Crisis and Africa's tourism industry: A comprehensive review and agenda for future research

Abstract

Although several studies have investigated crisis and crisis management in tourism, knowledge, and scholarship are limited in this field, especially in third-world nations like those in Africa. This paper presents a comprehensive review and synthesis of crisis management literature in Africa to address the gap in current understanding. The content-based analysis of 77 published articles from 29 journals provides a deeper understanding of Africa's tourism crisis research and scholarship trends. A three-stage integrative framework classifying crisis management literature/approaches was developed: pre-crisis, during-crisis, and post-crisis. This paper examines Africa's current and emerging tourism crisis issues identified in the analysis. It also discusses the implications of existing studies on crisis management research and outlines new research directions and implications concerning the COVID-19 pandemic.

Keywords: crisis, crisis management, tourism crisis, literature review, Africa

Introduction

Tourism offers promising economic opportunities for countries in Africa. Africa's tourism resources include natural and cultural attractions, wildlife, and spacious beaches. Before the COVID-19 pandemic, forecasts indicated that tourism in Africa would grow 55% between 2017 and 2027 (UNWTO, 2020). However, crises of all kinds, ranging from health, political instability, and economic recession to natural disasters, have limited the promising growth and significant contribution of tourism to the continent's economy. For example, the recent COVID-19 outbreak and national strategies to tackle it, including city lockdowns, travel restrictions, social distancing, and border closures, have caused a sharp decline in global tourist arrivals (UNWTO, 2020). The pandemic is destroying the African tourism industry, which has already been impacted by several socio-economic challenges, such as underdevelopment, rampant corruption, conflicts, severe droughts, and extreme poverty.

The existing literature on tourism crisis management has been growing, contributing to the overall understanding of crisis management. Despite the considerable attention given to investigating tourism crises, their influence on the tourism industry is complex and varies in both type and impact. In addition, the influence is often location-specific (Aliperti et al., 2019; Jiang et al., 2019; Mair et al., 2016; Zenker & Kock, 2020). Recent studies examine health (Novelli et al., 2018) and political crises (Avraham, 2016) in Africa's tourism. Rogerson and Baum (2020) discuss future research directions related to the COVID-19 crisis in Africa. They suggest marketing and tourism management approaches to tackle the COVID-19 impacts, such as market confidence, development of resilience, tourist behavior, travel characteristics, and climate change and sustainability issues. The dominant studies on tourism crises are Western canon and focus on western tourism destinations (Rogerson, 2007; Senbeto et al., 2021; Yankholmes, 2014). Hence, a comprehensive analysis is required to examine different geographical and demographic characteristics. Some studies have suggested investigating the

main features of crises across different geographic and socio-economic settings like Africa (Avraham, 2016; Benckendorff & Zehrer, 2013).

Considering that a review of existing literature forms a robust basis for future research development (Denyer & Tranfield, 2009), this paper critically explores the scant existing literature on the tourism crisis in Africa. The objectives of this paper are threefold. First, to illustrate the existing knowledge on the tourism crisis in Africa. Second, significant research gaps and future research directions are identified based on current knowledge. Third, the paper aims to provide practical suggestions to the tourism industry on learning from previous crisis trends and management approaches to handle present and future crises, including COVID-19.

This paper comprehensively evaluates journal publication, methodology, and research focusing on Africa's tourism crisis research. The review integrates fragmented research areas by assessing links among the three stages of a crisis - pre-, during-, and post-crisis. The study paves the way to understand research areas, research topics, methodological directions, new perspectives, or emerging phenomena concerning the tourism crisis in Africa. This comprehensive review and suggestions for future research will inform tourism managers, marketers, and policymakers about previous crisis studies, provide insights to plan and manage crises and augment coping strategies.

Crisis, crisis management, and tourism crisis

The concept of crisis has been explained in different ways and tends to be discipline-biased. Hence, there is no commonly agreed definition of a crisis. According to Robert et al. (2007), a crisis is caused by an unexpected and unknown event and results in severe consequences. Santana (2004) defines a crisis as a process that develops through logic rather than being an event. In addition, Bundy et al. (2017) describe a crisis as a behavioral phenomenon that is socially developed by the stakeholders and is part of a necessary process.

