

Be brilliant, become resilient



How do we put
RESILIENT TOURISM
into practice?

Fresh impulses for destinations, tourism companies,
policy makers and the development cooperation



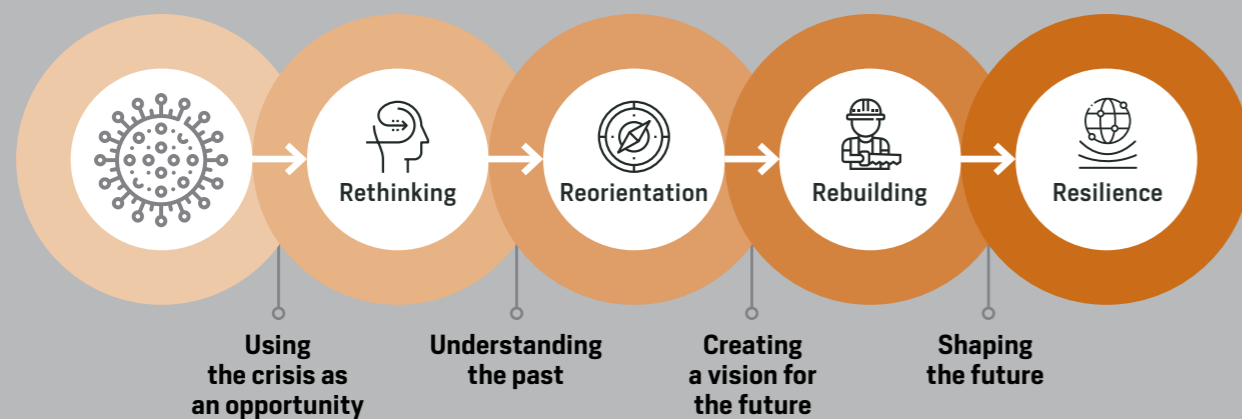
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If we want to give travel a long-term value and future perspectives after COVID-19, we need a new, holistic strategic approach for destinations and companies that goes far beyond the topic of sustainability and introduces a paradigm shift in the tourism sector.

This can be achieved if we use the roadmap for tourism in the future to critically reflect upon tourism in all its forms, to reorient it, and to use the regeneration phase after COVID-19 to develop resilient structures for destinations and tourism companies."

RESILIENCE ROADMAP



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Why does
**RESILIENT
TOURISM**
matter?



Tourism trends

COME AND GO FASTER AND FASTER...

Guests wish to experience something special, want to be impressed and pleasantly surprised, expect a good price–performance ratio, and have increasingly higher expectations regarding the service and experience quality. This goes hand in hand with the fact that tourism trends come and go ever faster, and that **customer preferences are becoming more and more individual and differentiated.** For this reason, reliable, transparent information and expert advice are nowadays taken for granted as much as the availability of tailor–made tourism products adapted to individual guest needs.



For destinations and tourism businesses, it is therefore of utmost importance in the future that they are **open to innovations, implement these consistently, and constantly adapt to new circumstances.** Innovative strength and adaptability are the guarantee for maintaining market and competitive strength over the competition in the long term, while at the same time meeting customer requirements convincingly and reliably.



Megatrends

ARE CHANGING OUR WORLD...

Megatrends like **digitalisation, mobility, health and safety** change our world both fundamentally and in the long term. This equally applies to the tourism sector. We are all subject to constant social change, which is progressing ever more rapidly and from which nobody can escape in the long run. Besides the fast pace that we all experience in our daily lives, there is increased connectivity in our living environment as digital communication technologies and a globalised society exert an ever greater influence on us. Against this backdrop, we must be prepared for our lives to be ever more complex, subject to fluctuations (e.g. a feeling of being overwhelmed), and characterised by constant change. **The desire for consistency therefore requires the paradoxical readiness to go along with new things.** This equally and especially applies to the tourism sector, which is already characterised by interconnected and very complex structures, and is particularly subject to social, political, technical and other influences.

It is therefore imperative for destinations and tourism businesses to deal with emerging megatrends and **introduce transformation processes where necessary to avoid collapse under the pressures of modernisation.**





Use of resources

CONTINUES TO INCREASE,
LEADING TO ECOLOGICAL
AND CULTURAL DAMAGE...



