vaccinations chosen (Addi et al., 2021).

Vaccination is one of the most significant advancements in the battle against virus transmission. While protective actions are necessary for the management and control of Vaccination is the most effective way to combat the present COVID-19 outbreak. SARS CoV-2 infections can be reduced using an efficient prophylactic strategy. As a result, researchers and scientists hurried to invent new technologies and put novel

vaccinations to the test to defend against SARS-CoV-2 and the rate of scientific discoveries relating to COVID-19 is increasing unprecedented. Several COVID-19 vaccines have been developed produced lately in a number of countries. The newly produced COVID-19 vaccinations have sparked heated discussion concerning efficacy and undesirable events.

Morocco was one of the first nations in Africa to establish a COVID19 immunization program, which will begin on 29 January 2021. The immunization program in Morocco, began in regions with a high COVID-19 incidence rate. The vaccination was made available to all Moroccan citizens at no cost. Priority was given to those over the age of 75, health professionals over the age of 40, teachers over the age of 45, public officials, and army personnel. Following that, the other demographic 51 groups were immunized (Khalis et al., 2021).

Country	Total administered doses	Administered doses per 100 people
Morocco	3 597 903	9.75
Algeria	75 000	0.17
South Africa	70 725	0.12
Senegal	25 653	0.15
South Africa	70 725	0.12
Egypt	1315	0.0
Zimbabwe	18 843	0.13

Figure 12. COVID-19 vaccination doses are scheduled to be delivered in Countries in Africa on February 28, 2021
Source (Drissi et al., 2021).

Since the launch of the vaccine, each country has attempted to reduce the number of vaccine doses required. The figure 11 shows statistics for African nations that have begun COVID-19 immunization as of February 28, 2021. The number of countries is small, and the difference between Morocco and the rest of the continent is wide. Morocco delivered 3 597 903 doses (9.75 % per 100 people), whereas other nation's immunization rates did not reach 1%. Morocco has a slightly higher immunization rate

in one month than France (6.97%), Italy (7.12 %), and Spain (7.71%) in two months. Vaccination is done gradually in Morocco. Priority is given to those on the front lines, such as health workers, teachers, security personnel, authority figures, elderly, and individuals suffering from underlying health concerns. Following that, the immunization will be offered to the broader public based on age group (Drissi et al., 2021).

3.7 Positive Adoption of COVID-19 in the Tourism Industry

Self-service and many technologies for every procedure at the terminal will increase the airport's bounce back. This type of innovation proposal would be able to save operating costs, improve passenger service, and decrease virus transmission. 52 Similarly, facial and fingerprint recognition biometric solutions including the paper process are among the typical technology/I.T. tactics that the airport might adopt and implement during this crisis (Serrano & Kazda, 2020). The goal of implementing improvements to existing procedures is to limit the spread of COVID-19. As a result, travelers may be required to provide a COVID-19 test demonstrating their wellness for travel. Furthermore, airports are striving relentlessly to incorporate contactless technology across all passenger touch points, as well as aviation employees and airport surface. These steps have resulted in the construction of new self-check-in kiosks, biometrics identification speed gates, and other technologies. Technology is currently the primary engine in ensuring that the objectives are met and that passengers may experience touchless travel.

Long-term measures included investments in new technology that facilitated service automation, increased product diversity to meet the needs of different segments, increased focus on ability to attract domestic tourists, workforce reform, and possible

acquisition of other hotels or partnership with another institution. That industry operators prioritize personnel restructuring (average evaluation score of 5.63 on a scale of 7), followed by a greater emphasis on luring domestic visitors (5.45) and boosting product diversity (5.35). Investing in new technology is fourth on the list of priorities, while company reorganization ranks last (Majumdar, 2021).

3.8 Risk Management

The COVID-19 outbreak is having an effect on the international tourism industry. Tourists' perceptions of travel risk and management are crucial elements in deciding where to go amid the present COVID-19 pandemic concerns. Tourists' attitudes of travel risk and management might influence their psychological and emotional behavior when visiting various places. As a result of the global pandemic's expansion, tourists may have a fresh perspective on travel risks management challenges (Rahman et al., 2021).

Tourists will consider before choosing locations if they perceive they are unsafe. Tourist risk and management are connected to tourist travel locations, which are different and provide uncertain consequences as a result of COVID-19's influence. As a result, it is difficult to identify common risk and management dimensions for developing a theoretical foundation based on visitors' risk and management perceptions and combining their results. However, due of a critical knowledge of the COVID-19 outbreak.

3.8.1 The Framework of Risk Management in the Tourism Industry

Risk is defined as the unknown around an event's outcome, which is created by external or internal weaknesses, is an important and inescapable aspect of doing business. The degree of disaster/catastrophic risks has become an important issue of d

discussion in recent years particularly in the insurance business. Price issues, profit and capital variability, concentrations, insurability limits, capacity constraints, and contagion effects are all concerns confronting the tourism sector (Ural, 2016). Catastrophes usually result in a high number of individual losses involving a big number of insurance policies, the choice on whether or not to obtain insurance coverage in the travel and tourism industry is part of the cost/benefit analysis linked with the risk management decision process over the last few decades, the risk management discipline has grown well-established in the corporate sector. Many travel and tourism businesses have become accustomed to dealing with the high frequency/low severity financial and operational risks that they face catastrophic risks may be managed using the same risk management methodology.

3.8.2 The Tourism Risk Management Process

In the tourism environment, the risk management is (the organizational process) and disaster risk management is (the multi-agency, community-based process) are both concerned with the planning and execution of actions aimed at limiting the negative effects of crises and disasters on tourism destinations. To identify, analyze, assess, address, monitor, and review hazards to tourism destinations, the tourism sector should be involved in both risk management and disaster risk management procedures.

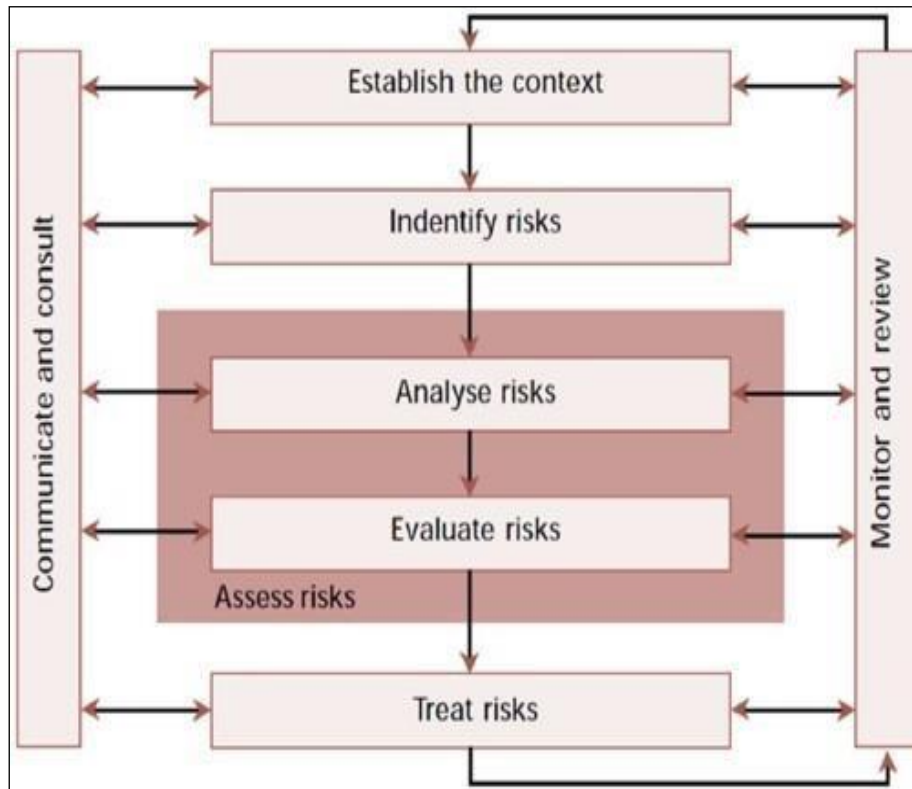


Figure 13. Risk Management Process
Source (Ural, 2016).

The general risk management method has been adjusted to the demands and circumstances of the tourism industry. Although the approach was created for destinations, the same concepts apply to any tourist firm or organization that is through a risk management process. (Ural, 2016). The risk management process, which is comprised of five key actions, create the context, identify risks, analyze risks, assess risks, and treat risks, as well as two supporting activities (communicate and consult and monitor and review). This is illustrated in Figure 13.

3.8.3 Hospitality Risk Management Strategies During the COVID-19 Pandemic

COVID-19 has impacted the world in every way imaginable, showing a significant influence on all consumers and industries, including international travel, tourism demand, and the hospitality industry, together with the energy industry, the tourism, hotel, and Aviation Company is one of the world's major employments. However,

unlike the energy business, tourism, hospitality, and travel are less necessary and so are more sensitive to catastrophic shocks like the COVID-19 epidemic. It's critical to figure out how the tourism, travel, and hospitality industries can recover from COVID-19 assuming a vaccine is developed and how the sector can be made sustainable in a significantly changed world. To build a balanced and sustainable tourism, travel, and hospitality economy, a charter is thought required (Chang et al., 2020).

