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Multi-crisis destinations (MCDs) – Towards a future research agenda

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Abstract

Crisis events of various types (e.g., natural disasters, terrorism attacks, pandemics, economic downturns, political instability) can adversely affect the development of tourism destinations in the short to medium term. However, there needs to be more scholarly research on the classification attributes, spatial distribution, and impact structure of global tourism crises and how tourism destinations develop resilience due to these processes. This recommendation is particularly applicable in destinations subject to recurring crises over extended periods. This chapter argues the need for scholarly activity to pay greater attention to multi-crisis destinations. The multi-crisis destination concept is defined with suggestions for developing an index for measuring and classifying multi-crisis destinations. Finally, examples of such destinations are provided and discussed.

Keywords: Multi-crisis destinations; Multi-Crisis Destination Index; tourism crises; resilience; adaptive cycle; Holling Loop; Sustainable Development Goals

Introduction

Tourism studies have generally focused on the impact of one crisis at a time. For example, Škare et al. (2021) and Chin and Musa (2021) examined the effect of the COVID-19 crisis. Corbet et al. (2019) reviewed the impacts of terrorism on European tourism. Rossello et al. (2020) addressed the effect of natural disasters on international tourism. However, researchers have also realised that international tourism is frequently faced with multiple crises simultaneously (Page et al., 2012). For instance, in 2009, the world faced a global financial crisis, topped up by the start of the Swine flu pandemic. Furthermore, Avraham (2020) describes the US as a multi-crisis destination suffering from various crises such as terrorism, health crises, and natural disasters. Avraham (2020) also asserts that the frequency and large quantity of crises and their adverse effects have increased over time. However, a literature gap exists regarding destinations that experience multiple crises for prolonged periods. This chapter introduces the construct of the multi-crisis destination (hereinafter MCD) and presents potential avenues for future research on MCDs.

Definition of a multi-crisis destination (MCD)

A brief and precise working definition of the construct is indispensable to conceptualise and identify the multi-crisis destination term. Based on the tourism crisis literature (e.g., Avraham, 2020; Duan et al., 2021; Morakabati, 2013), this chapter proposes the first known definition of

an MCD as “*a destination prone to frequent and substantial crises, often socio-economic in nature though not excluding other typologies, over a period that may span decades and often resulting in negative outcomes.*”

Developing an index for MCDs – the MCDI

Looking at the above-proposed definition of an MDC, the following question arises: what destinations classify as MDCs? Unfortunately, the answer to this question is complex, as there is no scale or index for measuring the phenomenon. It is simple to identify places where there are wars and civil unrest based on news reports; however, this is insufficient given the broader range of crises and the need to take a longer-term perspective.

There is a need to develop a scale or index for measuring MCDs, which is a crucial element of the future research agenda. The first step is to choose between creating a scale or an index for MCDs. Both are viable options and should be considered. However, scale development would require more time and input from multiple perspectives. Therefore, developing a multi-crisis destination index (MCDI) is more expedient. In addition, Diamantopoulos and Winklhofer (2001) suggest using formative (causal) indicators in creating indexes. The next step, therefore, is for researchers to identify these indicators.

The variable or domain to be investigated is crises. Churchill, Jr. (1979, p. 67) suggests that “the literature should indicate how the variable has been defined previously and how many dimensions or components it has”. Here, the starting point for delineating the dimensions (indicators) of MCDs could be the various types of crises that include: 1) natural disasters; 2) security crises; 3) economic and financial crises; 4) health safety crises; 5) environmental safety crises; 6) accidents and calamities; and 7) public opinion crises (Duan et al., 2021). Then,

countries could be measured based on their proneness to these crises and their actual performance during a specified period (e.g., the immediately preceding ten years).

The next step in the research process to develop the MCDI would be to identify the measurement data that address the proneness and performance of countries for the seven types of crises. Fortunately, multiple country rank indexes are available; twenty of them are presented in Table 1. There are undoubtedly other candidate indexes, and future researchers should systematically identify them.

Table 1. Potential indicator indexes by type of crisis.

Crisis types	Names of index	Source	Website
Overall	The Crisis Index	The Organization for World Peace	https://theowp.org/our-work/crisis-index/
	INFORM Global Crisis Severity Index	INFORM	https://drmkc.jrc.ec.europa.eu/inform-index/Portals/0/InfoRM/GCSI/GCSI%20Beta%20Brochure%20Single.pdf
Security and political	Political Stability Index	TheGlobalEconomy.com	https://www.theglobaleconomy.com/rankings/wb_political_stability/
	Global Peace Index	Vision of Humanity	https://www.visionofhumanity.org/maps/#/
	Global Terrorism Index	Vision of Humanity	https://www.visionofhumanity.org/maps/global-terrorism-index/#/
	Safety Index	Numbeo	https://www.numbeo.com/crime/rankings_by_country.jsp?title=2021&displayColumn=1
	Positive Peace Index	Vision of Humanity	https://www.visionofhumanity.org/maps/positive-peace-index/#/
Natural and environmental	Environmental Performance Index	Yale University	https://epi.yale.edu/about-epi
	Ecological Threat Register	Vision of Humanity	https://www.visionofhumanity.org/maps/ecological-threat-register-2021/#/

