

# The future of Travel Business: A Conceptual Approach through Tourism Logistics Perspectives

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## Abstract

*Logistics plays an indispensable role in the tourism industry. Travel and tourism industry closely associate with hospitality sector to provide the total customer solution. Accordingly, passenger transport, cargo transport, warehousing, and creating total tourism product are part and partial of travel and tourism business. The global supply chain is currently faced with huge challenge due to Covid pandemic. Therefore, the future of travel business needs to reshape in line with new normal scenario which is yet to come. This paper explores the timely relevance of explicit application of logistics theories to improve travel and tourism industry to face the current challenges. The conceptual framework introduced in the paper initially identifies the key drivers in customer's destination choice. Thereafter it illustrates the process of transport operation and incorporating hospitality sector through logistics applications to create the tourism product using global supply chain.*

**Keywords:** tourism, logistics, supply chain, supply network, new normal scenario

## INTRODUCTION

The words, travel and tourism are commonly used interchangeably. However, each of these words has specific meanings. Usually, the tourism industry is concerned with people travelling for business or pleasure purposes, staying in their destination for at least one night, and then returning. It refers to travel, but there is a specific purpose in tourism. By contrast, the travel industry has a wider scope, covering more travel purposes and durations. Simply put it, travel refers to the activity of going on a long journey. In commercial perspectives, there is an increasing concern about logistics in tourist services. Logistics is, generally the detailed organization and implementation of a complex operation. Since travel is a highly complex phenomenon, incorporating logistics in travel and tourism operations has a strategic advantage. Improved logistics systems helps to offer refined travel and tourist services. In other words, the business offerings in travel and tourism sector should be able delight its consumers namely, the tourists, as a comprehensive corporate package. The United Nations World Tourism Organization (UNWTO) defines tourists as people who "travel to and stay in places outside their usual environment for more than twenty-four (24) hours and not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited". Therefore, integration of logistics enables to derive maximum output that may delight the tourists, using minimum input resources in its processes concerning with travel and tourism activities. If the trip does not include an overnight stay, such person is commonly recognized as a visitor. As defined elsewhere if it includes overnight stay such person may call a tourist. The purpose of their trip can be for business, leisure, or personal reasons, other than to be employed by a resident entity in the country or place

visited (Visitbritain.org, 2021). Under this background, tourism logistics may refer to the science of planning, control and management of activities pertaining to travel and tourism (Kochadze , Dangadze, & Zaqareish, 2013). It is aimed at optimized utilization of material, information, and other resources involved in travel and tourism business.

Travel means to make a journey by an individual's movement from point A to point B. However, if it is not a long journey such as going to the supermarket to buy some rations it is not considered as traveling. Suppose the same person from Sri Lanka goes to New York for ten days stay on a business purpose, it may consider as traveling. People travel to places for different purposes such as business, official, meeting friends and relatives, for education, healthcare and even for pleasure. When people simply want to spend few days for leisure and experience new environment, enjoy uncommon foods, fresh ambient in a new place, it is called tourism. All tourists are travelers, but not all travelers are tourists (Hasa, 2016). Tourism is a product of modern social arrangements, beginning in western Europe in the 17th century, although it has antecedents in Classical antiquity (Walton, 2021). According to the UNWTO, tourism entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. Britannica Dictionary defines tourism, as the act and process of spending time away from home in pursuit of recreation, relaxation, and pleasure, while making use of the commercial provision of services. This paper makes a conceptual approach regarding the future of travel and tourism industry from logistics perspectives taking the current Covid pandemic as an important turning point.

## **LITERATURES REVIEW**

### **Tourism**

Tourism refers to the activity of traveling to a place mainly for leisure. So, a tourist may stay at a place for several days to achieve many objectives including to work, study, see places, explore cultures and cuisines, attend family, variety of pleasure etc. It can be even nothing except freedom relaxation. The new location should be accessed at ease to attract people irrespective of the objectives and the type of traveler. Once accessed, the place must be capable to provide all common facilities to make the stay of the traveler a meaningful experience. Tourism cannot happen in isolation and it is closely related with hospitality industry. While the hospitality industry is part of the travel industry, the hotel industry plays a major part of the hospitality industry. Travel Industry is one of the largest service industries in the world, while the hotel industry provides all types of accommodations and other hospitality requirements aviation, shipping and other transport modes makes the destinations accessible to tourists. An effective and efficient transport service cannot perform without proper logistics management. Logistics is the engine that drives the supply chain that always keeps hospitality industry alive. Tourism, which includes travel for pleasure or business concerns with attracting, accommodating, and entertaining tourists. Marketing tourism