Several studies in tourism have investigated the impacts and responses to crises caused by political, economic, and health-induced factors (Lado-Sestayo et al., 2016).

The concept of crisis management is related to the actions and communications that organizations assume and execute to reduce its impacts (Bundy et al., 2017; Pearson & Clair, 1998). Some crisis management models and frameworks discuss the occurrence and response to crises in the tourism context. For example, Faulkner (2001) proposed a six-stage crisis management plan that includes pre-event preparation, prodromal, emergency, intermediate, long-term recovery, and resolution. Following Faulkner's framework, Ritchie (2004) introduced three-stage crisis management scenarios: prevention and planning, implementation, and evaluation and feedback. Recent studies focusing on crisis management have widely utilized three-stage crisis management approaches, namely 1) pre-crisis planning, preparation, and readiness tasks, 2) during-crisis management that focuses on implementing crisis planning and strategy, and 3) post-crisis issues, such as recovery, resolution, and learning (Bundy et al., 2017; Bundy & Pfarrer, 2015; Coombs & Laufer, 2018; Ott & Theunissen, 2015).

Regarding pre-crisis planning, scholars underline the importance of preparedness and readiness in crisis management in tourism to uphold resilience and future tourism development (Novelli et al., 2018; Ritchie & Jiang, 2019). Existing studies discuss the positive and negative impacts of crises on the tourism industry. Although crises influence the economic vitality of the tourism industry, some scholars argue that crises have positive implications in terms of sustainability, minimizing overcrowding and resource exploitation, and providing time for recovery (Rastegar et al., 2021; Senbeto & Chan, 2021). Post-crisis research primarily focuses on enhancing recovery, learning, and resilience. However, tourism studies on crises are primarily reactive and case-based; therefore, the generalizability of these studies is questionable (Mair et al., 2016; Senbeto & Chan, 2021).

Tourism and crises in Africa

Tourism demonstrates exponential growth and accelerates the socio-economic development of many African countries. For example, in 2018, inbound tourism to Africa reached 67 million, a 7% increase from 2017 (UNWTO, 2020). UNWTO's 2020 report noted Africa could become the second-fastest tourism growth area after the Asia-Pacific region. Africa has promising potential despite being a late developer in deriving tourism for economic and social development. However, compared to developed countries with high income and living standard indexes, African countries' share of the global tourism market remains below average (World Travel and Tourism Council, 2018). Several challenges hinder their competitive advantage and overshadow tourism potential. While further research is needed to identify problems and possible mechanisms to improve tourism in Africa, previous studies have stated that governance-related social and economic challenges are the prominent reasons for the low level of tourism development (Adu-Ampong, 2017; Dieke, 2013; Gowreesunkar, 2019; Senbeto, 2019, 2020; Siakwah et al., 2020). Among these, inadequate macro-economic planning and strategy, a stable tourism investment environment, and infrastructure and facilities are the main economic-related challenges that hinder tourism development in Africa.

Tourism in Africa has been affected by various political, economic, and social crises, such as the ongoing political instability and the threat of terrorism. In addition, the Ebola epidemic has disrupted the tourism industry in West Africa. Furthermore, the continent has faced the COVID-19 crisis, which has significantly affected the economy of other countries and regions such as China, Iran, Europe, the US, and Latin America (Gaub & Faleg, 2020; OECD, 2020). The pandemic also influences Africa's capacity and preparedness to mitigate the adverse effects. However, less is known about how the tourism crisis studies described in the extant literature were undertaken and what opportunities are available for future research in Africa on this topic. This study provides a comprehensive overview of crisis-related themes

in tourism in Africa, which helps to make sense of "state of the art" knowledge, ongoing debates, and controversies.

Methodology

Data collection and analysis

In line with common practice in writing review articles and ensuring broader coverage of the current stream of research on the topic (e.g., Altman & Baruch, 2008; Li et al., 2010), the researcher consulted four wide-ranging research databases: Scopus, Web of Science, Google Scholar, ResearchGate, and EBSCOhost. This step helped to enhance the comprehensiveness of the dataset and review referring to crises and tourism in Africa. These four databases were selected because they are commonly used in other review studies in hospitality and tourism (Benckendorff & Zehrer, 2013; Kim, Bai, Kim, & Chon, 2018). Several keywords and phrases were used, such as "crisis + tourism," "crisis + tourism + Africa," "disaster in Africa," "crisis management + tourism + Africa," and "disaster management + tourism + Africa." Each of the 54 African countries was entered separately, and the title, abstract, and keywords sections of articles were searched to retrieve all relevant documents. Furthermore, articles were searched using different types of crises in tourism, such as political crises, economic crises, health-induced crises, and natural disasters. Given the lack of research and to help broaden the scope of our search, no time period was specified during the searches.