- Charter:

- a) Social distance from the tourist source and at the destination should be managed and enforced in all sectors of the tourism business, adventure tourism, agricultural tourism, notably religious tourism and MICE tourist activities.
- b) Tourism entrance and travel rules should apply to: domestic destinations, and international destinations.
- c) The (PPE) Personal protective equipment should be needed for medical tourism, air travel, and maritime travel.
- d) To maintain security, the destination's care and psychiatric situation should be managed by developing and executing and frequent monitoring systems to control illness and pandemics; identifying early stages of the risk of emergence and reinfection; organizing health and safety rules for citizens, managers, and tourists; and achieving the result tests for foreign visitors.
- e) Change any future crisis into a sustainable opportunity by monitoring tourist attraction demand; prioritizing segments and anticipating changes in tourist behavior; ensuring communication and enhancing relationships with a variety of supply companies; ensuring links between potential tourists and destinations;

reopening tourism activity to maximize economic, social, and environmental contributions; and minimizing negative effects on the environment.

- f) Transport networks (air, sea, subway lines, buses, taxi companies) should enforce updated social distancing and safety regulations, especially for: visitor sources and destinations boarding and landing allowed to serve meals, on-board processes, and side-trips enhanced health facilities and properly qualified on-board health professionals and seating areas on board.
- g) Major events Tourism should implement updated social distancing norms and restrictions, particularly for: sporting events, musical events, theatrical performances, festivals, shows, and expositions.
- h) International and domestic tourism both have import and export: domestic tourism may need air, land, and sea travel, whereas overseas tourist may require air, land, and sea travel.
- i) Hotels accommodations must consider the following locations have social distance: the entrance for check-in and check-out; serving meals; and community occasions.
- j) Health coverage tax hikes and pre-existing condition limits should be managed employing industry experience and knowledge skills.

Chapter 4

METHODOLOGY

4.1 Introduction

The major goal of this research is to determine the benefits and drawbacks of the challenge, such as the impact of the COVID virus outbreak on Morocco's tourism industry. This chapter will examine the data gathered via interviews and supporting questionnaires conducted at organizations and institutions. The findings were designed to highlight various aspects and gain a better understanding of the potential impact that occurs to the tourism player in management, the most appropriate practice to respond to the current crisis, and the support that played a dynamic role in helping the sector relief in Morocco.

The findings are organized into two parts, beginning with the demographic distribution of the interview respondents, followed by a summary of the Morocco tourist number and an overview of tourism in various regions of the kingdom. The participants were from all sectors of tourism, including from minister of tourism, association of domestic tourism, hotel sales and operational managers through general managers, the travel agencies and tour operators, as well as a few managers from the aviation industry.

These chapters will go over the research methodology that had been used. The data collecting process, sample size, and research design will all be presented.

4.2 Research Methodology

The data for this research were collected between September 2021 and January 2022, a qualitative research is an all-encompassing method to learning that incorporates exploration. Qualitative data may also be characterized as a shows that the proposed 58 that occurs in a natural situation and allows the investigator to gain depth via active engagement in the real occurrences. The social phenomena being researched from the participant's perspective is one identifier of qualitative research. There are several sorts of qualitative research designs that employ qualitative research methodologies to shape the study approach. As a result, the various methodologies have a significant impact on the study tactics investigated (Williams, 2007). Qualitative study includes the utilization of obtained data for the goal of describing, explaining, and understanding it. Because qualitative research formulates and establishes new hypotheses, it is said that it is less organized in description. Qualitative research is also recognized as an effective strategy that takes place in an environment and helps the researcher to establish a level of depth by becoming thoroughly involved in the actual experiences. Qualitative research is conducted using a post – structuralism framework. The five forms of qualitative research include case study, set of observations, phenomenology study, grounded theory study, and content analysis. These five aspects are examples of logical deduction and methodological approaches analysis.

Qualitative data principles are founded on inductive rather than reasoning and logic. The researcher's effort to explain stems from observable elements that prompt queries. In contrast to quantitative research, in which the researcher is fully isolated from the phenomena under investigation, qualitative research has a close relationship between the observation and the data gathering. (Williams, 2007).

4.3 Research Design and Method

The questionnaire in this thesis used one types of question format: Open-Ended Questions with a blank box for tourism institutions representatives or respondents to type in their personal response in their own words, and closed ended or data type 59 based questions with a list of options for the representatives to choose. The finding is divided into two sections starting from the demographic distribution of the interview participants and outline of the Morocco domestic number and an over brief of the tourism in Morocco Institutions. The questionnaire was divided into three main parts. The first part discusses the tourism institutions overall profile. The second part will address the descriptive data received from respondents, as well as comprehending the issues of Morocco's tourism industry, will cover the more profound the impression findings connected to the qualitative question. In addition, the statistics will highlight each sector that was involved in a distinct part. Furthermore, the findings will include case proposals from other organizations to address the present issues of the tourist business. Finally, the third component discusses the reviving post-COVID-19 effect assessment and management challenge plans. Due to the COVID-19 issues, policies and challenges in Morocco, an interview questionnaire was chosen as the best research tool in this thesis. Furthermore, it was decided to maximize the number of replies that could be gathered in order to improve the quantity of data available for analysis. Another difficulty that had to be addressed was the confidentiality and time restrictions faced by tourism institutions. This questionnaire was created to learn more about the impact of the COVID-19 pandemic on the tourism industry in Morocco, as well as planning and management for post-COVID-19 challenges.

The questionnaire utilized for the data collection was adopted from a list of the interviewee's answers and point of view. The study topics were designed to represent the situation, such as the challenges of tourism management. The research was conducted in Morocco to determine the issues and the impact of the COVID-19 virus on the tourism industry as well as managerial measures for post-COVID-19 and challenges.

4.4 Sampling

According to (Oxford Business Group, 2019) It aims to boost Morocco is among the top 20 countries tourism destinations in the world by the end of the century, and to more than double the size of the sector in several ways, includes greater the number of available beds to 400,000, creating 470,000 employment to virtually increase the number of people engaged in the industry to 1 million, tripling the number of domestic journeys, and tripling the value of tourist revenues to Dh140 billion (€12.6 billion). The majority of these objectives are ambitious. Arrivals remained at 12.3 million in 2018, implying that the aim of 20 million tourists by 2020, as well as the target for revenues, is virtually probably out of reach. According to HCP data, there were 351,582 workers employed in hotels and restaurants in the country in 2016, accounting for 3% of the national employment and operating in 3690 institutions.

In 2018, there were 4037 licensed accommodation establishments, with 121,171 rooms and 260,448 beds. This was an increase from 3897 establishments and 250,518 beds in 2017, with the number of businesses nearly tripling from 1366 in 2006. Four-star hotels accounted for the greatest percentage of nights spent in the kingdom in 2018, accounting for 26.7% of the total, followed closely by five-star facilities (26.3%). However, the three- and five-star groups witnessed the most increase over the time,

growing by 11% annually. This was followed by 15% for tourist residences and 14% for guest houses. The budget category remained practically steady, with one-star establishments contracting by 4%. Furthermore, 18 international airports and 4,000 institutions classified accommodation, 1,980 touristic transport companies, 1,500 travel agencies, 550,000 direct jobs, 866 ranked restaurants and 3,900 tourist guides.

According to OT statistics, hotel occupancy in 2017 was 46%, up from 43 percent in 2018. In 2018, Agadir the most popular destination, Marrakech, had the highest occupancy of any other destination, at 59 percent, Casablanca and Ifrane came next, the third-most popular destination, at 54 percent. Due to its popularity for package vacation trips, Agadir had the greatest average stay, at 5.3 nights. Hotels Club had the highest occupancy rate at the time, with 74 percent, followed by five- and four-star hotels, with 58 percent and 52 percent.

In 2020, international tourists accounted for 62% of Moroccan tourism expenditure, while domestic tourists accounted for 38%. In the same year, leisure accounted for 90% of total spending in this industry. In all, Morocco's tourist industry is anticipated to grow and to contribute for 5% in terms of the GDP country's in 2020.

Morocco's Tourism and Hotel Industry is divided into Origin International and Domestic destination (Agadir+Taghazout, Marrakech, Dakhla Sahara, Rabat, Casablanca, Tangier, and other destinations), Type (Accommodation Services and Travel Agencies, Tour operators), and Market Forces Development, History, and Forecasts (2021-2026). In addition, Morocco is geographically close to the European continent (15 kilometers), and it is connected to the rest of the globe through exchange in products and services, as well as tourism and human activities.