entails, a complex management process of identifying, satisfying, and anticipating the tourists needs and wants at a profit better than its competitors in a socially responsible manner. Tourism has become the world's third-largest export industry after fuels and chemicals, and ahead of food and automotive products. From last few years, there has been a great surge in international tourism, culminates to 7% share of World's total exports in 2016 (Rasool, Maqbool, & Tarique , 2021).

The supply of tourism products basically involves how various components of the tourist product are placed at the disposal of tourists. Tourism is well suited in the supply chain because the product, service or experience that is consumed is assembled and comprises a wide range of suppliers (University of Pretoria). In a general business sense, logistics is the management of the flow of things between the point of origin and the point of consumption to meet the requirements of customers or corporations. Considering above explanation about marketing the tourism industry, delivery of products and services demanded by the customer in compliance with his/her interests and requirements needs strong foundation of very effective and efficient logistics system. Geographical location, traditional attractions such as sea and sand alone cannot do the trick. The customer needs to experience that all his/her needs and wants are satisfied beyond expectation through the value chain. This is only possible when the logistics nodes in the physical supply chain are effectively taken care.

## **Logistics**

Logistics usually make its presence along with transport, manufacturing, and warehousing (TMW). While TMW are common terms, the acquired meaning of logistics is ambiguous thus making a clear understanding about logistics is necessary to ascertain its indispensable impact on tourism. The word 'logistics' is derived from *logistique* in French and from *loger* to *lodge* in the 19th century. It was originally used for the activity of moving equipment, supplies and people for military operation. Later as a general term it began to mean the practical organization that is needed to make a complicated plan successful when a lot of people and equipment are involved. In business, it began to mean the business of transporting and delivering goods. In military operations logistics make an indispensable contribution to win a war. However, overcoming and fighting the challenges created by covid-19 need more strategies than fighting a war. According to Professor J.B. Dissanayake, simply put, logistics is the way to do something right. This is how to implement a project that is particularly large, difficult, and complex. There are a few alternative words already used for this. Methods, task organization, methodology, strategy, performance, process are interchangeably used to explain the purpose of logistics (Edirisinghe, 2021). Although logistics denote above activities, it has several connotations and subtle nuances of meaning when applied to commercial and economic activities. In commercial terms, logistics is explained as the strategic management of the flow of goods and services from the production floor to the consumers. Accordingly, it entails two key functions namely, transportation and warehousing in which the

supply network works in a sequence of processes, including procurement, production and distribution of goods and services. Therefore, identifying the challenges and recommending way forward for tourism in the new normal scenario (NNS) from logistics perspectives will help all stakeholders.

### **Covid 19 Pandemic and new normal scenario**

The COVID-19 pandemic has left its footprint all over the world. Tourism sector was immediately hit by this and it is the mostly impacted business as well until to date. Usually, this sector is particularly vulnerable to economic shocks since it cannot be considered as a basic need of humans. According to hierarchy of human needs (HHN) pyramid-shaped model published by Abraham Maslow, there are five layers of needs. Unless the physiological needs (such as hunger or thirst) are satisfied people cannot focus their attention to safety and security features (such as shelter). While the specific layer where the need for tourism in this model is much debatable one can argue that people will look for leisure or pleasure travelling only after satisfying the above two stages. In other words, they may travel to fulfil social needs (love and belonging) which is the third layer of HHN. At this point their basic needs have been fulfilled thus they can spare their savings for leisure activities. Next two layers are called, Esteem (the need to be accepted and valued by others) and Self-actualization. Marketers may use the customers in these stages to sell their expensive tour products.