This review adopts a context-based approach by including all studies considering the tourism crisis in Africa. Similar to this study, recent studies reviewed several tourism segments that have not yet been explored in the tourism literature. These include host-children in tourism destinations (Yang et al. (2020), mixed research methods and methodologies in tourism (Khoo-Lattimore et al., 2019), virtual reality and augmented reality in tourism (Yung & Khoo-Lattimore, 2019), and gender issues in tourism (Je et al., 2021). Such studies adopted systematic reviews and quantitatively analyzed interdisciplinary issues in tourism. Due to the

smaller number of published articles and the subsequent limitation on clustering, this study adopted a context-based approach to review tourism crisis research in Africa. Compared to other review methods, a context-based approach allows researchers to focus on a specific segment or geographic context, analyze important aspects, and respond to the particularities in such contexts (Javed et al., 2021).

Several steps were taken to determine the inclusion or exclusion of each article. First, research notes and book reviews were removed, including articles that did not mainly focus on the tourism crisis. Next, only articles with full text were retained. Next, the author read each of the short-listed papers in detail to discover the direct relevance of each article to the topic of this study (i.e., crisis management in Africa's tourism sector). Finally, 77 articles published in tourism periodicals were retained for subsequent analysis and categorization. Procedurally, articles were coded based on journal source, year, the author's name, the topic of the study, and the methodology used. The coding and analysis of the topic followed other similar studies (Bundy et al., 2017; Ritchie and Jiang, 2019) and involved main categories such as pre-crisis (preparedness and readiness), during-crisis (response and reaction), and post-crisis (recovery and resolution). Further coding and analysis were performed following previous seminal crisis management stages, such as pre-crisis, during-crisis, and post-crisis issues (e.g., Bundy et al., 2017; Faulkner, 2001; Mair et al., 2016).

Findings

This section provides an overview of tourism crisis articles published in Africa by considering journal publications, types of crises, and methodological structure. In addition, pre-crisis, during-crisis, and post-crisis features that are primarily necessary to discuss crisis management research across every industry or phenomenon are considered (Coombs & Laufer, 2018; Faulkner, 2001; Ritchie, 2004). Finally, in line with such reviews and discussions, the

review offers future research directions to improve the current status quo of tourism crisis research in Africa.

Overview of existing literature

Table 1 shows that the publications on crisis and disaster in tourism in Africa are distributed among 29 different tourism and hospitality periodicals over the past two decades. The African Journal of Hospitality, Tourism, and Leisure published most papers, followed by International Journal of Tourism Research, Journal of Policy Research in Tourism, Leisure and Events, and Tourism Management Perspectives. Most articles were published between 2016 and 2020.

Insert Table 1 here

Although crises and disasters have affected the continent's tourism, this review found that tourism crisis research in Africa is scarce, especially compared to crisis research in the Global North. Moreover, the study noticed that most papers focusing on Africa's tourism crisis issues were published in lower-class periodicals. This implies that contribution to knowledge and scholarship advancement has remained limited. In a broader sense, the overall trends of research and scholarship in tourism and hospitality in Africa have experienced limitations in institutional capability, scholarship competence, facilities, and resources (e.g., Rogerson, 2007; Yankholmes, 2014). Against this backdrop, scholars have suggested identifying key issues related to tourism in Africa. Most importantly, understanding the crisis in Africa's tourism sector and its response strategies could elevate the need to conduct further research.