	World's Most Polluted Countries	IQAir	https://www.iqair.com/world-most-polluted-countries
Health and safety	Global Health Security Index	Economist – NTI – Johns Hopkins	https://www.ghsindex.org/
Economic and financial	Global Multidimensional Poverty Index	Oxford Poverty & Human Development Initiative	https://ophi.org.uk/global-mpi-2021/
	Behavioral Finance and Financial Stability	Harvard Business School	https://www.hbs.edu/behavioral-finance-and-financial-stability/data/Pages/global.aspx
Other	Human Development Index	UNDP	https://hdr.undp.org/en/content/human-development-index-hdi
	World Happiness Report	World Happiness Report	https://worldhappiness.report/ed/2021/
	Gross National Happiness Index	Government of Bhutan	https://ophi.org.uk/policy/gross-national-happiness-index/
	Country Opinion Survey	World Bank	https://countrysurveys.worldbank.org/
	Quality of Life Index	Numbeo	https://www.numbeo.com/quality-of-life/rankings_by_country.jsp
	Country Brand Ranking (Tourism)	Bloom Consulting	https://www.bloom-consulting.com/en/country-brand-ranking
	FutureBrand Country Index	FutureBrand	https://www.futurebrand.com/futurebrand-country-index

The results in these indexes are measured in different units, making it challenging to harmonise these into an MCDI. For example, Egypt received a score of 43.3 on the Environmental Performance Index 2020 (ranking 94th in the world), while it scored 89.87 on the Quality of Life Index (ranking 80th in the world). Scores, therefore, will have to be standardised for calculating the MCDI positions of countries. Researchers will also have to determine which index scores to include and if any weighting of crises and index scores will be necessary. The main steps in developing the MCDI are visualised in Figure 1.

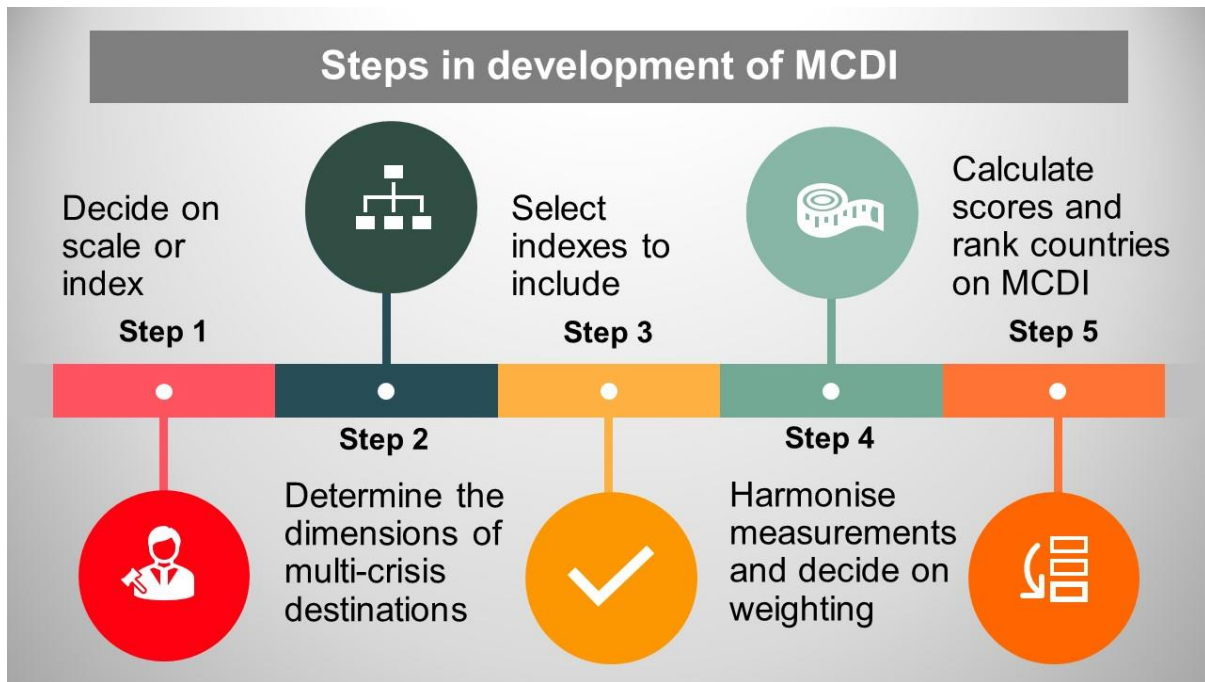


Figure 1. Steps in developing the MCDI (Source: Authors)

Another important question arises: why should researchers devote their time to developing the MCDI? To determine the functions and applications of MCDI, the Travel & Tourism Competitiveness Index (TTCI) provides valuable insights (World Economic Forum, 2022). TTCI is widely used by countries to benchmark their tourism against other countries and to develop policies and strategies to receive higher rankings in forthcoming editions. Egypt, for example, ranked 65th among 140 countries on the 2019 version of TTCI. In addition, national destination management organisations (DMOs) use the TTCI rankings to identify their closest competitors and benchmark. MCDI scores may also be helpful to consumers in determining the relative risks of travelling to different countries. Finally, government agencies issuing travel advisories would also find MCDI scores helpful when advising their residents about the levels of safety concerns for visitations to specific countries.