The Socio-Demographic Overview interviews were directed in the different regions of Morocco. Roughly 7 hotel institutions are located in Morocco and more than 3 tourism companies. 15 interviews were conducted with eleven hotels with different classifications. 50% were 5- star, and 20% 4-star, and the remaining 30% of the hotels were under 3-star categories. In addition, a two-tour operator and travel agency were part of this interview. Another interview was taken with a PhD professor from the international university of Casablanca tourism department and another interview 62 was taken with the Assistant of tourism department to analyze the sector's challenges other than tourism institutions and Airline. The interviews were placed from the end of October 2021 till ten of January 2022. The participants were asked to identify the challenges and the reviving updates during the global spread of COVID-19. Firstly, how they acquired the workflow's effects or the decreased occupancy rate, the lack of demand, and the main challenge they encounter also express their privileged lessons learned from the current crisis reviving with the new variant Omicron.

4.5 Data Collection

The study's mission, objective was to target on a certain section of tourism industry and other tourism-related organizations in Morocco. Because such a circumstance needs a comprehensive study with a large number of replies, a straightforward approach of convenience and distribution was employed to reduce the efficient quantity of data that reflects the participating businesses and institutions.

Additionally, the survey was self-administered, allowing the researcher to conduct large-scale interviews while covering a vast tourism region. The summary of interviews are shown in Table 2.

Table 2. Summary of interviews

Interviewees	Organizations	City	Responsibility	Means of interview
Number 1	5 * Luxury Hotel Michlifen Resort & Golf	Ifrane	Housekeeping director	Teams
Number 2	Palmeraie Country Club	Bouskoura	F&B Manager	Phone call
Number 3	Royal Air Maroc Anfa Agency	Casablanca	Communication Manager	Phone call
Number 4	Tour Operator Web Tour	Marrakech	Operation Manager	Video call
Number 5	Le Casablanca Hotel	Casablanca	Marketing & Communication Manager	Video call
Number 6	Minister of Tourism Department	Rabat	Assistant Administration	Phone call
Number 7	UIC University Tourism Department	Bouskoura	PHD Professor	Teams
Number 8	Tour Operator Transatour	Mohammédia	Owner/Manager	Zoom
Number 9	Barcelo Palm	Agadir	Guest Manager	Teams
Number 10	Moroccan House	Marrakech	The Owner	WhatsApp/ Email
Number 11	Toursim Department Casablanca	Casablanca	General Secretary	Phone call
Number 12	Dakhla South Bay	Sahara Dakhla	Manager Teams	Phone Call
Number 13	Fes Marriott Jnan Palace	Fes	Operational Manager	Phone Call
Number 14	FNAVM Moroccan National Federation	Rabat	President	Phone call
Number 15	Sofitel Marrakech Palais Imperial	Marrakech	Manager	Teams

The internet was used for dissemination (social networks). The questionnaire was issued to eligible persons who are capable of delivering pertinent responses. In moreover, the interview section tried to explore possible problems and options for reviving COVID-19 in Morocco.

4.6 Data Analysis in Qualitative Research

In this research, the tourism institutions data accumulated from the respondents in Morocco was assembled and then evaluated. The data will also highlight each section that was involved in a separate section. Also, the interviews answers were from the different tourism institutions and organizations. In this thesis, both descriptive and correlation analysis were used. This contributed in reaching a conclusion on how the COVID-19 outbreak has influenced and impacted Morocco's tourism sector and 64 institutions' preparations for a reviving post-COVID-19 domestic tourism and economy.

The variety of interviewee profiles offered an insight of the present issues and status of the tourism and hospitality sector in the post-covid19 vaccination era particularly in terms of accommodation, attractions and leisure, tourist transport, travel agencies, tourist guides, cruises, etc. From the responses, it can be seen that the COVID-19 crisis was truly a black swan in the sky of travel professionals.

The first question concerns the main challenges your institution/organizations experiencing during the COVID-19 crisis, all respondents reported a decrease in their turnover as a result of the cessation of tourist activities, whether at the national or international level. 11 of the 15 respondents also noted the substantial amount of

layoffs during this time period, particularly for occupations deemed unnecessary due to the outbreak crisis.

Q1: Concerning the beginning of activities, all respondents confirm that Tourism is one of the most powerful industries on the world due to the COVID-19 it has several challenges in terms of safety and security, communication, marketing, and digital technologies, Including the new tourism model, also the professional of the sector should updates to the changes made by the tourism minister and government.

Q1: Challenges (All respondents);

- Lack of vision of tourism institutions
- Job security
- Insincere Employee
- Low demand
- Government restriction, updates due to COVID-19 65
- Cash-flow/Debts
- Psychological and mental risks
- Risk Management
- The pandemic hits hard.

Q1/N5: As the Marketing & Communication Manager answered, there are 5 challenges in their hotel. The concept of functional experience is characterized by rigorous mastery of a certain number of skills specific to health security challenges: knowledge of products, tools and regulations for tourism establishments, mastery of specific professional actions against the COVID-19 virus and the variant Omicron.

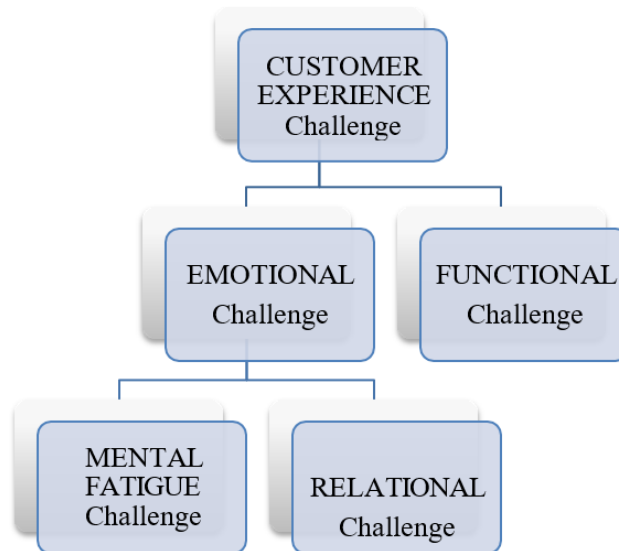


Figure 14. The five forms of challenges experience post COVID-19 crisis (Marketing & Communication Manager).

Q1: Concerning the management of the psychological risks associated with this pandemic, a number of respondents (N1, N2, N5, N9 and N10) highlight the critical role of the procedures put in place to try and convince all staff and support them in

CUSTOMER EXPERIENCE Challenge EMOTIONAL Challenge MENTAL FATIGUE Challenge RELATIONAL Challenge FUNCTIONAL Challenge 66

managing the problems caused by this crisis through intensive support and conversations with multiple departments and supervisors.

Q1/N11: While applauding the Pandemic's management, tourist and professionals complain a lack of visibility before to the announcement of this augmentation. In the short term, the situation remains difficult, but overall, confidence has returned. Among the good news from the challenges, the number of flights is increasing, and we are seeing new airlines interested in operating in Morocco.

Q1/ (N12, N13, N15): Some other respondents cited the use of staff training as a psychological strategy to sustain motivation and refresh capabilities. We have kept a constructive and optimistic mentality since the beginning of the crisis; we have also followed the excellent health activities of our Safety Protocol designed by one of the world's largest certification agencies.

Q2/ (N2, N4, N8, N10, N14, N15): Majority of participants plunged into a severe crisis, with no visibility on the date of the reopening of borders, Moroccan tourism professionals are counting on nationals to mitigate their losses linked to the pandemic, in a country still paralyzed by the new Omicron variant, and restrictions. Considering attracting domestic or national tourists, strengthen the sense of belonging and discovering the diversity of natural, attraction areas in the country.

Q2/N6: National tourism is a fantastic resource for exploitation of land and territory, from Tangier to Lagouira regions, which is rich in activities, landscapes, cultural heritage, and Moroccan gastronomy.

Q2/ (N6, N11): The goal of our institution is to establish the domestic market as the primary source of tourism for Moroccan destinations by inspiring Moroccans to discover all of the country's resources. They are the vital heart of our tourism industry today more than ever.

Q2: Purpose (All respondents agree);

Promotion strategies.

- Ntla9aw Fi Bladna (meet in our country): An ambition to develop national tourism.

Q3: The majority of respondents expressed that the Domestic tourism is a critical success for saving the sector in the middle of a crisis. As a result, an awareness campaign was started long before the holiday season ended under the name Ntla9aw Fi Bladna, with the goal of making Morocco the favorite destination for Moroccans. In addition to developing the domestic brand its strategic framework.

Q3/ (N1, N4): However, when comes to tourism rural or domestic, the situation shows that the country is doing well. The guest is a seasonal tourist indeed; there is a strong reliance on vacation periods. Consequently, Tour Operators continue to have complete control over professionals.

Q3/ (N2, N5): This crisis appears to be anticipated in the medium term. However, some countries stay closed even period of vaccine. Domestic tourism's dynamism under health management is the only viable alternative for saving the tourism institutions business.

Q3/ (N15): When approached with this unusual challenge, the initial answer is always domestic tourism. Due to foreign booking losses, we are moving to domestic tourism economy to maintain the season while we wait for golden days.