Methodological structure and types of crises

Table 2 indicates that most of the studies followed a quantitative research design (n = 37), followed by qualitative (n = 25), mixed (n = 10), and review and conceptual (n = 5). The findings correspond with the general tourism crisis literature – existing crisis studies in tourism

have employed quantitative approaches such as surveys and secondary data (Hall, 2010; Jiang et al., 2019; Mair et al., 2016). While quantitative methods help generate fresh insights, the existing studies primarily focus on cases and single crisis events. Other qualitative methods, longitudinal, or experimental approaches are suggested to broaden the theoretical underpinnings of tourism crisis research and scholarship in Africa. Furthermore, the existing studies ignore the importance of using diverse research methods and approaches such as field experiments, observation, ethnographic methods, big-data approaches, and multi-level models to gain a deeper and comprehensive understanding of the tourism crisis in Africa. Mixed research approaches and longitudinal studies are another way to improve the existing methodology to develop appropriate crisis management strategies and a measurable understanding of business performance trends before and after a crisis.

Insert Table 2 here

As outlined in Table 2, the majority of crisis studies are concentrated on political (n = 21), social (n = 19), health (n = 12), natural disaster (n = 10), financial and economic (n = 8), and micro-level crises (business and operations) (n = 7). Although crisis literature in tourism focuses on economic crises (Papatheodorou & Pappas, 2017), some studies have focused on the African context, examining political and social-related crises instead of financial and economic crises. For instance, the ongoing political and social unrest primarily influences the productivity and performance of tourism in African countries like Somalia and Libya (Mansour et al., 2019). In a broader sense, political and social instability influences the neighboring countries and regions. Epidemics such as Ebola and pandemics such as COVID-19 have directed scholars' attention to the impact of health crises on the tourism industry (Novelli et al., 2018). Currently, COVID-19 has significantly damaged Africa's actual and projected tourism development potentials, reducing tourism receipts and employment. Compared to macro-level

crises, there are relatively fewer studies of micro-level crises caused by an internal business operation, like service failure and turbulence in tourism organizations.

Some studies have adopted theories such as financial theory and economic shock theory (Chen et al., 2005), and framing theory (Liu & Pennington-Gray, 2015) to examine the impact of crises on the tourism industry. This study found that other theories were adopted in tourism crisis studies. For example, rapid situation analysis was adopted to examine stakeholders' perceptions and measures for various crises (Novelli et al., 2018; Novelli et al., 2012). In addition, some studies used image repair theory (Avraham, 2016), distributive justice theory (Mwesiumo & Halpern, 2018), and a risk-coping behavior approach (Gjerald & Lyngstad, 2015) to investigate responses and recovery issues related to tourists and tourism service providers in the aftermath of crises. However, most studies pursued empirical analysis with less emphasis on theoretical and conceptual development.

Pre-crisis: planning and preparedness

This review suggests crisis management literature can be classified into major features of a crisis, such as pre-crisis readiness and planning, during-crisis, and post-crisis recovery and response strategies (Bundy & Pfarrer, 2015; Bundy et al., 2017; Coombs, & Laufer, 2018; Ott & Theunissen 2015). Notwithstanding the necessity of pre-crisis or adversity planning and preparedness, geographic and socio-economic factors determine the level and extent of pre-crisis planning. Given the limited availability of research focusing on pre-crisis issues in tourism literature, the tourism industry has a relatively low level of pre-crisis planning and preparedness (Bilić, Pivčević, & Čevra, 2017; Gruman et al., 2011). Instead, tourism organizations adopt a reactive rather than a proactive approach to crisis planning.

This review indicates less research has been conducted on crisis management and readiness in Africa's tourism context. Pre-crisis planning and preparedness necessitate

governance, leadership, strategy, competency, and human resources (Cakar, 2018; Bundy et a., 2017). Although governments are supposed to play an irreplaceable role in crisis and management, collaborations between government departments and other tourism stakeholders in Africa have remained limited (Musavengane et al., 2020), influencing the intention and implementation of crisis planning and preparedness. In addition, pre-crisis planning and preparedness in many African destinations face issues concerning capacity development and human resource competence that hinder crisis planning activities such as preparedness and scenario analysis, hazard mapping, risk analysis, and hazard adjustment.

Crisis preparedness and the readiness of tourism firms should encompass different types of crises, such as natural disasters, terrorist attacks, and health crises. For example, some studies assert that personal and public health safety issues frequently disrupt inbound tourism to Africa (e.g., Avraham, 2016; George & Booyens, 2014). Collaborative efforts and knowledge-sharing structures among stakeholders are necessary for better crisis planning and emergency management. Stakeholder theory can be an appropriate foundation for discussing stakeholders and their roles and responsibilities in tourism crisis planning and management.