In summary, there is a need for tourism researchers to develop a Multi-Crisis Tourism Destination Index (MCDI) that will be of value to several audiences on the supply and demand

sides of tourism. Moreover, the presence of the MCDI would advance the research on tourism crises and provide a platform on which tourism researchers can build to add further depth to the literature. The development of the MCDI will be challenging and complex; however, it is undoubtedly a worthwhile research endeavour.

Examples of multi-crisis destinations

Without an established index or scale, it is challenging to identify MCDs. All regions of the world suffer from tourism crises. However, different geographic areas experience particular problems, and crisis frequencies vary. A systematic review of the tourism crisis literature conducted by Duan et al. (2021) showed that Asia and the Middle East were the most researched regions (Southeast Asia, East Asia, West Asia/Middle East, and South Asia). This study revealed that the West Asia/Middle East crises were connected to security (e.g., terrorist attacks, political unrest, and wars). Morakabati (2013) identified the Middle East as a multi-crisis region characterised by repeated crises over extensive periods. As mentioned earlier, Avraham (2020) denoted the US as a multi-crisis destination. Another example of a multi-crisis destination is Turkey. It has been through several incidents in a short time. These crises affected international tourist arrivals in 2002-2006 and 2016. Figure 2 shows the relationship between international tourist arrivals in the world, Turkey, and Egypt, from 1995 to 2019. Data were indexed with 1995 set at one hundred. The upper line is the world tourist arrival index, the middle line is the Turkey arrival index, and the lower line is the Egypt arrival index. Several differences in arrival levels can be seen in Figure 2. For example, it is noticeable that from 2011 to 2017, Egypt experienced declining visitor arrivals, while arrivals in Turkey and the world were more stable and increasing.

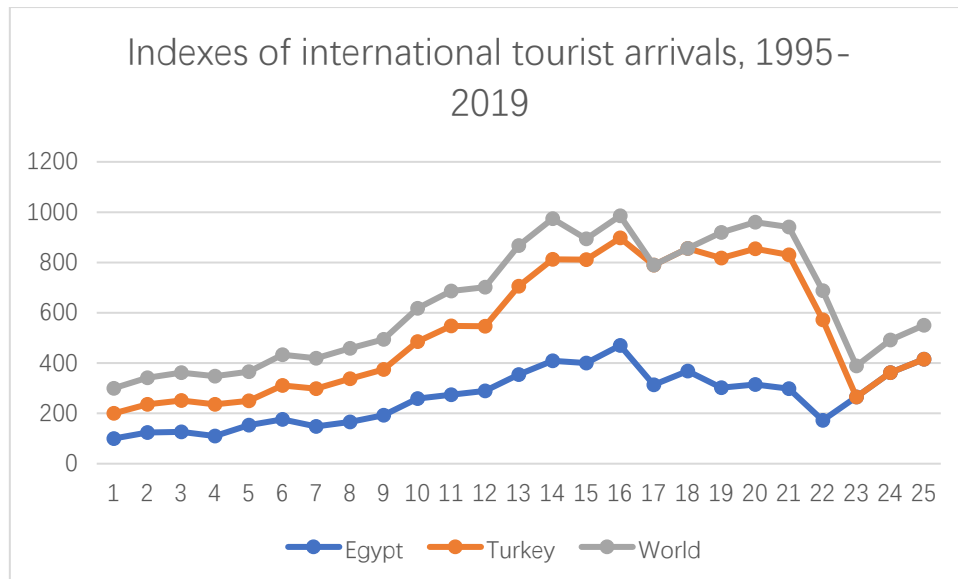


Figure 2. Indexes of international tourist arrivals, 1995-2019 (Sources: World Bank (2021), UNWTO (2021)).

The multi-crisis destination is a unique and under-researched topic. Three initial characteristics of MCDs based on the literature and actual experiences are 1) high frequency of crises over short periods, 2) multiple crises of different types, and 3) negative impacts on tourism and reputation. The countries that do not fit the definition of MCDs and their characteristics are considered non-MCDs. However, there is still a need to expand upon the dimensions of MCDs, and this will be accomplished through the development of the MCDI, as outlined earlier.

Traditionally, it was assumed that tourism is about selling landscapes. However, there is now the notion that safety should also be marketed (Fernández-Morales, Cisneros-Martínez, & McCabe, 2016). The absence of safe environments may be another characteristic or dimension of MCDs. Tourism is highly interconnected with all other aspects of society (political, economic, social-cultural, technological, environmental, and legal). Therefore, tourism destinations are more vulnerable to all crisis types and are impacted by political unrest, natural

disasters, economic downturns, and acts of terrorism (Paraskevas et al., 2013). Asia, Africa, and the Middle East are known to have faced multiple crises (Shaheer, 2017). In the Middle East, Egypt has been ruled by several presidents over the years. After the end of the monarchy in Egypt in 1952 (Islami, 2016), the first president was Abdel Nasser (1956-1970), followed by Anwar EL Sadat (1970-1981), Hosni Mubarak (1981-2011), Mohamed Morsi (2012-2013) and the current president Abdel Fattah El Sisi (2014-2022). During this period, from 1956 to 2021, Egypt experienced several crises. Figure 3 presents all the different crises Egypt has encountered since 2004.