Despite the crisis, Moroccans wanted to go on holiday, approximately 60% of Moroccans expressed a willingness to travel over the Christmas holidays, if sanitary circumstances allowed, it took into consideration the fact that 95 % of Moroccans

decide on their trip location at least one month before departure. It should be remembered that domestic tourism is Morocco's principal source of revenue.

With COVID-19 or without COVID-19, Morocco needs the national tourism it will be the tourist Eldorado of the Mediterranean Africa.

We are convinced of the potential that domestic tourism represents for the sector in Morocco. If today it supplies almost a third of tourists, we believe that eventually 1 in 2 tourists could be a domestic traveler.

In fact, in 2019, domestic tourists generated 7.8 million overnight stays, or 31% of all overnight stays in classified establishments. With an average annual growth of 7.7%, it is also a segment with very high potential, which has almost fallen in the last two years, due to COVID-19.

Q4: In terms of economic recovery, all respondents feel that this season is unusable and expect for a genuine comeback in 2022. «No, we cannot catch up with profitability for this year. This period is very difficult especially for the tourism sector which has been strongly affected by this crisis, it is very difficult to assess or give figures on the financial recovery following COVID-19, because no one has known when end as results domestic tourism is the last chance to survive».

Q4: According to the other respondent, the main measures studied were a new extension of the fixed compensation of 2,000 DH (already paid for 4 months from September to December 2021), the revision of the deadlines for the payment of social

69 charges, the backup of new banking processes, the enhancing of air transport to accelerate recovery, and other measures.

Q4/N13: In another point of view of respondent, our government has come to the aid of tourism this is a genuine recovery strategy that is now being implemented a strategy based on the call of professional in tourism who are affected by the health crisis recommendations. «After more than 21 months of health-care crisis, the evolving situation necessitates a new set of support measures for employees and operators». This last point coincides with the question concerning the support, as well as financial assistance for the tourism market Indeed, the respondents uniformly profited from state assistance, whether provided by the CNSS or through financing organizations.

However, all of the respondents stressed that this aid was not sufficient to rehabilitate the sector, especially in the absence of a clear stimulus policy (N5, N9), and to prevent the loss of jobs induced by the reduction. Organization's staff in many hotels (N2, N7, N8).

The National Social Security Fund (CNSS) announced on Friday the offer of a flat-rate indemnity for the benefit of employees and trainees of several actors working in certain sub-sectors of tourism, and those affected by the outbreak of COVID-19 epidemic. These are classified accommodation establishments, travel agencies approved by the government authority in charge of tourism, tourist transport for persons authorized by the government authority in charge of transport, and temporary employment companies having contracts with the employers of the aforementioned tourism sub-sectors, signed before the end of February 2020. 70 Q4/(N6): In this regard, we began, in May 2021 and November 2021, a research aimed at estimating

the effect of tourism in Morocco.COVID-19 on cashflow, employment, and Tourism investment in all categories Morocco's organizations may be found in every part of the country.

Q5: When respondents are asked about rescue plans, they faced with the awareness as many national tourism organizations the difficulty of reviving international tourism in all regions across the country due to the development of COVID-19 virus, Morocco is counting on domestic tourism to assure a takeover of the industry and the employees who work in it.

Morocco has adopted a number of steps aimed at boosting its recovery in order to minimize the impact of the health emergency and the detrimental impacts of the COVID-19 virus on the tourism industry.

- Establishment a recovery program by phases.

Phase 1: Extension of containment mode for certain strategic entities. Phase 2: Partial recovery.

Phase 3: Extended recovery.

Phase 4: Total recovery allowing the gradual return to normal activities under the updates and restrictions upload by the government to stop the spread of the new variant of COVID-19.

- Implementation of a yield strategy.

Depending on the extent of the Coronavirus transmission of the new variant. In accordance with the scheduled phases.

Depending on the type of activity (accommodation, catering, spa and golf, management and support).

In terms of restrictions imposed by the authorities, geographical differences exist. This contract, which operates from 2020 to 2022, is organized around three key axes: employment preservation and economic fabric preservation, increasing demand, and structural sector reform.

The new program contract, which aims to give energy and fresh life to the sector, puts together ambitious initiatives that will enable this business to preserve the economic Employees' jobs and income should be preserved. Ensure that all stakeholders in the industry have access to social coverage; reduce the weight of the informal sector; Provide economic and financial support to the sector for rehabilitation; Encouraging investment and the change of the manufacturing tool; Strengthen resilience and promote resumption of activity, laying the groundwork for a long-term reform of Moroccan tourism.

The (majority) of the respondents stated that revising payment plan for customer is their strategy, other respondent they stated innovating newer local products, (N5) digitalization, (N10) said flexibility this has to do with making the services more accessible and flexible. (N2) of the stated revising service delivery, (N1) stated increasing customer service if the updates changed, all participants concerning about health and safety.

Q5: COVID-19's effects on the tourism market, it is possible to define that the scale of the crisis in the tourism sector is unprecedented. (N14) we hear a lot of numbers but they are not consolidated and it is therefore difficult to quantify.

Q5/ (N11): Tourism organizations find themselves with sharply declining revenues and significant fixed costs which do not budge (salaries, credits and possible loans, etc.).

Q6: Also, one of the biggest issues that the respondent in hotel operations personnel had to cope with was a lack of workers, the extra demand poses an important challenge for the tourism sector the participant said that given the long gap in operating and occupancy rates, (N12) the entire hotel is dependent on personnel reliability and has no other option except to let certain employees go.

Q6/ (N13): All realize how important that this assistance was insufficient to revive the industry, particularly in the absence of a clear investment program, and to avoid employment losses caused by the crisis. Many hotels have a limit of employees.

Q7: All respondents complain that a night curfew on New Year's Eve from 12:00 a.m. to 6:00 a.m. The state of health emergency has been extended until January 31, 2022 inclusive. The Moroccan government has announced specific measures for the night of December 31, 2021 to January 1, 2022:

- Ban on all New Year celebrations.

- Prohibition to organize special evenings and programs in hotels, restaurants and tourist establishments.

- All type restaurants and cafes (including tourism institutions) close at 11:30 p.m. - Land borders to the Spanish (Melilla) and aviation remain restricted.

Q7/ (N15): The state of health emergency has been extended until January 31, 2022 inclusive. Since October 21, 2021 (N1) the presentation of a vaccination pass is required to travel between prefectures and provinces, and access public and private administrations, hotels, restaurants, shops, gyms, hammams and spa in the Kingdom.

Q7/ (N6): In addition, wearing a mask is compulsory throughout the Kingdom. Anyone is required to comply with the compulsory measures provided for in the context of the state of emergency under penalty of penalties provided for in the penal code. We call on you to respect the instructions of the Moroccan authorities.

Q7/ (N12): As far as we are concerned, On Monday, the government restricted all New Year's Eve parties and special activities held in hotels, restaurants, and tourist attractions. In order to reinforce extra precautions, a curfew will be implemented on New Year's Eve from 12:00 a.m. to 6:00 a.m. ».

Q7/ (N14): The tourist sector has suffered as a result, the coronavirus outbreak Coronavirus and the travel restrictions placed to minimize the virus's spreading. Indeed, arrivals at border checkpoints fell by -75 % in 2020 compared to the year 2019, with 2.8 million tourists are non-residents ».

Q7/ (N4): In order to fly new travel requirements, the check-in process, Royal Air Maroc Company has implemented digital solutions that allow travelers to learn about all travel info's and validation of their documents as Vaccination and PCR test.

Q8/ (N6): To meet the collective immunity objective against the virus, Morocco still need to vaccinate 4.5 million individuals, is registering around 100 new cases and three 74 deaths every day, down from a high in the summer. Travel restrictions and vaccination pass have, however, affected the tourist areas of Marrakech and Agadir.

«Because of the unexpected border restrictions and vaccine pass, we believe visitors would consider 1,000 times before choosing Morocco as a destination ».

Q8/(N14): Morocco will also require the use of a vaccination pass due to the coronavirus pandemic and the new Omicron variant, people will need to travel between cities or provinces, or to travel abroad.

Q8/ (N6): Indicates that the pass will soon also be required to access public places such as hotels, restaurants and tourist institutions. Moroccans who have been immunized against the coronavirus can receive a vaccination certificate from an official website. If everything else fails, they can apply to government offices. «The activity at our establishment stopped entirely only during the first four months of the crisis, namely from March/April/May/June. Beginning in the end of June due to the vaccine, the hotel reopened its doors to the general public by offering day vaccination passes to swimming pool, lunch in our various points of sale, but we can say that accommodation has officially resumed with Moroccan residents since August».

Q8/ (N3, N4): To handle the verification of the health pass, the verification documents will include a QR code that can be scanned using the application Anti-Covid verify by operators, public and private establishments, and event organizers.

Q9: When I questioned about the recovery strategy and its efficacy and efficiency, all of the respondents said they had restructured their product to fit the national market.

The two key factors utilized to acquire new clients are marketing and communication via social networks. Only one of our responders indicated using state Relance trust hôtellerie funds to support its activities. This encouragement is made possible by making prices more reasonable for residents and by enhancing services and the quality of service the institution monitors is ready for the next phase and has an action plan in place to cope with the problem and situation.