In the aftermath of the COVID-19 crisis, the relationship between established crisis planning efforts and the efficient recovery of the tourism industry in Africa could be another research topic. One of the inquiry questions on pre-crisis planning and preparedness is: "Could tourism organizations in Africa rely on African-centric crisis management strategies instead of Western-developed crisis management strategies?" Analyzing factors leading to different planning approaches, drivers, and inhibitors of crisis planning is important to better understand factors that can enhance proactive crisis planning efforts.

During/post-crisis

Existing crisis studies focus on the impact of and recovery from crises in tourism in Africa. Compared to other types of crises, this review identified that scholars focused on the effects of political and social crises on the tourism industry. Fletcher and Morakabati (2008) noted that political crises like a coup and internal political unrest bring more adverse consequences to the tourism industry than low-level terrorist attacks. Novelli et al. (2012) explored tourism development in post-conflict perspectives based on a 12-year civil war in Burundi. They suggest that tourism development in sub-Saharan Africa should address reconciliation, transitional justice, and institutional and state-building goals to mitigate post-conflict challenges. In response to political instability in Egypt, Avraham (2016) assesses destination image message strategies, such as source, message, and audience, pursued by Egyptian marketers. Elshaer and Saad (2017) found that an unstable political climate contributes to job insecurity and a higher voluntary turnover rate.

Building on dynamic panel data, Buigut and Amendah (2016) analyzed the impact of terrorism on inbound tourism demand in Kenya and demonstrated how terrorism reduces the competitiveness of Kenya's international tourism market. Other studies (e.g., Lafferty & Youssef, 2015; Mansour et al., 2019) examined the ongoing political unrest in Libya from hospitality perspectives and explored dynamic capabilities and resilience in confronting the crisis. Health issues are another primary focus of tourism crisis research in Africa. As one of the most impactful health crises, Ebola has damaged the tourism industry in several West and Central African countries. For instance, Novelli et al. (2018) examine the impact of Ebola epidemics on tourism organizations and the subsequent tourism demand decline in the Gambia, while Gijanto (2011) examines social tensions and conflicts associated with heritage resources between diaspora tourists and residents in Ghana.

Insert Table 3 here

As Table 3 outlines, similar to pre-crisis planning, limited attention has been given to studying responses to crises. Hence, the extant studies suggest further research on response and reaction to crises. Drawing from an empirical analysis of the Egyptian tourism industry, Elshaer and Saad (2017) indicate that a high perception of trust and commitment could elevate the ability to respond to crises and turbulence. In addition, issues related to distributive fairness (Mwesiumo & Halpern, 2018) and business-to-business tourism partnerships (Gjerald & Lyngstad, 2015) could reduce conflict and tension in tourism organizations. The high incidence and frequency of crises and disasters often threaten many African countries' economic and sustainable development. However, the response to such events is unsatisfactory and applied without considering standard operational disaster management practices.

The impact of the crisis in the tourism industry in Africa has resulted from the reduction of inbound tourism market demand, mainly from long-haul inbound tourists (Rogerson & Baum, 2020). Therefore, understanding the perception of long-haul tourists regarding crisis occurrence in Africa is necessary to plan and measure crisis management strategies. Similarly, domestic and visiting friends and relations (VFR) tourism is seen as the fastest remedial way to combat the impact of a crisis. Therefore, further studies on manipulating such tourism segments as part of short-term crisis response strategies are necessary. However, Africa's crisis response strategies have experienced several hindrances, including knowledge, financial, and organizational limitations. In addition, limited technological applications and development hinder the implementation of technology and innovation mechanisms to cope with crises in Africa. For example, a low level of internet facilities has affected the intention and implementation of online services in response to COVID-19.