As far as economic context is concerned, the activities related to the tourism sector closely associated with the generation of income, employment, and foreign-exchange earnings of many countries. Covid 19 Pandemic paved the way to new normal scenario (NNS). Health authorities warn about new varieties of virus every other week despite huge vaccination efforts. Therefore, identifying the challenges and recommending way forward in the NNS from tourism perspectives is vital. Harvard experts say. "A lot of firsts are happening. "It's even easy to reduce road congestion if you just sabotage the local economy." NNS changed the economic approach of every country especially those of at developing stage. International Civil Aviation Organization reveals an overall reduction of 50% and 39% seats offered by airlines in 2020 and 2021 respectively compared to 2019 levels leading to USD 371 in 2020 and 327 in 2021 billion loss of gross passenger operating revenues. Nearly 90% of the World's population is subject to some form of international travel restrictions. The unpredictability, uncontrollability in the NNS have exceed the ability of the organism to cope. The resultant post-traumatic stress disorder (PTSD) would be a challenging phenomenon and many people are waiting to reschedule their travel plan as the best option to ease their minds. The global supply network should find ways and means to cater to the needs and wants of tourism consumers throughout the world in the NNS. This cannot be done without efficient and effective logistics system.

## Tourism Logistics

Tourism is a commercial organization and operation of holidays and visits to places of interest. (Hasa, 2016). Zurab Pololikashvili, the Secretary General of UNWTO stresses that many millions of jobs and businesses are dependent on a strong and thriving tourism sector around the world irrespective of their development levels. It has been a driving force in protecting natural and cultural heritage, preserving them for future generations to enjoy (World Tourism Organization, 2021). Logistics is a network of services that support the physical movement of goods, trade across borders, and commerce within borders. Efficient management and information technology solutions in both the private and public sectors are tools for high-quality logistics. National competitiveness depends on the ability to manage logistics in today's global business environment (Arvis, et al., 2018).

As illustrated in Fig. 01 there are three explicit travel phases in a tourism supply chain namely, pre departure, during travel, and post departure.

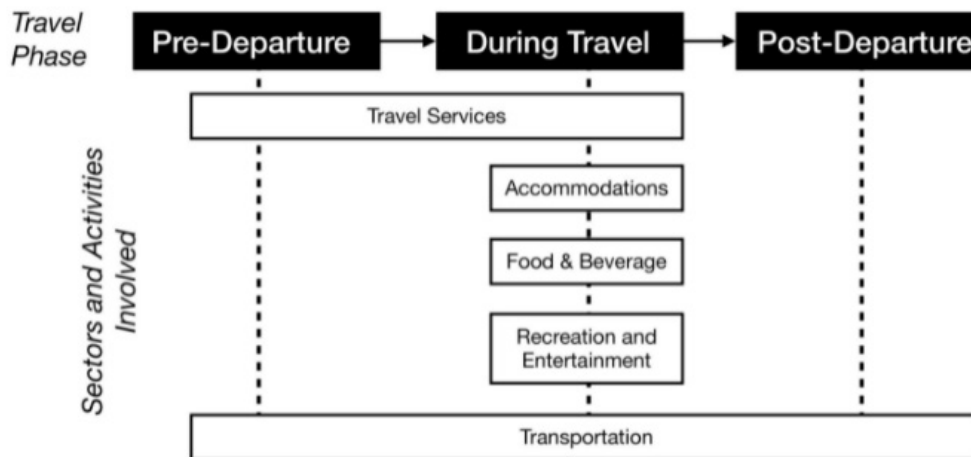


Fig. 01 : The tourism supply chain (Westcott & Anderson, 2021)

Logistics performance is based largely on reliable supply chains and predictable service delivery for traders. Global supply chains are becoming more and more complex (Arvis, et al., 2018). In a tourism product (TP), environment is a principal motivation for tourists. Attractions comprise natural resources such as landscape, seascape, beaches, and climate. There are also built attractions such as historical or modern townscapes, purpose-built resorts, theme parks, heritage and cultural attractions formed as performances such as folklore organized as festivals and pageants, and theatre shows etc. In addition, tourism industry creates social attractions facilitating people to meet and interact under various themes, encounter with the residents of destinations, and experience their lifestyle etc. The nonleisure visitors, such as those who visit their friends and relatives, the primary motivation is provided by their affinity and alliance with the destination.