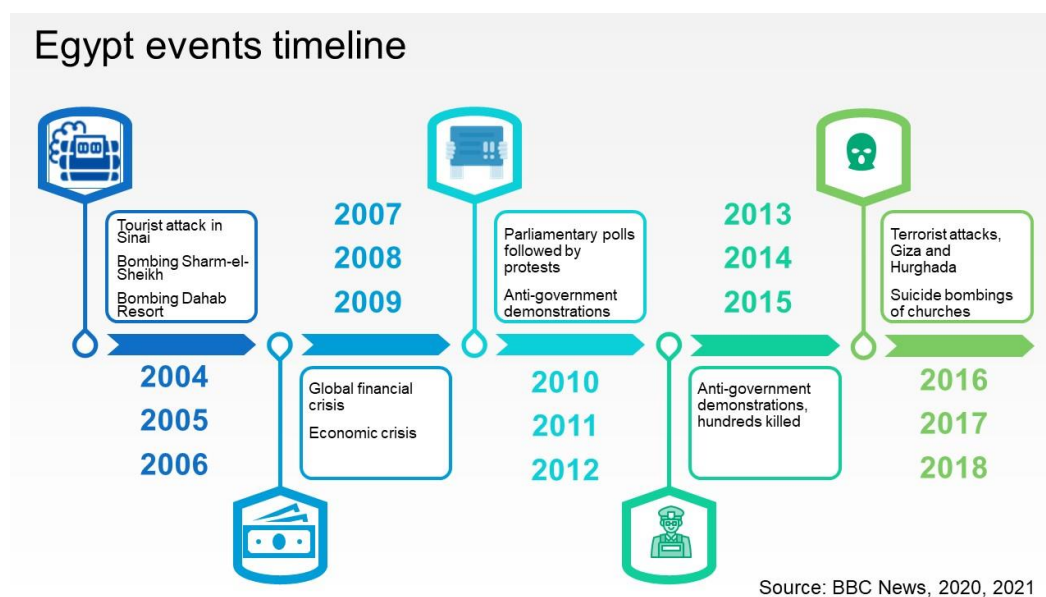


Figure 3. Egypt events timeline, 2004-2018 (Source: Modified from BBC News information, Knell (2020), Bowen (2021)).

From the timeline in Figure 3, it is noticeable that most events occurring in Egypt were terrorist acts or political events born of uncertainty. However, since 2014 after the election of

President Abdul Fattah al-Sisi, the political sector has been more stable as the same president was elected for a second term in March 2018. Nevertheless, the crisis affected many Egyptian industries, mainly tourism, which experienced a significant decline. For example, after the 2011 revolution, the revenue of Egyptian monuments dropped by 95%, the number of hotel stays decreased by 5 million overnights in three years, and overall tourism revenue was reduced by 54% (Kingsley, 2014).

Spatial distribution of MCDs

Crises are progressively crossing geographical, infrastructural, and cultural boundaries (Ansell et al., 2020). As a result, the world has experienced several crises over time. However, individual countries perform differently regarding crisis impacts due to their frequency and extent of impacts.

