

**UF**

Department of Tourism,  
Recreation & Sport Management  
UNIVERSITY of FLORIDA



# Implementing a Tourism Crisis Management Plan to Facilitate Destination Resilience

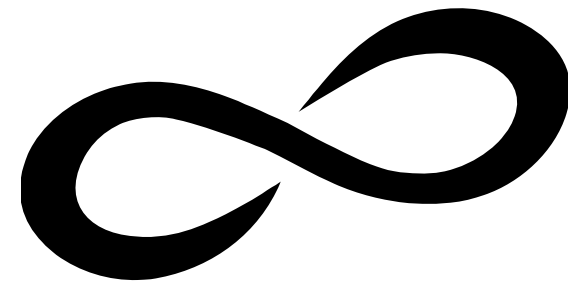
Presented by Dr. Lori Pennington-Gray  
October 28, 2014



# Destinations are Dynamic

*Change is constant*

Tourism destinations have been characterized as very dynamic (Butler, 1980) and tourism development is inherently unstable and unpredictable (McKercher, 1999).

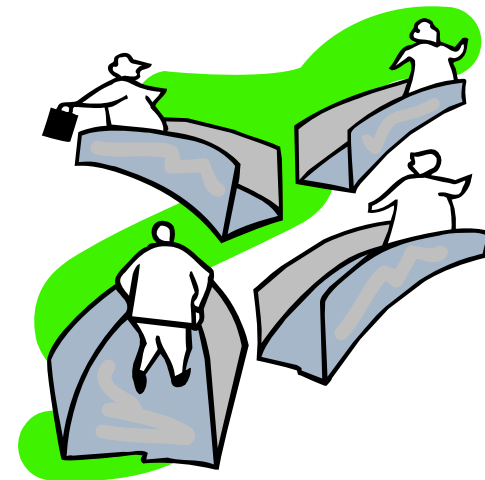




# Destinations are Complex

*Not a process-based industry*

Tourism destinations are a complex set of activities and inherently operate within a complex system (Farrell & Twining-Ward, 2004).





# Shocks which Disrupt the System

*Shocks to the system*

Many tourism destinations experience unexpectedly rapid evolution and decline patterns which can endanger social and economic, as well as environmental resources.





# Status Quo

## *Management strategies*

The majority of global destinations, however, manage their destinations for the status quo and ignore the fact that the system they are managing is complex and dynamic.





# If We Examine Systems Outside Tourism...

Biological systems are self-correcting— take a look at the shock of “fire”- the ecosystem adjusts and builds back better after fire.



*So why do social systems not  
manage for shocks?*



# Managing for Shocks Enables Destinations to be More Resilient

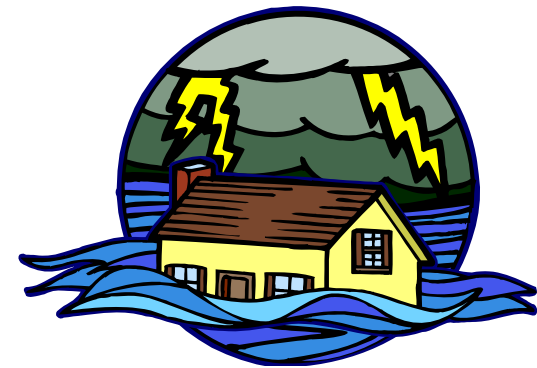
Resilience is an overarching framework which deals with understanding how destinations deal with risk, uncertainty, and organizational change. Resilience is a means to understanding the impact of disturbances or shocks to the system.





# Managing for Shocks Enables Destinations to be More Resilient

Resilience thinking embraces complex systems theories, where the goal is to increase (dynamic) robustness, rather than stability.







# Vulnerability

Vulnerability has been discussed often in relation to resilience.