Future studies should move away from identifying existing response strategies and evaluating the effectiveness of alternative approaches identified in the literature. For example, building resilience is necessary for tourism firms to adapt, remain flexible, constantly learn, and evaluate coping strategies (Brown et al., 2017, 2018). Sydnor-Bousso et al. (2011) found that higher levels of physical, human, and social capital could lead to higher resilience in communities that have experienced a natural disaster. However, the informal sectors dominate the tourism business in most African countries, and they demonstrate remarkable resilience and adaptive capacity to deal with crises (Biggs et al., 2012; Ngoasong & Kimbu, 2016; Rogerson, 2018; Tichaawa, 2017). Therefore, studies should consider investigating the resilience of the informal sectors as they support building comprehensive resilience strategies for the tourism industry. While organizational learning and knowledge management have been identified as a significant part of crisis management strategies, research is needed regarding learning approaches and how knowledge learned from former crises has informed Africa's current crisis planning and response practices. Such research could help policymakers to identify ways of recovery and organizational learning approaches to mitigate crises.

Conclusion, implications, and future research

Given the limited focus on the tourism crisis, specifically in an African setting, this paper sought to review the literature on tourism crisis issues in Africa. Based on the comprehensive literature review, the study shed light on crisis dimensions, including types of crises investigated, methodological variety, and topical foci related to tourism crises. The findings indicate that most studies focused on the occurrence of a crisis and highlighted the impacts and recovery strategies for that particular crisis. Moreover, the existing literature is more concerned with a single crisis event than crisis management as a general phenomenon and area of interest. This leads to a significant oversight on topics related to the pre-crisis stage,

such as preparedness and readiness of hospitality firms, and causes fragmentation of studies and limits understanding of the integrative perspective of tourism crisis management research in Africa. Some scholars argue that a crisis is caused by inadequate preparedness and management planning (Faulkner, 2001; Prideaux et al., 2003). As such, further studies are necessary to develop the concepts of preparedness and readiness and provide clear guidelines on crisis planning.

Furthermore, crisis response strategies should be more proactive and resilient. They may be developed based on an aggregation of existing knowledge (Mair, Ritchie, & Walters, 2016; Prideaux, 2004). Future research should incorporate multiple crises in one study to enhance the generalizability of the findings. Like other business management areas, such as human resource management, strategic management, and operations management, crisis management in Africa should move from being a series of reactive and ad-hoc research topics to regular management topics. The impacts of ongoing crises may be less noticeable than one-time events like natural disasters, but understanding the effects of and responses to ongoing crises will turn crisis management into a more operational and day-to-day issue. Strengthening the theoretical grounds using several theories will help to expand innovative perspectives and insights into the existing literature.

This paper offers several implications for tourism scholars and studies focusing on the tourism crisis in Africa. Based on an integrative crisis management framework, such as pre-, during-, and post-crisis approaches, Figure 1 indicates research and practical issues that must be addressed. Results drawn from this review could be used as a reference point to advance existing knowledge. They could play an essential role in providing collective reflections on current research in Africa. This study assists in understanding research topics, under-examined areas, methodological gaps, and interesting research questions and empirical studies in subsequent research efforts. The review provides theoretical implications by pointing out what

has been done and what needs to be done regarding the tourism crisis in Africa, exploring research findings and patterns from different sources.

Insert Figure 1 here

This study offers further practical insights by pointing out marketing and management strategies to deal with crises. Although a crisis is a complex phenomenon that results in sudden and volatile conditions for every destination around the world, tourists, especially long-haul tourists, raise safety concerns before they visit Africa (George & Booyens, 2014; Avraham, 2016). Hence, destination managers, marketers, and tourism stakeholders in Africa need to consider safety strategies and develop a positive destination image in their pre-crisis and post-crisis management.

Since most sub-Saharan African countries rely on VFR (Christie et al., 2013) and are relatively resilient to travel during and in the aftermath of a crisis, managers, and marketers should pursue flexible and contingency strategies when targeting VFR tourists through marketing and promotion techniques. Policymakers should also assess how to develop resilience among tourism stakeholders that helps to rebuild tourism businesses, launch schemes, and enhance capacity development. Managers need to understand several types of crises and couple this understanding with their cause-impact-response cycles for each crisis to plan and execute coping strategies. Moreover, marketing, capacity development, and stakeholder support and collaboration could assist the process of crisis mitigation. To deal with COVID-19 and future crises, managers and marketers should maintain a flexible attitude and an innovative mindset to pursue appropriate contingency strategies. Further empirical research investigating the underpinning concerns related to planning, preparedness strategies to better understand pre-crisis planning, and preventive measures for the tourism industry in Africa.