However, the common leisure attractions may still be an influence. Considering the NNS the future of travel business to be viewed from a different perspective altogether. Ever more demanding regulatory requirements for traders and operators are motivated by safety, social, environmental, and other reasons (Arvis, et al., 2018). In other words, TP has transformed to even a complex phenomenon with serious concern over the health. It has created many challenges all over the tourism supply chain. Supply chain resilience and sustainability are emerging concerns (Arvis, et al., 2018). Given the effective contribution logistics can provide in solving complex problems a conceptual approach through tourism logistics may be timely. The destination or the new location and marketing approach play a key role in tourism. Fig. 02 illustrates the process of consumer behaviour in the travel business.

A trend can be defined as a generalized change in situation or behaviour or a general direction in which things are transpiring. Within tourism, several different developments have led to changes in consumer behaviour and business processes, meaning they are responsible for new tourism trends emerging (Revfine, 2021).



Fig. 02: Mill and Morrison's Consumer behaviour model (BTMC, 2021)

While the tourism sector is an ever-changing business the services providers need to keep a close track of its evolving trends. This importance has become even more crucial under the global pandemic of COVID that has influenced the tourism industry. The growth of contactless payments and safety & hygiene are the key tourism trends in NNS. Robots, chatbots, automation, artificial intelligence(AI), voice search & Voice control recognition technology, and internet of Things (IoT) are modern approaches due to technology improvements. Shift from international to local , solo travel, and eco travel are some more evolving trends in the industry (Revfine, 2021) .

## **METHODOLOGY**

Since the objective of the paper is to make a conceptual approach to the travel industry from the context of logistics management, the researchers conducted an opinion survey to collect primary data and a desk research to substantiate the claims. The research was conducted in Sri Lanka and the target population of this study consisted selected top official in relevant Ministries, tour agents, Hotels, heads of relevant universities, industry associations including Chambers of Commerce. A convenient sample of ten opinion leaders representing all stakeholders of the tourism and hospitality sector were consulted. This sample size was chosen as a matter of judgment. Due to pandemic situation of Covid 19 majority of meetings were converted to live interactive zoom meetings and telephone conversations. Due to practical reasons ministry secretaries were contacted through physical means due to difficulty connecting by virtual means. However, efforts have been made to maintain the quality of discussions despite these unavoidable circumstances during the period the study was conducted, and scheduled time frames were maintained. It was also noted that too large sample may hinder to carryout deep and comprehensive, case-oriented analysis that is the *raison-d'etre* of qualitative scientific investigation. The discussions were interactive, informal, non-time bound, and the data collection process was nonlinear, iterative to capture more insights.

Narrative analysis method was used to administer reformulation of ideologies, experiences, cases, stories presented by respondents. However, representation from majority stratum was single or very small thus it was difficult find correlation or present different experiences of each respondent of each case. Therefore, the common methodology of developing coding, identifying themes, patterns and relationships were skipped. In other words, narrative analysis was limited to the revision of primary data and summarizing them into conceptual illustrations. A great deal of transformation of raw data to critical information through the brain processing was done. Data collection was limited to one researcher to avoid subjectivity of the forming/interpreting information from the raw data and the time of data collection was extended significantly to ensure quality of the data collected for the research.

Secondary data were collected through domestic and international publications. Primary and secondary data comparisons were done as appropriate. Since the respondents (except ministry secretaries) were having general opinions rather than precise statistics, comparing the findings of interview with the findings of literature review and identifying differences between them was done. Search for missing information, statistics that were not available with respondents to support their claims were synchronized at this stage. Annual reports and analysis of international institutions such as International Bank for Reconstruction and Development (IBRD); The World Bank; United National World Tourism Organization (UNWTO); World Economic Forum (WEF) were used extensively, and comparison were done with domestic reports as appropriate.