- Promotion of local tourism;
- Knowing what to offer and to whom;
- The importance of "influencers" on social networks.

Q9/ (N6): The tourism strategy in Morocco is mostly governed by supply, it is vital to create an offer that meets the requirements of a national tourist consumer.

- Purpose and scope.

The purpose of this plan is to define the specific provisions to be implemented to prepare for a possible crisis, which would be announced in the coming months.

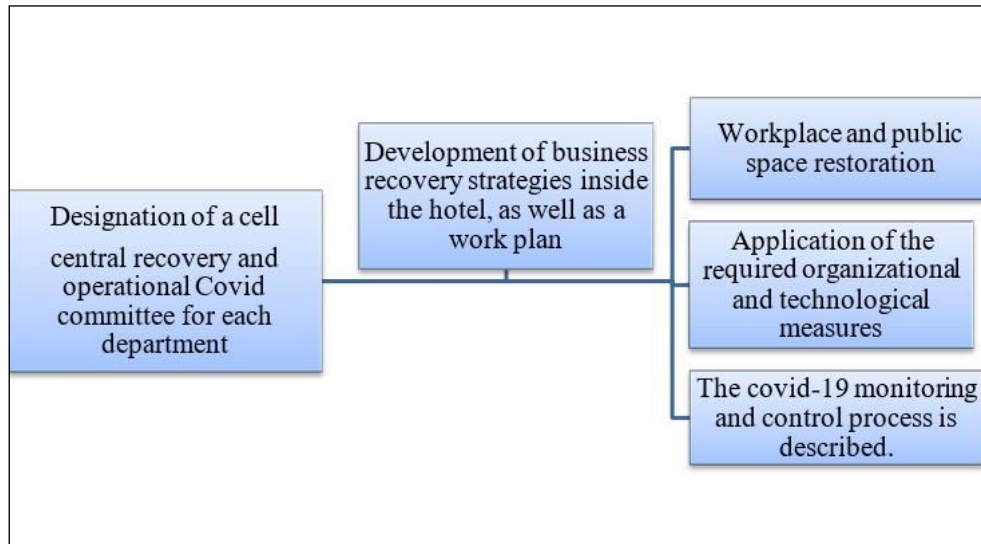


Figure 15. Plan to return to the normal cycle of activities at the tourism institutions (tourism institutions).

Q10: The hotel has a significant negative reduction in profits, this has resulted in an increase in payment, which has resulted in the resolution of several workers in order to regulate and cut costs. Furthermore, responders highlight how when they re open in January 2022, the committee states that all hospitality firms are not permitted to surpass 50% or 60 % of the operational rate. As they say, the game becomes really severe and hard because it normally takes months to obtain all the costs. According to the hotel's operations manager, «we had to improvise in many parts to minimize costs, we relied on the casual days more in the casual of company, and there have been multiple delays in some retain a job».

Q11: The majority of respondents are suffering due to Cancellations; they were fast at hotels and travel agencies. Many businesses have already opted to close for the season.

The Gnaoua cultural event in Essaouira city has been postponed until spring 2022, while the Festival of Andalusias in Fez city has been postponed until summer 2022. Hotels in the beach resort had occupancy rates ranging from 20% to 30% towards the end of October. This percentage does not surpass 15% in the Sahara and Ouarzazate deserts. In order to be profitable, a hotel must be at 60% occupancy. Less than 10% is banked warns (N1, N9, N12). It's a nightmare, admits the respondents. Since the beginning of the crisis, our 1,670 organizations, or 95 % of them, have been at a stop. The respondent (N15) said «we are no longer have the financial wherewithal to pay our charges or debts, they reclaimed that the situation is catastrophic».

Q11: All respondents admit that, Actions were rapidly made to reduce the extent of the pandemic's contamination chain "Coronavirus posts command" were established at suitable territorial scales to provide monitoring and coordination of the 77 identification and location of the epidemic with health services. This approach was supported by a border lock, a restriction on meetings, the closure of hotels and tourism organizations, and ultimately dramatic steps promoting voluntary and then mandatory isolation.

- A reopening strategy and agenda for fighting the COVID-19 epidemic.

Q11/ (N14): Said that a reopening agenda and strategy established for fighting the spread of COVID-19. Q11: Furthermore, each move taken by Morocco is followed by organizations that have developed and coordinated health procedures with the tourism industry in general.

- A health emergency, and quarantine was required. To execute the law, Moroccan government funds have already been deployed.

- During the hotel's maintenance, all guests are permitted to sit on the terrace (under the same rules as other restaurants). Indoor gastronomy is exclusively provided to guests of a hotel or tourist resort (all inclusive).

- Vaccination.

All the measures established for the fight against the virus due to COVID-19 at the hotel establishment must not create new risks for employees and tourists. These new risks may concern all occupational risks.

Chemical risks: more frequent cleaning may increase exposure to chemical risks due to cleaning products.

Biological risks: Frequent systematic disinfection is likely to participate in the development of resistant biological.

Psychosocial risks: isolation measures, reduction of work groups in the institutions (Fatigue).

Risky work situations: the demands of social distancing can lead employees to find themselves in an isolated situation.

Table 3. Risks contacts

High risk	<p>Quarantine if the standards for home isolation are not followed</p> <p>Compulsory home isolation Duration: 14 days</p> <p>D0: day of last contact with the confirmed case Travel ban inside Morocco</p> <p>Individual not vaccinated</p>
Moderate risk	<p>Voluntary isolation</p> <p>Self-monitoring 14-day duration</p> <p>D0: day of last contact with the confirmed case</p> <p>No travel restrictions domestic, but destination and circuit must be known ahead of time</p> <p>Individual took one doze of the vaccination</p>
Low risk	<p>Sensitization; contacting the Allo-standby line if a clinical symptom appears; freedom of movement between regions and cities</p> <p>Individual fully vaccinated</p>

More Opinions and Responses:

In addition to other questions the respondent (N7), said because of the new COVID-19 variant Omicron, hotel establishments in Morocco no longer take future hotel management students on internships or work-study programs due to restrictions given by the Minister of Tourism. Professionals are more than ever faced with managerial and strategic issues related to the survival of their activity. Among these issues, the implementation of partial unemployment of the workforce as well as a lack of long-term visibility of a resumption of activity and it is this unstable climate that largely limits the engagement of interns. «We're crossing our fingers that the health-care situation improves in Morocco and throughout the world because we want to start careers in the hospitality industry. However, one thing is certain the industry is in full

strategic planning mode. If he wants to ensure his survival, he must quickly adjust to market trends and become an expert in risk prevention and crisis management».

(N8): Said that travel operator. It provides activities such as hiking and bivouacs in Morocco's vast south In the Sahara region. It is divided between a perception of inequity, anger, and understanding, as well as hopelessness. «We have the majority of our consumers who are from different countries such as Turkey, Spain, France, and certainly, we have an impact with the closure of the borders. Especially considering Christmas and New Years are our busiest holiday seasons. That, undoubtedly, has a huge impact on us; it will be disastrous for all aspects of tourism».

(N9): The tourism sector in difficulty again, the manager arrived at the lobby of this hotel in Marrakech to settle the final cancellations before the establishment, like many others, closed on 21 December 2021. «The vast majority will shut down. We 80 are simply waiting for the final tourists who are stranded in Morocco to be repatriated, and then there will be no more visitors in the hotel. It's empty, yes, it's empty, regrettably». He complains.

According to the hotel's guest manager, «we had to improvise in many parts to minimize costs, such as instead of rehiring, we relied on the casual things more in the casual hotel company, and there have been multiple delays in some retains a job».

(N10): Regular flights to and from Morocco have been stopped for two weeks as of Monday. The sector's operators, who have already been negatively affected by the last shutdown of many months, are concerned about their future. The restriction has been declared for two weeks, but is planning for at least a month of unemployment and does

not yet know if he will receive government or employer support « We don't know how it will turn out yet. Perhaps they have something in the works, but nothing formal has been announced. It's not clear yet; we're waiting for official news».

(N15): In Marrakech, the tourist capital of the kingdom, the operators of the sector were counting on the end of year celebrations to recover. The hope of a reopening is now giving way to real concern. In the hotel industry 75% of establishments have ceased their activities. Only those working with Domestic tourism or hosting seminars manage to cope and avoid staff closures or layoffs. « The situation is catastrophic. With all the cancellations, the closure of the airline and all that, it's a disaster».

«There are still debts that have allowed us to keep operating in order to keep the tourism establishments open and jobs available». From a financial standpoint, business actions have contributed to the continuation of operations; nevertheless, from a managerial one, the crisis has also had an influence on the sector's human resources. Telecommuting, fee reductions, and licensing have all had a significant impact on employee psychology, putting the sector's organizational effectiveness in question.

- Most state that this pandemic has caused them a considerable crisis, especially in terms of occupancy, sales or service offered compared to the previous year, at the level of their turnover as well as at the level of the employee engaged and disengaged during this period of lockdown reviving with the new variant Omicron.