Natural resources like air, water, soil, animals and plants, yet equally raw materials, all create the foundation for our lives on Earth. They provide us with living space and energy sources, and are also of particular importance for recreation. Nonetheless, worldwide usage of these resources is continuously growing, which is leading to permanent environmental damage (e.g. climate change, urban sprawl, extinction of animal and plant species) as well as shortages (e.g. drinking water, fossil fuels). However, **biological diversity, attractive landscapes, clean air and beaches, pleasant temperatures and healthy food** are all key factors in tourist destinations providing enriching and high-quality stays. The same applies to cultural resources, such as the existence of **contemporary buildings and heritage sites, as well as traditional customs.**

Hardly any other industry is thus as tied to intact natural and cultural resources as tourism, with the possibility of being both a direct cause (e.g. emissions from air traffic, overuse of historically important sites by tourism) and affected party with regard to ecological or cultural damage caused by third parties (e.g. energy production with fossil fuels, insufficient protection and maintenance of cultural assets).



People & relationships

WILL ALWAYS BE AT THE
HEART OF OUR INDUSTRY...

People and their relationships with one another play a prominent role in tourism. High service and product quality require those employed directly and indirectly in tourism to have **adequate working conditions and be well trained.** The local people are willing to be good hosts if we **take their needs into account,** if tourism results in **economic benefits** (e.g. creation of jobs and income), if their **everyday life and cultural heritage as well as their environment are treated with respect,** and if they have **influence on tourism development.** Yet it's not only the local population but also consumers who react with increasing sensitivity to negative ecological, social and economic phenomena in tourism. They are placing increasingly higher demands on the environmental and social compatibility of tourism products.

It is thus within the tourism sector's own strategic interests to **maintain good human relations, to prevent any form of exploitation, and to actively advocate for the protection of human rights,** both within and outside the industry.





Hazards and risks

WILL INCREASINGLY INFLUENCE OUR SECTOR...

We all must recognise the fact that we could face possible damages or losses due to actions, future events or external circumstances if we do not know their consequences in advance (e.g. financial crises), can only assess them to a limited extent (e.g. pandemics) or treat them with ignorance (e.g. rising sea levels). How large the actual threat is of being directly affected by negative effects depends on the probability of whether and to what extent a harmful event occurs. **The higher the probability is, the greater the risk.** All this leaves a **feeling of uncertainty** that will only grow in the future as our time is increasingly characterised by new hazards and risks (e.g. extreme heat waves, movement of refugees, internet security). We must therefore accept that, as with absolute freedom or independence, there is no such thing as absolute security, and many hazards will inevitably occur (e.g. natural disasters). The damage this creates can only be reduced by preventive measures, and not entirely prevented.

The tourism sector is especially affected by the consequences of harmful events as these can both have a short-term and direct impact on the demand and booking behaviour of guests. Additionally, in the medium to long term, they can have a considerable influence on the attractiveness and functionality of destinations and tourism businesses, as well as on trust in them.



It is therefore of absolute importance for the tourism sector **to ensure that it remains largely intact in order to prevent a loss of demand and image, and to maintain stability and profitability in the long term.**



COVID-19 pandemic

REPRESENTS A TURNING POINT IN THE HISTORY OF TOURISM...

Nowadays the development of sustainable tourism is rightly seen as an important key to strengthening the positive effects of tourism and to minimising the negative economic, social and ecological impacts. Yet this cannot and should not cover up the fact that sustainability in the tourism industry struggles to be accepted worldwide, primarily viewed as a desirable “add on” as opposed to a “must”. Accordingly, **there was limited success in implementing sustainability approaches on a broad scale** – despite some visible progress.

Regarding the COVID-19 pandemic, it remains to be seen whether, in light of increased knowledge of the problems, the pandemic turns out to be a catalyst for great shift towards increased sustainability in tourism, or whether it will again be difficult to get the matter through to the industry in this extraordinary situation as the profound, existential concerns and problems overshadow everything else in the medium term.