## FINDINGS AND DISCUSSIONS

Logistics encompasses an array of activities beyond transportation, including warehousing, brokerage, express delivery, and critical infrastructure services such as terminals. Competing international networks of increasingly multiservice logistics providers offer ever more diversified solutions for trade, commerce, and manufacturing (Arvis, et al., 2018). The logistics coming to play in the process of a tourist namely, (i) identifying and accessing the destination, and (ii) living in the new location. Since tourism falls in the services category, it is intangible, perishable, and heterogeneous by nature. The production and consumption takes simultaneously. Since the service delivery of a tourist product heavily vulnerable to logistics performance customers used the crosscheck the tour company promises against the key determinants of logistics services. Supply chain reliability and predictability are further reflected in a key performance metric from the domestic logistics performance indicators (LPI) (Arvis, et al., 2018). Logistics helps to make the daily function smoothly and improve living standards. In addition, effective logistics system make sure that the facilities in the location are maintained user friendly, consistent, and sustainable. The tourism industry is very competitive in any country and the tourist service providers make many promises to the customer to market their products and services. However, they are compelled to fully dependent on the logistics infrastructure of the place the tourists stay. Infrastructure seems still a logistics constraint in developing countries (Arvis, et al., 2018). For example, a tour agent may promise five locational experiences in a 7 day stay in a country that includes multimodal transportation, hotel stay in few remote areas etc. if the public infrastructure such as roads, terminals, availability of vehicles and smooth transfers from one mode to the other, consistent flow of essentials to provide best foods and other needs, electricity, water, virtual connectivity etc. the ultimate product delivered by the tour agent will be a flop. Supply chain reliability and service quality are strongly associated with logistics performance (Arvis, et al., 2018). By most accepted definitions, to be classed as a tourist, a person needs to stay at that location for longer than 24 hours, but for no longer than one year (Revfine, 2021). In simple terms, a tourist is a person travelling to another location, away from their usual social environment. The tourism industry, also known as the travel industry, is linked to the idea of people travelling to other locations, either domestically or internationally. Global logistics is often referred to as the “physical internet,” (Arvis, et al., 2018) Therefore, the physical connectivity of transport modes at international context should be perused. The World Bank’s Logistics Performance Index (LPI) analyzes countries through six indicators in which the efficiency of customs and border management clearance and the competence and quality of logistics services have an explicit relevance to tourism. Developing countries are emerging as the important players, and increasingly aware of their economic potential. Once essentially excluded from the tourism industry, the developing world has now become its major growth area. These countries majorly rely on tourism for their foreign exchange reserves. For the world’s forty poorest countries, tourism is the second-most important source of foreign exchange after oil (Rasool, Maqbool, & Tarique, 2021). Access is a key determinant for tourist attractions and countries may improve the logistics and supply chain efficiency using transport technology. It becomes important in the form of costs of travel and the



time consumed in reaching the destination. Transport infrastructure is another major driver in effective and efficient logistics performance that includes airports, seaports, motor ways and rail networks, multimodal exchanges etc.

In the table 01 a comparison between tourism performance, tourism competitiveness and logistics performance of top twenty tourism countries is done. As for the tourism performance, the twenty most-visited countries in the world is considered. Column two of the table depicts the travel & tourism competitiveness index (TCI) of respective countries. These country rankings are sourced from the travel & tourism competitiveness index published by the World Economic forum. Last column of table 01 displays the country ranking of logistics performance index (LPI-2018) published by the World Bank.

Table 01: Comparison of tourism performance, tourism competitiveness and logistics performance

Top twenty Tourist Countries and Number of visitors	Most Visited countries World Ranking	Out of 140 countries	Out of 160 countries
		Travel & Tourism Competitiveness Index (TCI)	Logistics Performance Index (LPI)
1. France — 89.4	1	2	15
2. Spain — 82.7	2	1	18
3. United States — 79.6	3	5	10
4. China — 62.9	4	13	27
5. Italy — 62.1	5	8	21
6. Turkey — 45.7	6	43	37
7. Mexico — 41.4	7	19	53
8. Germany — 38.8	8	3	1
9. Thailand — 38.2	9	31	34
10. United Kingdom — 36.3	10	6	6
11. Japan — 31.1	11	4	7
12. Austria — 30.8	12	11	8
13. Greece — 30.1	13	25	44
14. Hong Kong — 29.2	14	14	9
15. Malaysia — 25.8	15	29	35
16. Russia — 24.5	16	39	85
17. Portugal — 22.8	17	12	28
18. Canada — 21.1	18	9	17
19. Poland — 19.6	19	42	31
20. Netherlands — 19	20	15	2