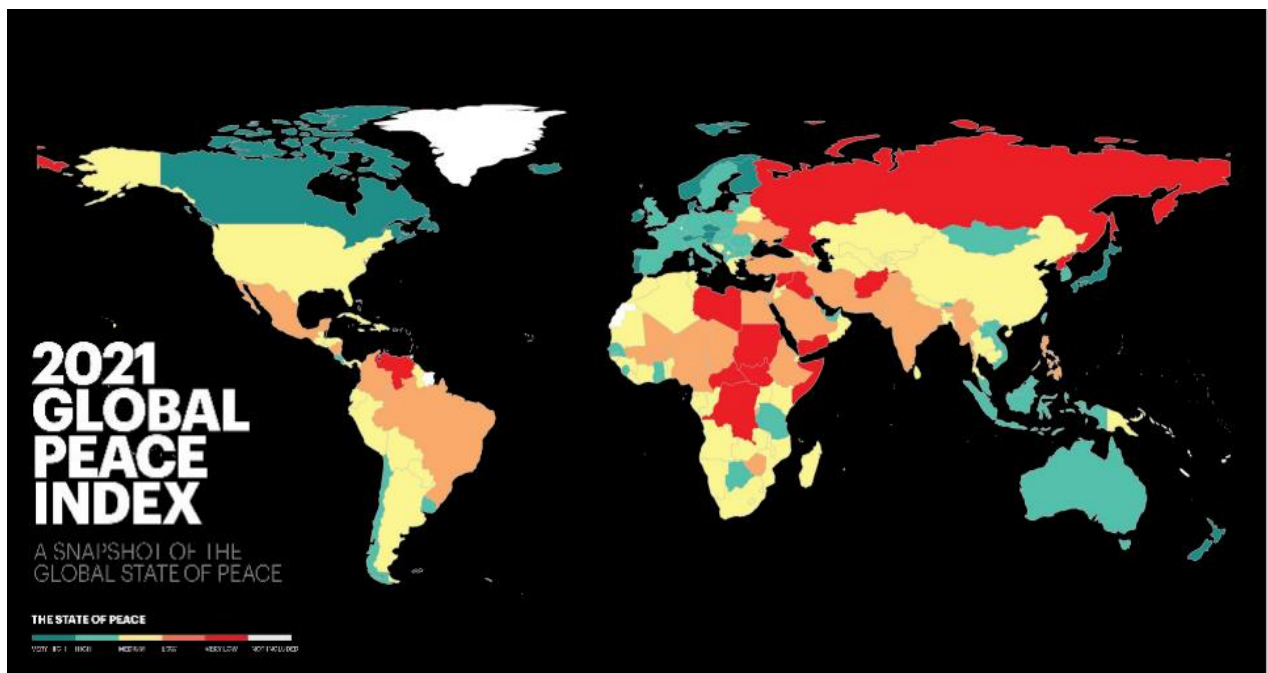


Figure 4. The global state of peace (Source: Global Peace Index (2021))

The Global Peace Index (2021) ranks all countries according to levels of peace. It is noticeable from Figure 4 that most low peace level nations are situated in countries with frequent crises in Africa (South Sudan, Somalia, the Democratic Republic of the Congo, Central African Republic), the Middle East (Yemen, Syria, Iraq), Asia (Afghanistan) and Russia. Although all these countries have similarities, most are developing nations and experience civil unrest.

Table 2. Global Peace Index ratings for 2021 (Source: Global Peace Index (2022)).

Country rank	Country	2021 overall GPI score
163	Afghanistan	3.631
162	Yemen	3.407
161	Syria	3.371
160	South Sudan	3.363
159	Iraq	3.257
149	Turkey	2.843
126	Egypt	2.397
1	Iceland	1.100

Table 3. The five most negatively ranked countries for safety and security and ongoing conflicts (Source: Global Peace Index (2022)).

Country rank overall	Country	Safety and security domain	Ongoing conflict domain
163	Afghanistan	4.258	3.641
	Venezuela	4.089	
162	Yemen	3.944	3.559
161	Syria		3.828
160	South Sudan	3.891	
159	Iraq	3.888	
149	Turkey		

126	Egypt		
158	Somalia		3.474
156	Libya		3.3

Tables 2 and 3 show the five least peaceful countries by the safety and security and ongoing conflict. Afghanistan, Yemen, Syria, South Sudan, and Iraq are ranked as the least peaceful countries. In addition, Venezuela is negatively ranked for safety and security, while Somalia and Libya are negatively ranked for ongoing conflicts.

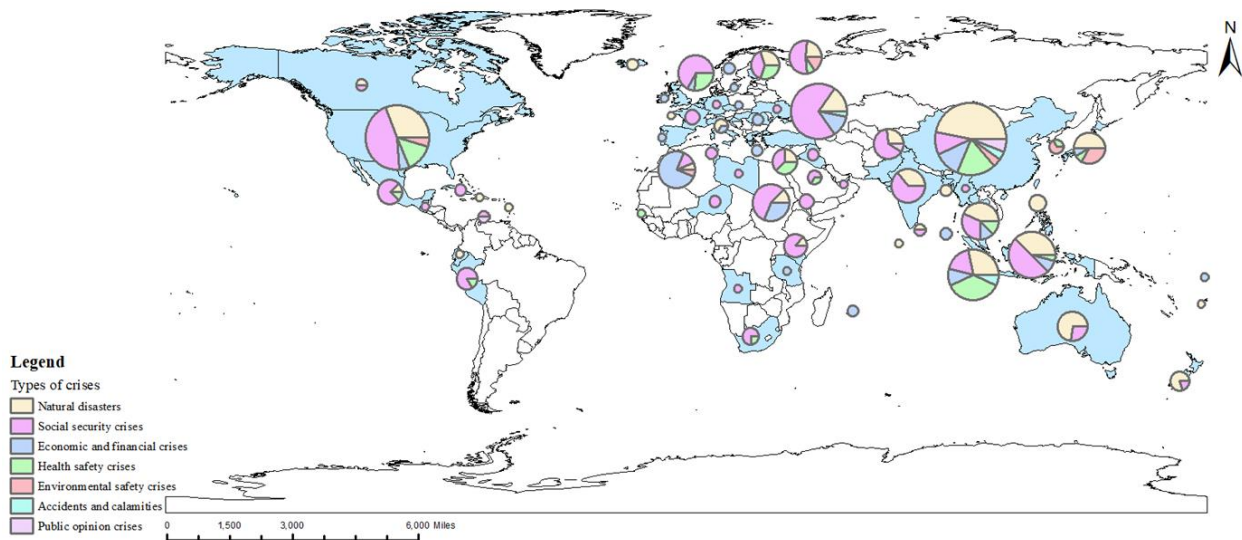


Figure 5. Geographical distribution of tourism crises and impacts (Source: Duan et al. (2021, p. 11)).