This review has several limitations. For instance, only journal articles published in tourism and hospitality periodicals were considered. Papers published in non-tourism and non-hospitality journals and other outputs arising from conference proceedings, research notes, and reports were not part of this review. The results are also dependent on articles written in English. Hence, future studies need to consider papers published in other widely spoken languages in Africa, such as French and Arabic. Future similar studies could conduct meta-analyses and uncover potential differences between tourism and non-tourism fields by considering other published sources such as conference papers, research notes, and book reviews. Moving beyond the extant knowledge and implications of crisis management in Africa's tourism, this paper suggests comprehensive and longitudinal approaches to assess the overall range of crises and theoretical foundations of crisis and crisis management. Such approaches will assist the industry in managing pre-crisis perception and preparedness, crisis management at the time of its occurrence, and post-crisis learning and evaluation mechanisms.

As an African involved in tourism, I argue that research-based theories and concepts focused on tourism crisis in Africa have been established on Western epistemologies. Supporting this proposition, similar to other scholars, I found that theories and concepts utilized to investigate tourism issues in the Global South have followed a Eurocentric canon, thereby constraining a thorough understanding of tourism in the Global South, including Africa (Booyens & Rogerson, 2016; Chambers & Buzinde, 2015; Senbeto et al., 2021; Yankholmes, 2014). Therefore, I suggest that scholars in and from the Global South need to investigate and develop crisis and crisis management issues in tourism from a non-Western epistemological viewpoint. This will broaden the extant tourism crisis literature by offering another way of thinking about and analyzing tourism crises. In addition, academic institutions and stakeholders in Africa need to encourage productivity, research paradigms and approaches, competence, and the urgency of solid knowledge management in the tourism crisis.

Future research directions will advance existing knowledge. This involves expanding research topics in crisis and crisis management in Africa's tourism industry across three stages of a crisis: pre-, during-, and post-crisis. In doing so, opportunities arise for more extensive scholarly works to be undertaken to augment the current knowledge on crisis planning and management through dealing with the COVID-19 pandemic. For example, further attention is needed regarding marketing strategies and new product packages directed towards domestic and local markets. In addition, the preparedness and response strategies of tourism firms could be explored using the resource-based view and dynamic capabilities theory (Barney, 1991; Wernerfelt, 1984). Finally, researchers could empirically investigate the significant role of crisis planning and strategy in the overall success of crisis management and then advocate its importance.

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Table 1. Distribution of articles by journal and year of publications

Journal	1999-2004	2005 - 2010	2011-2015	2016 - 2020
African Journal of Hospitality, Tourism and Leisure				11
Annals of Tourism Research		1	1	6
Current Issues in Tourism				2
European Journal of Tourism Research			1	
International Journal of Religious Tourism and Pilgrimage				2
International Journal of Hospitality & Tourism Administration		1		1
International Journal of Hospitality Management				1
International Journal of Tourism Research		1		3
Journal of Ecotourism				1
Journal of Heritage Tourism			1	
Journal of Hospitality and Tourism Management				2
Journal of Outdoor Recreation and Tourism			2	1
Journal of Policy Research in Tourism, Leisure and Events				3
Journal of Sport and Tourism			2	
Journal of Sustainable Tourism				1
Journal of Travel Research			1	1
Journal of Heritage Tourism				1
Journal of Hospitality and Tourism Insights				1
Tourism Analysis			1	
Tourism and Hospitality Research				2
Tourism Economics				2
Tourism Geographies	1		1	1
Tourism in Marine Environments			2	
Tourism Management	1	1	1	1
Tourism Management Perspectives			2	2
Tourism Review			2	
Tourism Review International				1
Tourismos		2		
World Leisure Journal				2

Table 2. Methodological structure and type of crisis

Methodology	Frequency	%
Quantitative	37	48
Qualitative	25	32
Mixed	10	13
Conceptual	5	6
Total	**77**	**100**
Types of crisis		
Political	21	27
General and social	19	25
Health	12	16
Natural	10	13
Financial & economic	8	10
Micro-level crises (Business & operations)	7	9
Total	**77**	**100**