Sources: (Poirot , 2021); (WEF, 2019); (Arvis, et al., 2018)

The objective of this comparison is to identify the explicit relationship from the ranking under different parameters in tourism and logistics performance. However, its implicit influences or impact needs to be evaluated based on various qualitative characteristics. For example, Russia is ranked 16<sup>th</sup> under most travelled countries maintaining the competitiveness at 39 out of 140 countries. However, its LPI ranking is 85 out of 160 countries. This may be due to country specific reasons such as Russia being somewhat landlocked country. The European Peninsula is surrounded on three sides by the Baltic and North Seas, the Atlantic Ocean, and the Mediterranean and Black Seas. The few ports that do exist are mostly unusable in some parts of the year. The Arctic Ocean is far away from Russia's population regions.

Table 02: Comparison Logistics performance scores based on region, income level, and Russian Federation

Country	Year	LPI Score sort ascending	Customs	Infrastructure	International shipments	Logistics competence	Tracking & tracing	Timelines
Region: Europe & Central Asia	2018	3.24	3.04	3.13	3.14	3.21	3.27	3.65
Income: Upper middle income	2018	2.76	2.52	2.6	2.76	2.69	2.77	3.19
Russian Federation	2018	2.76	2.42	2.78	2.64	2.75	2.65	3.31

As per above table it is visible that LPI scores of Russia is almost identical to similar income level country but is very different from the other countries of the region. Therefore, such results could be neglected. The tourist sector is more associated with air transportation thus above moderate LPI levels may not reflect much in the tourism in Russia. Air transport generates benefits to consumers and the wider economy by providing speedy connections between cities. These virtual bridges in the air enable the economic flows of goods, investments, people and ideas that are the fundamental drivers of economic growth (IATA, 2021).

Following countries are among top twenty performers in logistics but they were not reflected within top twenty tourist arrival countries.

Table 03: Country and LPI

Country	LPI rank
Sweden	3
Belgium	4
Singapore	5
Denmark	11
Finland	12
Switzerland	13
United Arab Emirates	14
Luxembourg	16
Australia	19

Following countries are among top twenty in tourist arrival but they were not reflected within top twenty performers in logistics.

Table 04: Country and Tourist arrivals

<b>Country and Tourist arrivals in 2019 - Million Visitors</b>	<b>Global Rank</b>
China — 62.9	4
Italy — 62.1	5
Turkey — 45.7	6
Mexico — 41.4	7
Thailand — 38.2	9
Greece — 30.1	13
Malaysia — 25.8	15
Russia — 24.5	16
Portugal — 22.8	17
Poland — 19.6	19

Importance of tourism logistics has increased heavily in the new normal scenario derived from the Covid pandemic. Tourism, as a service, combines many organizations domestically as well as internationally. Travel customer or tourist, travel agents, suppliers of transportation and tourist services, statutory bodies on borders, banks, essential service providers and many more contribute to create the best product that suits the customer needs and wants. The sustainability of tourism products remains on the competitive nature of these products. The tour service provider has least control over these complimentary services. Therefore, it is important to properly plan, manage and control the complex process. It includes material and informational process of preparing and implementing the travel in compliance with interests and requirements of customer (Kochadze , Dangadze, & Zaqareish, 2013) [1]

Fig.03 depicts the conceptual model of tourism logistics. It identifies the impact of "4 A's" of tourism destination management practices namely, attractions, access, amenities, and ancillary services along with economic and social factors and the pull and push impact of marketing and sales.