Duan et al. (2021) developed a world map showing the geographical distribution of tourism crises based on the frequency of published studies on tourism crises (Figure 5). Although Asia and the Middle East were the most studied regions for tourism crises, Morakabati (2013) also

mentioned that problems in these regions were prolonged and frequent. This information suggests that several Asian and Middle Eastern countries are MCDs.

Impacts of crises on tourism in MCDs

The significant growth tourism has experienced in the past 70 years, and due to the recent unplanned events and multiple crises happening in the world (terrorism, war, financial crises, natural disasters), a significant interest in the crisis topic has developed. Research on tourism crises intensified further after the beginning of the COVID-19 pandemic (Li et al., 2022). The tourism industry is particularly prone to external shocks such as wars, disease, extreme weather conditions (cyclones, tornadoes, mudslides, hurricanes, droughts), elections, adverse publicity, terrorist attacks, transport accidents, pollution, earthquakes, volcanic eruptions, political events, strikes (e.g., airline strikes), electricity shortages, recessions, and fluctuations in economic conditions (George, 2013).

The existing literature shows an apparent demand for knowledge about crises in tourism destinations, their impacts, and how to deal with them (Rindrasih et al., 2019; Duan et al., 2021; Jin et al., 2019). Dealing with a crisis in tourism as a fragile domain needs more attention when it comes to crisis management because it revolves around tourist experiences that are intangible and perishable, making it an open system (Tayeh et al., 2018). A crisis that affects tourism is an event or range of situations that destroy the market potential, reputation, and image of destinations or a whole region (PATA, 2011). Accordingly, there are five main types of crises that affect the tourism sector (UNWTO, 2011): 1) environmental crisis (Kim et al., 2006); 2) social and political events; 3) health-related crises (Hitchcock and Darma, 2005); 4) technological crises; and 5) economic events (Chu, 2008). These crises are characterised by a high-threat level, a short time to make decisions, and urgency (Faulkner, 2001). Hall (2010)

asserts that financial and economic crises are the most researched in the tourism literature, followed by research on natural disasters due to their implications for travel and tourism at various levels as well as their substantial capacity to influence destination image (Huang & Min, 2002; Baade & Matheson, 2007; Wu & Shimizu, 2020). Several studies have shown an interest in the impact of crises on tourism. However, these publications were usually related to single crisis impacts, often in small regions and single destinations (Rindrasih et al., 2019)

Related to the study of multi-crisis destinations (MCDs), Rindrasih et al. (2019) examined the impact of long-term, multi-disaster events on Indonesia's tourism industry's performance. The authors present Indonesia as a multi-disaster destination that experienced many natural and non-natural disasters over the last two decades. The findings showed that a destination has a different impact based on whether it is a single crisis or a multi-layered disaster. These elements influence the degree of effect on the tourism industry and the recovery period. Tourism is an industry that depends intensely on destination image (Morakabati, 2013), and crises significantly negatively influence the reputation and image of destinations (Rittichainuwat et al., 2018). The negative impacts are more significant for destinations with more than one crisis at a time or sequentially. For MCDs, this may require more time to recover and regain reputational status. Unfortunately, existing studies do not examine the differing impacts of crises for single and multi-crisis destinations and whether crises last longer in MCDs. For this reason, researchers need to focus more on this topic, especially since many destinations suffer multiple crises and need advice and support.

How do MCDs develop resilience?

Several definitions of resilience have emerged within the literature. A general agreement is that resilience is the ability of a system to deal with change (Berkes & Ross, 2013; Cheer & Lew,

2017). Tourism is one field where resilience has been recognised, and this involves investigating a system’s resilience level and ability to respond to short-term crises (Eakin et al., 2012; Guo et al., 2018; Bethune et al., 2022). However, various publications have stated that there is a need for more studies focusing on resilience within multi-crisis destinations (Koronis & Ponis, 2018).

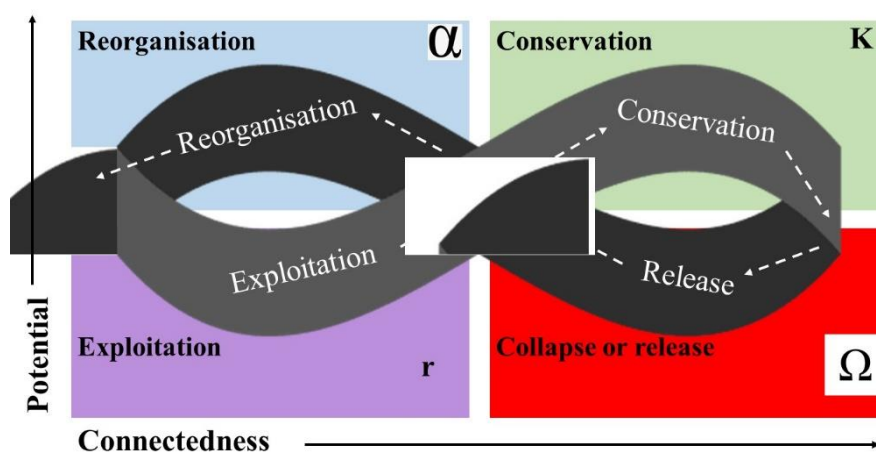


Figure 6. The adaptive cycle or “Holling Loop” (Source: Holling (2001)). Authors’ design.