Table 3 Summary of representative studies in tourism crisis research in Africa

Representative Authors	Philosophical underpinnings	Place	Crisis type	Issue addressed	Key findings /suggestions
Novelli et al. 2018	Rapid Situation Analysis	The Gambia	Health	Addressed the importance of preparedness and management failures' consequences.	Underlined the importance of consumer perception and preparedness to mitigate health-induced crises supported by crisis and disaster management framework.
Avraham, 2016	Image repair theory	Egypt	Terrorism	Assesses marketing initiatives, advertising campaigns, press reports and public relations crisis techniques in which a great deal of creativity was shown.	The findings present three types of media strategies to manage destination image in condition to crisis, focusing on source, message, and audience.
Novelli et al., 2012	Rapid situation analysis	Burundi	Civil unrest	Addressed response strategies like institution-and state-building, and transitional justice.	The findings indicate that limitations encountering institution and state-building, justice, and post-conflict challenges are the main reasons for conflict management in sub-Saharan tourism.
Elshaer and Saad, 2017	Empirical	Egypt	Political instability	Examined job insecurity among employees within an unstable political situation.	The study argues that high perception of trust and commitment to the organization help to mitigate job insecurity and turnover intention.
Perles-Ribes et al., 2018	Empirical - Time-series approach	Tunisia, Egypt, and Morocco	Political instability	The impact of political uprisings on the tourism industry in North African countries such as Tunisia, Egypt, and Morocco. Assess on-line marketing campaigns to deal with market decline.	The results indicate the crisis affects destination marketing, specifically online marketing strategies. However, such impacts differ across countries.

Buigut and Amendah. 2016	Empirical - Time-series approach	Kenya	Terrorism	Documented the influence of terrorism on tourist arrival and expenditure pattern.	The findings stress that terrorism affects tourism receipts and arrival number. Most importantly, previous visiting experience determines travel intention.
Mohamed and Alseyoufi, 2018	Historical review and impact assessment	Egypt	Political instability	Assess the influence of Western and Egyptian policy on crisis management efforts in tourism.	The results indicate that political crises negatively influence sustainability and residents' lifestyle in tourism destinations.
Adam and Adongo, 2016	Routine Activities Theory	Ghana	Social	Examine crime, physical assault, larceny, fraud, and verbal assault on backpackers.	The study shows that backpackers face four different types of crimes, such as physical assault, larceny, fraud and verbal assault.
Ferreira, 1999	Empirical - Time-series approach	South Africa	Social	Documented tourist characteristics and their responses to the intensity of crime.	The findings indicate tourist safety and security issues are relatively neglected and it affects the tourism industry in South Africa.
Mwesiumo and Halpern, 2018	Distributive justice theory	Tanzania	Social	Examine social disorder and conflicts and the effect of distributive fairness on conflict resolution.	The research notes that irreplaceability and distributive fairness are positively related to acquiescence, in the context of social conflict.
Alola et al., 2019	Empirical - Time-series approach	Nigeria	Social	The impact of insurgency and corruption in the tourism industry. Assess social protection and quality of public administration in resolving corruption and insurgency related challenges on tourism receipts.	The findings noted that social crises like corruption affects tourism in the long run through the destruction of social protection and quality of public administration.

| Gjerald and Lyngstad, 2015 | Risk-coping behavior approach | Madagascar | General (business and operation) | Elucidated the impact of product and infrastructure constraints and competence lack on the performance and productivity of tourism organizations. | The results suggest that business-to-business tourism partnerships and stakeholder collaboration helps to maintain crisis coping behavior of the service providers. |

Figure 1. Crisis management framework in Africa

Pre-crisis

Current research themes

Crisis planning and preparedness

Stakeholder collaboration

Crisis knowledge management

Issues need to be addressed

Crisis management planning and strategies

Proactive leadership

Crisis knowledge and sharing

Preparedness and readiness

During crisis

Current research themes

Crisis perception and leadership

Crisis communication management

Open-minded and flexible

Crisis efficacy and change management

Issues need to be addressed

Effective crisis leadership

Marketing and contingent strategies

Resilience and adaptation

Capacity building, performance and productivity

Post-crisis

Current research themes

Response and recovery

Long-term measures

Destination image and brand equity

Stakeholder collaboration and support

Issues need to be addressed

Re-building destination image and brand equity

Long-term response and recovery strategy

Learning, evaluation, and organizational capabilities

Stakeholder cooperation