Nonetheless, and despite the necessity for future development of tourism to be sustainable, **we must realise that this approach is neither a magic formula nor a miracle cure for all the challenges of the tourism industry** described before, and it can only provide a limited solution to the current crisis triggered by the COVID-19 pandemic. This applies in particular to those who already lacked self-reliance, market relevance, vitality and future-proof ideas before the pandemic.



Management, innovation and acceptance problems in tourism in the past, along with the great challenges in dealing with the impact of COVID-19 in the present, require **a new and comprehensive strategic approach for the future;** one that goes far beyond the subject of sustainability and initiates **a paradigm shift in the tourism sector.**



What does
**RESILIENT
TOURISM**
mean?

Definition

Satisfied guests and workers, high quality of staying and living locally, as well as commercial success for both destinations and businesses can likewise and in the long term all only be achieved if **we put the resilience of destinations and companies at the centre of tourism development.**

Resilient tourism involves thinking holistically and understanding that:



competitiveness



modernisation



sustainability



risk prevention

are all equally important elements for future-oriented action at a destination and business level.

This is a way to ensure both social and commercial performance capacity, robustness and stability with regard to extensive protection of livelihoods as well as the greater good.

*Being sustainable is good,
being resilient is better!*

Principles

The requirement for resilient tourism applies to all relevant players in tourism, and is based on these five principles:

- 1** **AWARENESS**
that the tourism sector is influenced by a range of external factors (economic, market-specific, political, infrastructural, ecological and socio-cultural), which it can only control to a limited extent and must therefore always be taken into account in strategic decisions and operational measures.
- 2** **READINESS**
to deal with the past and present in a self-critical manner and to understand it so as to be able to shape the future of tourism responsibly, plausibly and productively.
- 3** **REALISATION**
that it will not only be a matter of solving problems in the future, but above all of avoiding problems.
- 4** **DRIVE**
to motivate stakeholders in tourism to move and work proactively to create added value with tourism, to secure one's own existence in the long term, and to contribute to the common good.
- 5** **EFFORT**
to establish an agile destination and business culture which allows players involved in tourism to be change makers, to optimise in a continuous, independent manner, and to implement necessary changes responsibly, transparently and effectively.

At a glance

RESILIENT TOURISM



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The successful implementation of resilient tourism requires, among other things:

- Close and coordinated cooperation of the relevant stakeholders in tourism at all spatial levels
 - Clear, political frameworks
- Active involvement of guests and residents
 - Continuous impact monitoring



How we
can achieve
**RESILIENT
TOURISM**

Innovation & Adaptation

RENEW
Innovation & Adaptation
*Integrative application and streamlining
of future-oriented and coherent tourism
development approaches*



STRONG IN COMPETITION
OBJECTIVE Guaranteeing professionalism
APPROACH Consistent tourism management
DRIVERS Volatility. Reliability. Individualisation. Marketability

The objective of constant innovation and adaptation is to achieve **stable, consistent and future-oriented development of the destination and the business** so as to permanently strengthen one's own market position amid the competition.

They require a **great level of professionalism** in order to ensure – with the help of adaptable management structures, the sharing of responsibility as well as the greatest possible self-determination and self-responsibility (subsidiarity principle) – that destinations and tourism enterprises become distinguishable from each other and offer **authentic, high-quality and unique products** (unique selling point).

The basis for professional tourism management is basic research and analysis; strategy and planning; marketing and public relations; training and qualification; governance and management; evaluation and monitoring; and process and implementation support.

Innovation and adaptation processes can then be successfully devised if all of the elements listed above are **considered in their entirety and with their connections**, and all strategic and operational measures for tourism destination and business development are **well coordinated**.

Strong in competition



Therefore, at the core lies coherent and internally consistent tourism management based on leadership, collaboration, trust building and decentralisation, and characterised by agility, flexibility, creativity as well as a clear focus.

Aspects such as **digitalisation** in communication and sales as well as **authenticity, modularity and diversification** with respect to products and markets are thus as important as consistent **demand orientation** and **target group segmentation**.