Resilience is commonly linked with a system’s ability to rebuild after a disturbance (Fath et al., 2015). Holling’s (2001) adaptive cycle model (Figure 6) is a strong and valuable metaphor for system dynamics. The model engages the “infinity loop” pattern around the four critical resilience variables and draws analytical attention to highlighting the relationship between the four factors. The adaptive cycle aptly depicts the continuous nature and recurring crises within MCDs.

Reddy et al. (2020) present a framework for building tourism resilience in a post-conflict destination. They assert that the proposed framework guides the destination authorities while

recovering from a crisis. From the organisational resilience background, Kantur and İşeri-Say (2012) created a framework to suggest a new outcome concept of organisational evaluability. In their framework, Kantur and İşeri-Say (2012) categorised the sources of organisational resilience as strategic capacity, contextual integrity, perceptual stance and strategic acting. From a destination resilience perspective, Cahyanto and Pennington-Gray (2017) formulated a conceptual framework containing indicators that help tourism destinations to measure tourism crises. Similarly, Alves et al. (2020) revealed the crucial role of cooperation among businesses in a tourism destination, especially SMEs, in building individual and collective resilience.

The unique characteristics of MCDs require particular resilience strategies, helping them cope with the high frequency and overlapping crises. There is an urgent necessity for tourism scholars to investigate MCD resilience strategies that will be beneficial for many such destinations. This need is particularly true given recent world events, including COVID-19 and the Russian-Ukrainian war.

Future trends and perspectives for MCDs

Here are several future trends for MCDs during the outstanding call for more significant research on the concept. These are as follows:

- The number of MCDs worldwide will increase rather than decrease.
- Crisis recovery times will be prolonged in MCDs.
- There will be reputational and other spillover effects of MCDs on neighbouring territories.
- Tourists will increasingly avoid MCDs as concerns for safety and security intensify.

- Individual governments and multi-country alliances will pay greater attention to the exceptional circumstances of MCDs.
- Tourism businesses and trade associations will develop special training and assistance programmes for colleagues operating in MCDs.

From the research perspective, although crisis management and resilience development are established fields in tourism, much of this scholarship has adopted a linear approach to these concepts. Thus, the overall lifecycle of a crisis affecting a tourism destination consists of the following: a crisis is usually foreseen (or unexpected); the crisis develops slowly or quite suddenly; the crisis affects the destination, and management plans are implemented to deal with it, and a retrospective analysis is completed with a focus on building resilience to future problems. Some destinations tend to be more prone to a sequential repeating of this cycle as one crisis is followed in time by another and then further crises. The life cycle for economic crises lasts about ten years to coincide with the general trend of significant global economic downturns. For other crises, the peaks and troughs of the cycle are separated by more protracted and, at times, unpredictable timescales. This situation is particularly the case of natural disasters linked to geological processes such as earthquakes, volcanic eruptions, and tsunamis. Timescales for other natural events more closely related to climates, such as extreme weather events, significant floods, or wildfires, appear to be shortening, too, with research showing that they are closely related to global climate change patterns influenced by human activity rather than merely natural processes. However, recent events have brought a new dimension to the MCD concept posited in this chapter. As the global COVID-19 pandemic continues to take its toll on destinations globally despite early signs of a tentative recovery, new crises have emerged in countries along with the global health crisis.

For instance, Sri Lanka is facing the genuine possibility of a significant economic failure due to a default in the country's public debt interest payments while COVID-19 infections continue to rise. Ukraine, which suffered high infection rates and deaths during COVID-19, is facing a major crisis of its own as a result of the invasion by Russia, which has led to thousands of casualties, nearly five million people displaced due to the conflict, and several million people facing shortages of food, potable water, electricity, and heating in besieged cities, which are being bombed regularly. Although the conflict has not spread to other parts of Europe, its fallout has resulted in over three million refugees fleeing the country and seeking temporary sanctuary in Poland, Romania, Moldova, Slovakia, and Hungary before further travel to other European countries. Parallel to all this, high hydrocarbon prices worldwide have led to the genuine threat of an impending economic crisis triggered by growing consumer price inflation trends in Europe, North America, and much of the Western world. In line with this, the advent of the MCD concept may have to be redrawn soon since destinations may not only face different crises over time in a linear format but, indeed, have to contend with several crises concurrently. In addition, it is worth considering that even for other concurrent crises, each crisis may be subject to its lifecycle with different peaks, troughs, timescales, and impacts on tourism. Thus, research and practice regarding MCDs need to address several questions and issues, namely:

- (1) How do linear MCDs differ from other MCDs where crises take place concurrently? Do potential visitors perceive the former types of destinations as 'safer'?
- (2) How should planning and strategy formulation differ between both types of MCDs regarding the complexity of crisis management planning and future-proofing resilience strategies?
- (3) Should managing crises foster a higher degree of regional competition between destinations to remain competitive in global markets? For instance, would Sri Lanka be

willing to promote India as a destination during a significant crisis, knowing that India will reciprocate as soon as conditions are more favourable for Sri Lanka? Would that likely happen between other countries at the regional level, too (e.g., Italy and Spain), to prevent the loss of tourists to other competing regions (e.g., Morocco, Turkey, Egypt)? In times of life-threatening crises (e.g., significant droughts) facing wildlife, predators and prey cooperate to improve their collective chances of survival. However, is this an option that political leaders and key decision-makers in tourism would entertain in the highly competitive - and more civilised - global tourism ecosystem?