Table 4. Data analysis matrix

Item/ Question	Theme	Sub-theme
1	Mental fatigue Main challenges	<p>Psychological support, which is missing from the equation, is a key component that allows organizations to mitigate the negative consequences of the crisis while also improving to organizational success for the hotel organization.</p> <p>They have set up a special COVID-19 HR (human resources) unit to ensure the daily control of psychological signs and mental fatigue for the staff, also to report urgently if a suspected case, daily briefing of the teams on the right actions to adopt and review. The HR policy of the EHT rotate shifts and reinforced health and safety instructions.</p> <p>Lack of vision of tourism institutions.</p> <p>Insincere Employees -Low demand.</p> <p>Government restriction, updates due to Covid19.</p> <p>Cash-flow/Debts.</p> <p>Management of psychological risks.</p> <p>Risk Management</p> <p>The outcomes of several challenges encountered by Moroccan tourism institutions and organizations. To begin with, one of the biggest issues that the hotel operations personnel had to cope with was a lack of workers. It has pushed the hotel industry to adjust to changing circumstances, conditions and restructure its workforce in order to cut costs. Given the long gap in operating and occupancy rates, the entire hotel is dependent on personnel reliability and has no other option except to let certain employees go.</p> <p>Challenge 1: Growing of Domestic Tourism: Many travelers feel compelled to travel, but health concerns limit their options for visiting another country. This demand cannot be oppressed for long, but it will be</p>

met by alternatives such as proximity visits and tiny pleasures of escape near to the visitor's place.

Demonstrates how tourism can deal with and reduce tourist anxiety.

This type of domestic tourism provides tailored packages centered on bars and restaurants, sports, cultural, and leisure activities as the example of Michlifen golf & resort hotel in Ifrane city.

The health crisis also demonstrates the ability of soft types of tourism to absorb foreign visitor demand. Rural tourism, for example, is revitalizing itself by incorporating new hygienic criteria and comfort standards. As a result, a new challenge in tourism geography that is being recomposed, with the growth of rural locations, mountains, and valleys away from people. However, certain lands, such as natural parks, lack the reception capacity to fulfill the rapidly expanding demand, the example of Marrakech hotels.

Challenge 2: Stop and Start Tourism: Tourism demand is able to respond systematically and consistently to the epidemic progression in this 84 highly unpredictable health situation. In this view, an increase in infected cases in a tourism location, as well as tightening of health precautions cause a delay in visitor demand. On the contrary, managing the outbreak in other places and relaxing health-related restrictions will boost tourism demand.

As a result, this challenge, named Stop and Start, envisions a malleable behavior of visitor demand in response to the evolution of the illness situation. This challenge, on the other hand, is more concerned with the near and medium term after all the country will be fully vaccinated and also about the situation of the appearance of the new DELTA andOMICRON Covid variants.

Challenge 3: Tourism Development and the Health Risk: Above all, the coronavirus pandemic COVID-19 is a humanitarian disaster with life-threatening effects. Lockdown and the fear of contamination create

psychological pressures on the consumer that can only be relieved by escape. Today, it is clear that no economic or health emergency can permanently halt visitor activities. In the extreme, the rise of tourism or unclear tourism demonstrates how tourism can deal with and reduce tourist anxiety.

Because of the COVID-19 epidemic, tourist demand may change in such a manner that risks become an inescapable element of the tourism experience. Furthermore, certain forms of tourism satisfy inescapable demands for example, corporate tourism, it has suffered greatly as a result of the health crisis, appears to be unstoppable since it serves economic needs more than pleasure.

2 National
tourists

Promotion strategies.

We have carefully analyzed the expectations of our residents in order to understand their requirements and what inspires them.

Called "Ntla9awFbladna", this new campaign aims to encourage Moroccans to discover and rediscover the riches of their country, after the success of the first two of its kind and of the same name.

Until we meet again, named "ALAMANTLAKAOU" in the local language, has been updated. On a national and regional dimension, the second effort tries to promote tourism bringing the product closer to the Moroccan customers, urge him to eat locally, and help his neighbors' companies in this case, in this regard, an advertising campaign was launched initiated as a preliminary measure during the era of curfew to highlight Morocco's tourist attraction locations, wealth, and diversity.

The contents of this campaign will soon be deployed on the social media channels of the "Ntla9aw Fi Bladna" brand and amplified through influencer marketing activities, giving the campaign more volume and attracting others to participate.

With the post-Covid economic recovery, the Moroccan National Tourist Office (ONMT) is banking on the consolidation of the domestic market, as a major supplier of tourists

- 3 Domestic tourism

Domestic tourism development is a very 87 important component of Vision 2020, and it has its own strategy called as Biladi. Although the movement's implementation, like the strategy as a whole, has been challenging, the segment has been developing faster in the short term, and significantly faster than the foreign tourism segment: nights spent by the customer increased by 76 percent between 2010 and 2017, to 7.14 million, accounting for 30 percent of total market share.
- 4 Support from the ministry of tourism

The program's overall goal is to promote the development and consolidation of an innovative, scalable, and sustainable tourism industry in order to ensure the Moroccan tourism industry's long-term viability and competitiveness.

Boosting the development and consolidation of tourism attractions that have a structural impact on various regions, promoting the survival of Moroccans, or motivating travel.

Increase the adaption of Moroccan tourism organizations' offerings in the context of the global pandemic related to COVID-19.
- 5 The impact

The tourism industry has been severely impacted by the coronavirus pandemic (COVID-19) and the travel restrictions imposed to limit the virus's spread. Indeed, arrivals at border checkpoints fell by -79 percent by 2021 compared to 2019, with 2.8 million non-resident tourists.

The number of nights spent in categorized accommodation establishments decreased by 72% between 2019 and 2020, falling from 25.2 million in 2019 to 7 million in 2020. At the same time, travel revenues for 2020 were 36.4 billion dirhams, a -54 percent decrease from those of 2019.

Foundations of the “Welcome Safely” label, a m hygiene and safety.

"Welcome safely" is therefore a measure of trust in the destination "Morocco" and a guarantee of its status as a safe and secure tourist destination on the worldwide tourism. Alignment with worldwide health recommendations and best practices the "Welcome Safely" label is based on best practices observed at the worldwide level, as well as recommendations from the World Tourism Organization and health and safety specialists. A Guest-Oriented Approach based on a reference built along a logical customer path, the label specifies the requirements, recommendations, and preconditions that must be met by tourism organizations places in order to prevent and manage COVID-19 contamination.

4.7 Findings and Results

In order to address more effectively to the COVID 19 situation, the challenges and the current situation of tourism professionals in the private sector opted for a qualitative research methodology through individual interviews with professionals in the private tourism sector located in different regions in Morocco.

The study was carried out during the first months of the opening of borders. The vaccine pass goes into effect on October 21 throughout the Morocco kingdom. Compulsory, it will allow its holder to access public, semi-public and private administrations, hotel and tourism establishments, in Morocco, suddenly, it was possible to contact professionals in the sector during this period either because they opened their establishments. Reason why was the ability to collect just 15 responses. The findings will provide case recommendations for other institutions to handle the industry's current challenges. Of course, the objective was to gain an overview of the

situation and the challenges of these tourism institutions during this COVID-19 pandemic and the reopening during the new variant of Delta, Omicron and the vaccination pass.

The interviews carried out were via Teams, by phone, WhatsApp and by email. The type of questions asked were open-ended and dealt with the following points: “the current situation of hotels in percentage (%)”, "the challenges and difficulties faced", "the health measures and vaccination introduced to address the spread of new Covid19 in tourism institutions" and “The challenges and strategies put in place to prelaunch the tourism and tourist activities list of organizations labeled Welcome Safely”, “the tourism department and government updates”, the tourism institutions involved, the role of the persons questioned, the date of the interview, and the method utilized (telephone or via zoom, teams) are all included in the table below.

Once the lockdown and restrictions are relaxed, further research may be conducted on the ground to find the overall results in terms of how effective the strategic plans are in dealing with the crisis in order to have a clearer view of the action plans.

As the discussion and the answer from the assistant of tourism administration in Rabat, some related information about the List of tourism institutions labeled “Welcome Safely” in Morocco.