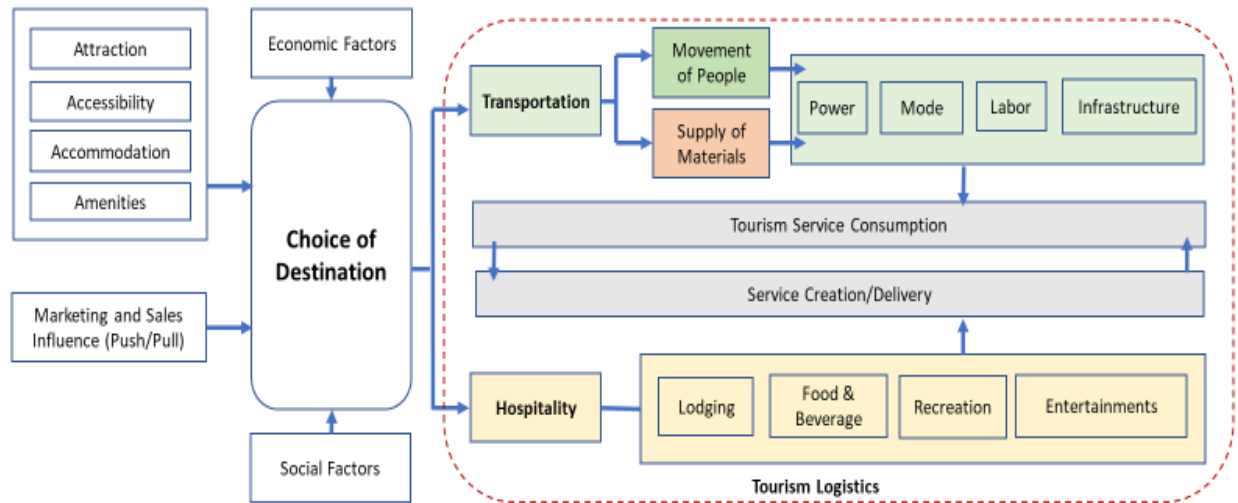


Fig.03: The Conceptual Model of Tourism Logistics (Source: Authors)

Tourism logistics could be explained as a series of logistics activities of tourists in the process of tourism. It may include transit, resource supply and the creation of overall tourism product combining related technology to manage tourism vehicles and tourists using logistics knowledge, skills, and competence. The process of tourism logistics is demarcated in above figure in red dotted lines. After the selection of travel destinations customer soon will enter to this highly volatile area. The concept of tourism logistics (TLC) has two main elements namely, transportation and hospitality. Transportation involved efficient movement of the tourists through multimodal transport modes. Supply of materials is equally important as the tourists should be provided with components falls under hospitality. Whether it involves the movement of passenger or goods, the transporter needs to ensure four fundamental components. It includes power, mode, labor, and infrastructure (Edirisinghe, 2021). Once the creation of tourism product begins the operational components namely, lodging, food and beverage, recreation, and entertainments become active. To always make them operational effective supply of materials are essential. Due to inherent service characteristics of the industry, tourists consume the products while it is being created and delivered. Therefore, service provider cannot store the production for subsequent use like a tangible product. This reality make the tourism logistics is highly complex and sensitive phenomenon. Given the nature of the industry it may be more appropriate to explore supply network (SN) approach to improve the quality of tourism products. SN is defined as “a set of active members within an organization’s supply chains, as well as inactive members to which an organization relates, that can be called upon to actively contribute to a SC if a need arises” (Braziotis, Boulakis, Rogers, & Tannock, 2013).

## CONCLUSIONS

Considering the indispensable nature of logistics in tourism industry modern operational strategies needs to be inculcated in this highly complex and volatile tourism supply chains. Since tourism

essentially combines two transport phenomena namely, passenger and cargo movement an innovative approach should be required. This situation has further aggregated by the challenges faced by tourism industry as well as global supply chain due to Covid pandemic. Therefore, the way forward for tourism sector under NNS should be complimented with highly resilient supply chains. However, there was a paradox in the statistics found with regards to tourist performance against logistics performance. It was realized that nine among top twenty countries with high performance in logistics were not reflected as highest tourist arrival countries. In contract it was noted ten countries with high tourist arrivals have not performed well in logistics. Exploring the scientific relationship between tourist arrivals, tourist attraction and LPI is beyond the scope of this study. However, researchers recommend further research to ascertain possible connectivity among these variables.

The study explored the importance of tourism logistics to improve travel and tourism industry. A conceptual framework has been derived based on an opinion survey backed by a comprehensive literature review. Researchers recommend the travel and tourism industry should expand their research beyond supply chain management and explore the advantages of managing supply networks upon establishment of effective and efficient tourism logistics. Since a supply network is developed by connecting multiple supply chains the common delays and pitfalls of a single chain can be avoided. However, since the SN is a new concept derived from the supply chain management it is advisable to conduct further research to ascertain its suitability the context of tourism.

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