(4) Are MCDs more resilient and better at managing crises than tourism destinations that have been less prone historically to crises? More generally, could MCDs' regular crisis management make them more competitive in a future scenario involving a more unstable world from a geopolitical perspective?

(5) How to calculate MCD for countries (diagnosis) and suggest strategies (prognosis)?

Similar arguments apply to the impact of multiple crises on the sustainable development of destinations. Over the last ten years, a consensus has slowly emerged on the need for destinations to develop future-proofing strategies to contend with climate change in terms of its short-term impacts (e.g., freak weather events) and longer-term threats (e.g., sea level rises). However, this consensus over the potential importance of the issue, rather than necessarily specific action and investment, has been centred on one type of crisis – climate change. If recent events linked to the armed conflict in Ukraine and high hydrocarbon prices are anything to go by, it would appear that, given a choice, political leaders will tend to prioritise economic development over environmental or even social issues. So, if the ongoing climate change debate is to be side-lined in favour of more pressing (financial) issues, how does this bode for managing multi-crisis processes (linear or not) in destinations? Just as we thought that the

COVID-19 pandemic was under control and the focus could return to the UN SDGs, shorter-term crises divert the attention of policymakers, not without reason, from longer-term threats. Overall, humankind has much to learn from nature regarding how to read the signs of an impending crisis and, crucially, how to deal with it.

Stakeholder actions, initiatives, and the SDGs

What are the interests of and implications for various stakeholders in addressing the future trends and issues for multi-crisis destinations? In tourism, the stakeholders include the tourists, tourism operators (e.g., enterprises, SMEs) and organisations (e.g., DMOs, trade associations), community (host population), government (public sector), and the environment (Buhalis, 2000; Morrison, 2019). Figure 7 provides recommendations for actions and initiatives to be undertaken by these stakeholders in the future, and researchers and scholars are added as the sixth group of stakeholders.

MCD stakeholders	Required actions and initiatives
Tourists	<ul style="list-style-type: none"> • Increase awareness of multi-crisis destinations • Support MCDs whenever possible
Tourism operators and organisations	<ul style="list-style-type: none"> • Build up resilience to crises • Form collaborative partnerships to counter crises
Community	<ul style="list-style-type: none"> • Co-create innovative solutions to crisis recovery and resilience
Government	<ul style="list-style-type: none"> • Advise SMEs on how to cope with crises and build resilience • Consult MCDI when developing travel advisories • Establish policies addressing the particular circumstances of multi-crisis destinations
Environment	<ul style="list-style-type: none"> • Form environmental sustainability guidelines that support crisis recovery and resilience

Researchers and scholars	<ul style="list-style-type: none"> • Compare the effects of linear (one by one, sequential) versus concurrent crises in MCDs • Conduct more research studies on MCDs • Develop the Multi-Crisis Destination Index (MDCI) • Periodically report on MCDI results
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Figure 7. Recommended stakeholder actions and initiatives (Source: Authors).

Do MCDs contribute to the SDGs now and on the path toward 2030-2040-2050? This is a new topic; however, if MCDs do not manage crises appropriately and build greater resilience, there will be a negative effect on achieving specific SDGs. For example, continuing and unresolved crises will exacerbate poverty (SDG 1), hunger (SDG 2), and health and well-being (SDG 3); they will also negatively impact infrastructure and industry (SDG 9), cities and communities (SDG 11), and peace and justice (SDG 16). In addition, specific crises will also degrade the land (SDG 15), oceans, and other water bodies (SDG 14). However, if MCDs can overcome crises and build superior resilience, the opposite will be true, and these places will move closer to meeting the SDGs.

Conclusions

This chapter calls for the recognition of multi-crisis destinations by the tourism industry and academic scholars. MCDs are a neglected yet crucial topic in tourism. There is a need to construct a multi-crisis destination index (MCDI) to determine which nations fit into this category. After that, more fine-grained research on MCDs is required in the decades to follow, and policy initiatives are needed to facilitate crisis recovery and resilience building. It has been insinuated that countries such as Egypt, Indonesia, Turkey, and the US might be MCDs; this remains to be corroborated.

There is perceived to be a connection between MCDs and UN Sustainable Development Goals (SDGs). MCDs may find it more challenging to achieve the SDGs as resources become depleted owing to continuing crises, and recovery may be slower in these nations. Some MCDs are likely among the poorest and most unstable countries in the world, and improving their status vis-à-vis the SDGs will be critical to achieving the UN's overall objectives.

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