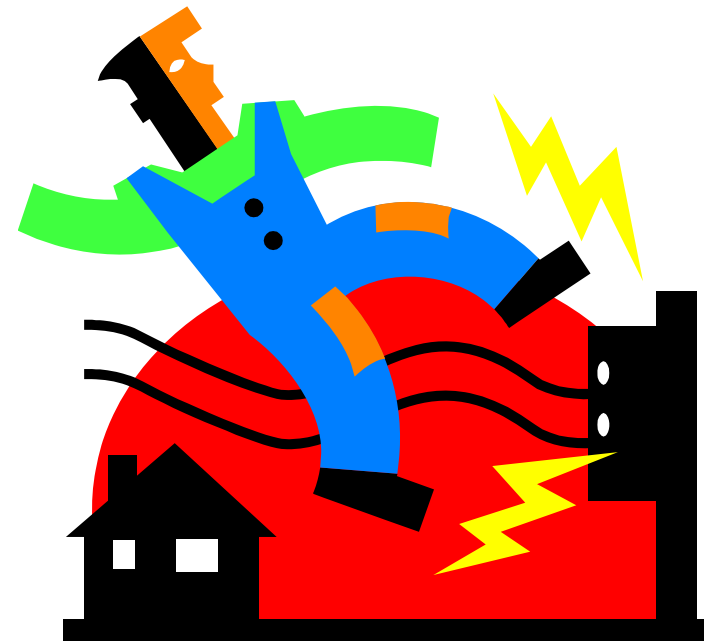
Vulnerability research focuses on reducing vulnerabilities of specific groups— understanding the causes and dimensions of governance are at the core of vulnerability research.





## In All...

Destinations that are vulnerable and have limited adaptive capacity are likely to be less robust and, therefore, less resilient!





# Resilience?

Resilience can be operationalized through a conceptually precise interpretation or used in a vague way.

*Resilience is largely, however, a theoretical concept (Becken, 2013)*





# Operationalizing Resilience?

Those studies which have transferred key theoretical concepts to operational contexts have used “surrogates” (Berkes & Seixas, 2005).

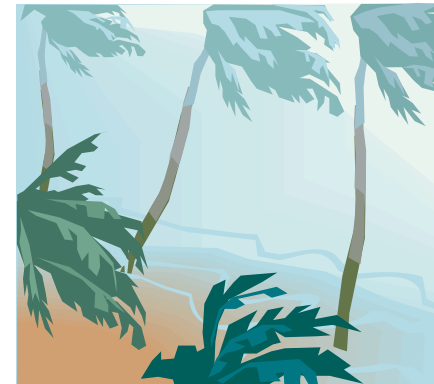




# Resilience According to Klein, Nicholls & Thomalla, 2003

Five surrogates:

1. Institutional change
2. Economic structure
3. Property rights (secondary data)
4. Risk perceptions (survey data)
5. Level of interest (survey data)





# Network Governance as a Framework for Resilience

Six metrics to measure resilience:

1. Size of the community
2. Density of the community
3. Centrality of one sector
4. Efficiency of the community
5. Cohesion of the workforce
6. Modularity of governance



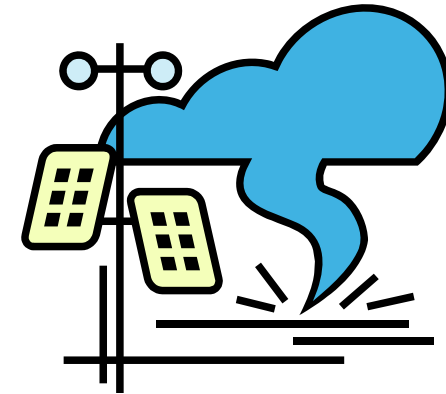


# Community Resilience

*Uses a economic paradigm to understand resilience*

Six metrics to measure resilience:

1. Social
2. Economic
3. Capital
4. Natural
5. Physical



NOTE: T. Luthe, R. Wyss (2014)