Table 5. List of tourism institutions labeled “Welcome Safely”

Tourism Institutions	Type	Category	Region
ROYAL MANSOUR Hôtel	Hotel	Luxury	Marrakech-Safi
SOFITEL CASABLANCA TOUR BLANCHE	Hotel	Luxury	Casablanca-Settat

ONOMO	CASABLANCA	Hotel	3*	Casablanca-Settat
AIRPORT				Nouaceur
PALMERAIE GOLF PALACE		Hotel	5*	Marrakech-Safi
ROYAL ATLAS AGADIR		Hotel	5*	Souss-Massa Agadir
VICHY CÉLESTIN SPA HÔTEL		Hotel	5*	Benslimane
STORY RABAT		Guest House	1 st Category	Rabat-Salé-Kénitra
ESSAOUIRA LODGE		Ript	2 nd Category	Essaouira
IBIS BUDGET		Hotel	2*	Fès-Meknès
JARDINS D'AGADIR		Hotel Club	4*	Marrakech
WHITE BEACH TAGHAZOUT		Hotel	5*	Agadir
SIRAYANE BOUTIQUE HÔTEL & SPA		Guest House	1 st Category	Rabat
MOVENPICK		Hotel	5*	Casablanca
RIU TIKIDA PALACE		Hotel	5*	Essaouira
LE PALAIS DES CERISIERS		Guest House	1 st Category	Ifrane
SAHARA	HOSPITALITY-AL	Hotel	4*	Laâyoune
MASSIRA				

Chapter 5

DISCUSSION

5.1 Discussion

In other to look into, investigate the challenges of the outbreak of COVID-19 virus on the tourism industry in Morocco, how institutions as (tourism, hotels, Airline Company and travel agency) are reviving with the COVID-19 pandemic, to reach a conclusion, it's critical to tie in the results from chapter four's analysis and link them to the research questions.

When asked about the Moroccan institutions/organizations reviving with the new variant Omicron they respond that there are new updates giving by the minister of tourism, Morocco is already preparing for the post-COVID-19 era and hopes to reclaim its leadership role in all regions as a result by following a strategy to a national tourist destination, the ministry devised an excellent plan the tourism sector. The tourism industry has been severely impacted by the coronavirus pandemic (COVID-19) and the travel restrictions imposed to limit the virus's spread. Indeed, arrivals at border checkpoints fell by -79 percent by 2021 compared to 2019, with 2.8 million non- resident tourists. The number of nights spent in categorized accommodation establishments decreased by 72% between 2019 and 2020, falling from 25.2 million in 2019 to 7 million in 2020. At the same time, travel revenues for 2020 were 36.4 billion dirhams, a -54 percent decrease from those of 2019.

Tourism, according to Thierry Breton, European Commissioner for the Internal Market, is the industry most affected by the disaster. And resuming activity as before 95 COVID-19 will take many years. In Morocco, where tourism has been hit hard by the entire closure of its borders as well as a prohibition on movement between towns, tourism experts have high expectations for internal tourism as an urgent and conventional alternative in crisis times to sustain the current season. The initial efforts toward saving the tourism season have already been taken. Some hotels aim to encourage customers by providing extremely low prices, sometimes as low as -65 percent off the standard cost. Unfortunately, these are simply isolated endeavors that are contingent on availability (Aziz, S. 2020). Nonetheless, specialists are hesitant since, in the best-case scenario, the occupancy rate would not reach 40%, as stated by the President of the Oriental Regional Council of Tourism.

When asked about the actions taken by the Moroccan government all respondents said that the air border restriction was supposed to expire on 31 December 2021. The authorities, however, have decided to renew the measures until another date. Also, the travel agencies and air travel said that Moroccan government authorized (exceptionally) Moroccans blocked abroad to return to Morocco on December 13 through Portugal, Turkey, and the United Arab Emirates, also with the high volatility of tourism, the regular succession of crises faced with these crises, one and only solution domestic tourism, weaknesses control by the Moroccan government revealed or accentuated by COVID-19.

Some of participant responds that as the country confirmed its first cases of contamination from the Omicron variant, the Moroccan government has already banned all New Year's celebrations and established a midnight curfew. Since the

beginning of the month, festivals and large cultural and artistic activities have also been banned. These limitations have had a severe influence on tourism, hotel, catering industries, which are crucial to the kingdom's economy.

In organizing these measures, the authorities have made great progress. Whether in the 2010 vision or the 2020 vision, the government has frequently declared a goal to boost internal/domestic tourism through the implementation of the Plan Biladi. That further aims to design a slew of tourism products spread across the eight tourism regions and tailored to Moroccan customers' preferences in order to increase the number of national tourists and also to attract to Moroccans who prefer to travel abroad. The implementation of this ambitious strategy began in 2003 with the debut of Kounouz Biladi's companion, an activity aimed at creating a promotional offer for Moroccans. The Biladi Plan was formally started in 2007, and the Ministry in charge established different goals (Aziz, 2020).

From the data accumulated from the open-ended questions, the major challenges for tourism institutions, confronting the COVID-19 pandemic were health and safety concerns, challenge in getting new national customers, mental health, absence of airline operations for tourist, budget reduction of customers, mental health, job security, risk management, meeting targets, and finally, uncertainty due to the covid19 variants. As a consequence, the majority of respondents identified three major challenges. This includes health and safety concerns, the absence of airline operation for tourist (National and International), and the new model of tourism. Domestic tourism is a neglected sector when compared to international tourism, according to studies in the tourism and hospitality sector (Aziz, 2020), which is precisely the situation in Morocco. When deciding between domestic and international tourism, tour

operators choose international tourism over domestic tourism during particular times of the year. According to Fatima, General Manager of a well-known national hotel chain, experts in the tourism industry consider that tour operators are untrustworthy are an excellent opportunity for having such a high occupancy rate, 97 and they also prove that international tourists help them overcome seasonal changes. However, when it comes to domestic tourism, the overall observation suggests that the national tourist is a seasonal customer; certainly, there is a level of effort on vacation periods. As a result, professionals are at the service of Tour Operators who enjoy highly favorable prices. The most difficult aspect of this method is the uneven distribution of profits, as long as the money gathered remain outside the country and only crumbs remain inside. Domestic tourism has traditionally been viewed as a solution to solving gaps and dealing with crises in the international market, where choice are turning the wheel to the domestic market.

5.2 Conclusion

On the eve of a long-awaited lockdown and reopening, various advertising initiatives, particularly those conducted by the Moroccan National Tourism Office, aim to educate domestic tourism for the first time about the Moroccan kingdom. This is especially true given that the most potential portion of local demand, which has the ability to travel, is looking overseas, notably in neighboring Spain. However, it is important that we no longer restrict ourselves to waking this internal yearning just at times of crisis, but rather deal with it within the context of a new territorial, powerful, and sustainable tourism. Tourism after COVID-19 is both an opportunity and a challenge for Morocco's sustainable tourism development.

The present health-care crisis has had a significant influence on the tourism industry, which is viewed as crucial to the expansion of the Moroccan economy. This latter has revealed the sector's flaws and structural constraints: high taxes, governance concerns, and so on, all of which have greatly delayed the sector's development. In addition, the hotel and tourism industries should prepare for a slowdown. Some firms have been able to restart operations while following to Moroccan authorities' 98 health-prevention measures, while others have been unable to reopen due to the significant expenditures incurred during the lockdown period. This fourth point highlights the problem of the efficiency of the state's support and the reintegration of personnel from these institutions that have suffered financial losses.

Similarly, the qualitative research, which focused on eleven establishments belonging to international chains as well as Moroccans, put a spotlight on the hotel industry's vulnerability in the face of a new compromise due to the new variants DELTA and OMICRON. Despite the government's support, this fragility has an influence on the financial element.

On a managerial level, Managers in tourism and hospitality institutions play a critical role in sustaining organizational success by providing managerial and psychological support to employees, even this element deserves special emphasis since, as our interviewees have pointed out, psychological support has been lacking during and surviving the pandemic.

As a result, major efforts must be taken to reconsider Morocco's present tourist model while also assuring stronger sector regulation, official and faithful competitiveness, and domestic tourism transformation.

Indeed, various industry experts advise looking and believing that, despite the troubling consequences of the health-care crisis, it may be a good time to launch a comprehensive overhaul of the Moroccan tourism industry by combining the efforts of professionals and the government. Furthermore, because of the qualitative nature of the research, the approach adopted contributes to the issue of generalizing conclusions.

Also, this research would enable from being developed to include various tourism structures such as tour operators, travel agencies, airline companies, and hotel accommodations such as guest houses, Riads, and bed and breakfasts, among others, as well as the exploration of geographical areas outside of the axe Marrakech-Casablanca.

5.3 Limitations

The qualitative study examines the impact and challenges of the COVID-19 issue on the tourist business in this rising crisis with results from the literature. The government has made steps to mitigate the effects of the epidemic, with specialists in the industry estimating a 90 percent drop-in activity. Aside from the economic concerns (overcoming and reviving the crisis), experts must promptly establish strong cleanliness regulations to limit the spread of new variant viruses not only in various departments, but also in private spaces inside all tourism institutions.

The research report challenges first and secondary data on the current scenario, difficulties of the ongoing and reviving crisis; it is essential to acknowledge that the study has numerous limitations. For beginning, the research was limited to qualitative data and interviews. Due to the severe struggle in Morocco amongst tourism institutions, the participant was very careful with data and stressed the need of

confidentiality. Some of the data were collected online through various platforms. Because I'm far from the country, I used Zoom, Teams meetings, and WhatsApp to keep the social distance and keep everyone safe.

As a result of the pandemic circumstances and the investigation about Morocco, I was not able to ease the way of guiding the observations and gathering some of the participants, but I was instead positioned behind the screens. Online interview concerns are, without a doubt, not the same as in-person observations. It is difficult to perceive the participants' body language behind the screens, as well as the 100 restricted input from participants who have a consistent discussion flow due to the network connection, which was a barrier to supporting a strong conversation flow. It's also worth noting the limited sample size.