# Community Disaster Resilience

*Mayunga, 2007*

Capital Form	Indicators of Resilience	Outcomes of Capital Investment
Social Capital	Trust, Norms, Networks	Facilitates coordination and cooperation; Facilitates access to resources
Economic Capital	Income, Savings, Investment	Increases capacity; Speeds recovery; Increases well-being
Human Capital	Education, Health, Skills, Knowledge	Increases knowledge and skills to understand community risks; Increases ability to develop and implement risk strategy
Physical Capital	Housing, Public Facilities, Business/Industry	Facilitates communication and transportation; Facilitates evacuation; Increases safety
Natural Capital	Resources, Land and Water, Ecosystems	Sustains all forms of life; Increases protection; Protects environment





# Resilience Working Definition

Holling (1973) states that “resilience determines the persistence of relationships within a system and is the measure of the ability of these systems to absorb changes of state variables, driving variables, and parameters and still persist”



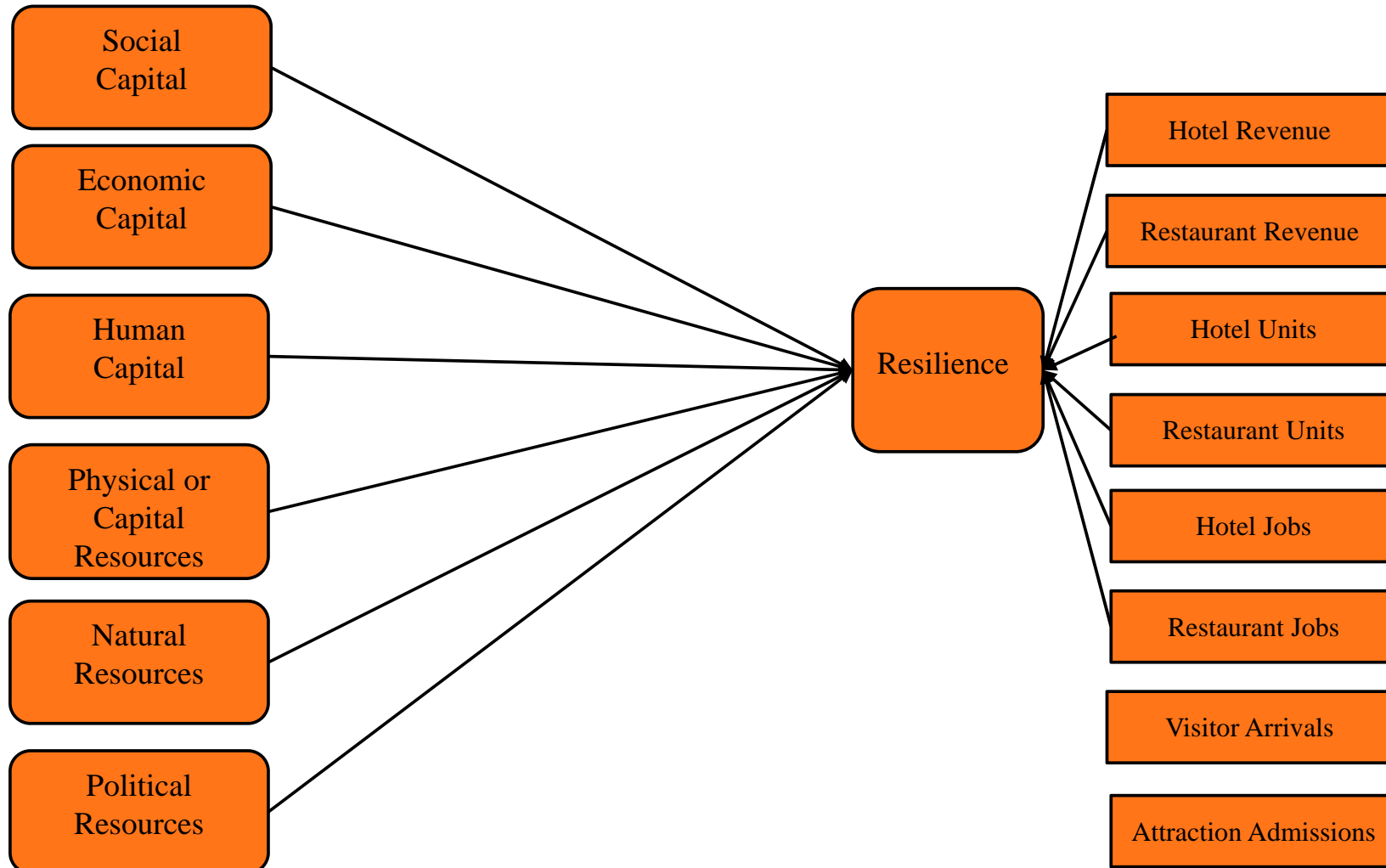


# Hypothesized Tourism Disaster Resilience Model

Capital Form	Indicators of Resilience	Outcomes of Capital Investment
Social Capital	Networks within tourism sector (# of stakeholder groups)	Facilitates coordination and cooperation within industry; Facilitates access to resources
Economic Capital	Income level of community, Bed tax collections	Increases capacity; Speeds recovery; Increases well-being
Human Capital	Education level of community, Number of employees in tourism sector	Increases knowledge and skills to understand community risks; Increases ability to develop and implement risk strategy
Physical or Capital Resources	Hotels; Attractions (cultural/historic/other); Transportation sector; Food and beverage industry; Facilitators of travel (tour operators)	Facilitates communication and transportation; Facilitates evacuation; Increases safety
Natural Resources	Water resources for tourists; Marine parks; Parks-national, state/provincial; Conservation areas, etc.	Sustains all forms of life; Increases protection; Protects environment
Political Resources	Political support for tourism; Funding for tourism projects by government (hard and soft infrastructure)	Facilitates coordination outside industry



# Tourism Disaster Resilience





# Capital Investments Necessary to Facilitate Resilience

## *Destination level*

1. Social capital or knowledge networks
2. Economic capital- % GDP
3. Human capital- capacity building
4. Capital investment- SOPs and policies to support
5. Conservation of cultural and natural areas
6. Political resources for tourism





# Model to Facilitate Resilience

## Factors which Contribute to Capital Investments

Top Decision-Makers' Commitment

Past Experiences with Crises

Contribution of Tourism to Economy

## Mechanisms to Increase Resources and Capital Investments

Mechanisms to increase resources and capital

1. TARN
2. SOPs
3. Comprehensive Plan
4. VAP
5. Training & Education

## Resources and Capital Investments

Resources and Capital

1. Social capital
2. Economic capital
3. Natural and cultural resources
4. Human capital
5. Physical resources
6. Political capital

## Expected Outcome

Resilience



# Programs to Enhance Capital and Infrastructural Investments Necessary to Facilitate Resilience

1. Tourism Area Response Network (TARN)
2. Training and Capacity Building of Industry Sectors
3. Visitor Assistance Program (VAP)
4. Standard Operating Procedure Determination and Policy Creation (SOP)
5. Tourism-Specific Crisis Management Plan



# The Overarching Plan...

A tourism crisis management plan outlines the programs and policies in a written format.

It is a pre-crisis tool! Not post-hoc.

It needs to be written once the structure and policies have been agreed to by the pertinent stakeholders.

The plan is comprehensive from both a strategic and a tactical perspective.



# Tourism Crisis Management Plan

Effectiveness of a comprehensive written plan is influenced by:

1. Commitment by top decision makers- Human resources
2. Past experience with crises
3. Mandated policies
4. Geographical factors
  1. Size of destination (bed tax revenues, number of employees)
  2. Location of destination





# Tourism Crisis Management Planning

IT IS NOT EASY!!!

TAKES A HUGE COMMITMENT

TAKES A COORDINATED EFFORT

IT'S NOT "DO IT ONCE AND FORGET ABOUT IT" – IT'S A  
COMMITMENT TO A PROCESS





**THANK YOU!**

Presented by Dr. Lori Pennington-Gray  
October 28, 2014