This study was aimed to assess the problems and revival of the COVID-19 pandemic on Morocco's tourist business, as well as how institutions/organizations like as (Hotels, tour operators, aviation, guest houses, Riads, and bed and breakfasts) are reviving with the COVID-19 pandemic. The research was held during the pandemic, which meant that several obstacles had to be overcome in order for the research to complete. The new Update on COVID-19 variant called Omicron, restrictions and lockdowns were one of the main difficulties, as the contacts obtained through their websites were not working.

5.4 Recommendations for Future Study

There are several recommendations the dissertation would like to address during this crisis. This thesis recommends an action plan to revive the tourism sector in Morocco. However, considering Morocco's socio-economic and infrastructural diversity, this

plan may not work as a standard protocol for the entire country. As a result, it should be regarded as a plan that emphasizes the major action items. The form of implementation will change depending on the severity of the crisis and the issues encountered in various regions. Additionally, this thesis provides some key learning points for other geographies; the professional and responsible tourism mission in Morocco includes environmental conscious domestic travel options, wisdom for wildlife conservation, expanding rural tourism. A Country like Morocco should encourage sustainable tourism by utilizing what each region is known for, such as cultural history, biodiversity, and spiritual/philosophical insight, with the phrase back to fundamentals. Another significant way is medical tourism, as exemplified through the Moroccan mission, during COVID-19 special flights were 101 arranged from Casablanca to Marrakech areas of mountains as several patients in Morocco had been waiting for over months for treatment due to COVID-19. Moreover, Hotels and tourism institutions should also go toward automated services and technology interventions.

The COVID-19 pandemic is still not under control and is spreading in many regions of the country, providing some of the tourism industry's most pressing concerns as well as practical answers for practitioners and policymakers. More research is needed, however, to determine how the pandemic will affect the tourism industry business and the influence of different forms of travel on customer's mental health.

Following the action plan challenges recommended in the roundtable discussion can help the tourism industry recover; however, further study should confirm the relative influence of these elements on the tourism institutions....

5.5 Contribution of the Study

The aim of my study was to evaluate the challenges for domestic tourism and figure out how far COVID 19 influences Moroccan professional and tourist. In addition, this study was a good opportunity to discover the priority of the minister of tourism and government as for them the safety and security is the first key then the challenge and survival of tourism organizations with the changes updates and employees and assess their satisfaction regarding the mental fatigue. Indeed, I targeted to evaluate the impact of the pandemic on tourism institutions (hotels, tour operators, travel agencies,

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APPENDICES

Appendix A: Interview Guide

The names of participants have been kept confidential for ethical purposes

Interviewed participant					
Hotel name	Classification	Tour operation	Other institutions	Location	Profession
Luxury hotel Michlifen Resort & Golf	5 *			Ifrane	Housekeeping Director
Palmeraie Country Club	Luxury Club			Bouskoura	F&B Manager
			Royal air maroc Anfa agency	Casablanca	Communication Manager
		Web Tour		Marrakech	Operation Manager
Le Casablanca Hotel	5 *			Casablanca	Marketing & Communication Manager
			Minister of Tourism Department	Rabat	Assistant Administrations
			UIC University Tourism Department	Bouskoura	PhD Professor
		Transatour		Mohammed ia	Owner/ Manager
Barcelo Palm	5 *			Agadir	Guest Manager
Moroccan House	4*			Marrakech	The Owner
			Tourism Department	Casablanca	Administratio n

Appendix B: Interviews Questions



I'm Mohamed Reda Saber, a Master's student in my last year at the Eastern Mediterranean University (EMU), and I'm conducting this interview to examine the challenges and reviving of COVID-19 on the tourism institutions in the Morocco Kingdom. I choose your respected institution to implement my research on, and hopefully, you assist me in achieving that. Your all information confidential and will be used only for the research purpose. Can you please brief me about the updates in your institution?

1. What are the main challenges your institution/organization experienced during the COVID-19 pandemic?
2. While international tourism was inactive, did you consider attracting domestic tourists?
3. Did domestic tourism contribute to relative business activity?
4. What kind of support did you receive from the ministry of tourism?
5. What other rescue plans were in place to mitigate the impact of this crisis?

6. How the COVID-19 did affect the employees? In addition, what measures did you take to minimize the hardship?
7. What are the restrictive measures currently in force in Morocco?
8. Does the vaccination pass worry tourism institutions and tourist operators?
9. What are your plans to prepare for post-pandemic?
10. Have you received any guideline from the public health institutions how to deal with the situation during pandemic?
11. COVID-19 presented a crisis; do you have a crisis management agenda?

Appendix C: COVID-19 Health Charter and Security

Measures:

Each of us at Michlifen Resort & Golf is grateful for the confidence that our clients place in our ability to accommodate them in the best possible health conditions.

For your safety and protection, the Michlifen Resort & Golf has implemented all health prevention actions confirmed by the Moroccan government by strengthening protection and hygiene measures.

Precautionary and emergency measures are applied throughout the hotel: all contact points in public places such as door handles, elevator controls, counters, tables, ramps, etc. are cleaned and disinfected continuously throughout the day.

Sprays equipped with professional disinfection products are used to disinfect hotel entrances, staff and various public areas.

******* Accommodation Area:**

Precautionary measures in accordance with government guidelines are put in place and very meticulously in the inspections and preparation of rooms.

The room teams use new protective equipment before each access to the room.

For the safety and well-being of the guests, rooms are fully disinfected after each departure and left vacant for 24 hours before being reassigned.

Hydro-alcoholic gel dispensers are available in the rooms.

***** **Food & Beverage Areas:**

The restaurants as well as the relaxation areas within the hotel have been redesigned from so as to respect the standards of distance between customers. Strict cleaning and disinfection protocols are applied by our teams in our kitchens, our restaurants, our room catering service, our center business and our meeting spaces with hand cleaning and disinfection carried out before each service or before any contact with foodstuffs.

***** **Hotel Entrances and Exits:**

A temperature control is carried out on all resident and non-resident customers accessing the hotel as well as all staff.

Any equipment or material received is disinfected before being admitted to the perimeter of the hotel.

The cars are disinfected after each use, just like luggage before their entrance to the hotel.

***** **Lobby and Common Areas:**

Hydro-alcoholic gel machines are located in public areas such as the entryway, lobby, elevators halls, conference center, and public bathrooms.

Comprehensive and up-to-date checklists describing professional cleaning and disinfection items to be used by zone are employed and carefully applied.

***** **The Collaborators:**

All of our employees have tested negative. They were trained to this news procedures and look forward to welcoming you again in the best possible conditions sanitary facilities.

Systematic temperature measurement of all employees at the entrance to the hotel. Our teams wear masks and gloves that are changed frequently.

Wearing a mask is compulsory for employees.

Installation of disinfectant footbaths at the entrance and exit of the establishment.

In the event that one of our customers or employees presents medical symptoms individuals, we will immediately facilitate appropriate medical assistance.

A detailed quarantine procedure is in place in the event that a client or employee would be diagnosed positive for COVID-19.

In order to ensure that all these standards and protocols are respected at all times, the Michlifen Resort & Golf has a dedicated hygiene manager and each department also has a manager responsible for monitoring these procedures at the day-to-day.

***** **Swimming Pools:**

Capacity limitations and minimum safety distances will continue to be enforced.

Intensified pool water cleaning and treatment to provide the best possible quality.

Cleaning and disinfecting of the pool area and its items will be done more often.

Appendix D: Contact List COVID-19

Contact list of a confirmed case

Tourism	City / Region
Structure
Identity of confirmed case		
		

N°	Last name	First Name	Age	Gender	Contact date	Risk level
1						
2						
3						
4						
5						

6					
7					
8					
9					
10					
N					

Appendix E: Follow-up Sheet Data

Contact follow-up sheet

District	Region

Identity of confirmed case		
		

1. Personal data:	
Name :	
Surname :	
Gender: M <input type="checkbox"/> F <input type="checkbox"/> - Age: <input type="checkbox"/> Years <input type="checkbox"/> Months	
Complete and precise address.....	
If health personnel, structure: Profile:	
Tel 1:Tel 2:	
Email:	
2. Risk factors:	
Chronic respiratory pathology	Diabetes Yes No I Don't Know
Yes - No - I Don't Know	
Chronic renal disease Yes No I Don't Know	Obesity Yes No I Don't Know

Heart disease Yes - No - I Don't Know	Immunosuppressive treatment Yes – No - I Don't Know			
Pregnancy Yes - No - I Don't Know. If yes, age (SA)	Other immunosuppression			
Others Yes - No - I Don't Know. If yes, specify				
3. Contact circumstances:				
Brief description:				
Date of last contact:	Level of risk	Low	Moderate	High
3a. If health personnel:				
Nature of the exhibition: If single treatment, date: /..... /..... If several treatments, period: from /..... /..... To /..... /.....				