Anticipation & Transformation

REBUILD
Anticipation & Transformation
Monitoring of new developments and trends and initiating strategic and operational modification processes



PREPARED FOR FUTURE CHALLENGES
OBJECTIVE Facilitating progress
APPROACH Proactive transition management
DRIVERS Connectivity. Complexity. Pressure to modernise. Fundamental change processes

Constant anticipation of megatrends and the introduction of extensive transformation processes represent the **search for progress and aims to prepare for future challenges** early on that are of relevance to the tourism industry.

They help to **gain competitive advantages** and **guarantee up-to-date and sustainable tourism products**. At the same time, they demonstrate the will and courage to make substantial change from destinations and tourism businesses, who are eager to take on a pioneering role and have lasting market relevance.

Anticipation of megatrends and transformation processes require proactive change management on the part of destinations and tourism companies. Early on, new developments and megatrends must be recognised, analysed and examined for how they pertain to the tourism sector.

Prepared for
future challenges



Subsequently, **tailor-made solutions** for the industry must be developed in the further course, through which the successive change in certain areas (e.g. the transition from the analogue to the digital age) can be managed in the best possible way by stakeholders involved in tourism.

This requires the **continuous acquisition of knowledge and new skills**, as well as **support from experts outside of the sector** (e.g. app or software developers). Furthermore, extensive transformation processes must be introduced so that the solutions found can be implemented and/or introduced gradually (e.g. digital booking systems), which depends on a **close and continuous collaboration between stakeholders from within and outside of the tourism industry**.

Protection & Preservation

RETAIN

Protection & Preservation

Cross-sectoral and smart implementation of sustainability principles and standards along the entire value chain



SAFE FROM EXPLOITATION

OBJECTIVE Enabling perspectives

APPROACH Comprehensive sustainability management

DRIVERS Limitation of resources. Dependence on intact resources. Level of affectedness. Social and political pressure. Value orientation. Sense of responsibility and quality

Protection and preservation of natural and cultural resources, as well as of human rights, should ensure long-term prospects for tourism and aim to achieve a **viable balance between commercial success, ecological compatibility, cultural sensitivity and social justice** in destinations and tourism companies.

The **participation of all key stakeholders in tourism** is equally important here as focus on the **greater good, local ownership and self-determination**. This way, sustainable tourism development is achieved, which prevents the exploitation of nature, culture and people, and should be seen as an essential component in modern quality management.

A destination or business strategy focused primarily on growth, yield and price wars is no longer sustainable, as sooner or later, nature, culture or people will bear the brunt of it and it will damage the greater good.

Protection and preservation of natural and cultural resources, as well as of human rights, instead requires extensive sustainability management, which unconditionally recognises the limits to sustainability and growth in tourism, and focuses on quality instead of quantity. Together with all key stakeholders in tourism, measures are introduced to implement sustainability principles and standards throughout the entire value chain, including upstream suppliers, in a process-oriented manner.



In the sense of a **viable balance**, both **economic** (e.g. strengthening local value creation) and **ecological** (e.g. efficient use of natural resources) concerns, as well as **cultural** (e.g. preservation of cultural identity) and **social** (e.g. gender equality) **concerns**, must be taken into account in equal measure. The search for a viable balance between these must also be consistently and continuously facilitated.

Prevention & Mitigation

REINFORCE

Prevention & Mitigation

Early identification of stress and risk factors and implementation of adequate measures to avoid or minimize negative effects



RESISTANT TO THREATS

OBJECTIVE Taking precautions
APPROACH Reliable risk management
DRIVERS Vulnerability. Uncertainty. Integrity

The tourism sector is fundamentally exposed to a wide range of risk factors at different levels, directly and indirectly. This includes **political risks** (e.g. political upheavals and revolutions), **social risks** (e.g. refugees and migration, mass protests), **ecological risks** (hurricanes, tsunamis, man-made environmental problems), **economic risks** (e.g. economic crises, corruption, liquidity squeezes), **technological risks** (e.g. cyberattacks, power cuts), as well as **health risks** (e.g. epidemics, illnesses, availability and quality of health care services) and **security risks** (e.g. terror attacks, kidnapping, availability and quality of rescue services).

The cause and effect relationships of these risks are often complex and the tourism sector can be affected in very different ways. Destinations and tourism businesses must therefore constantly and proactively deal with existing hazards and potential risks in order to comprehensively **guarantee one's own resilience to negative effects through the implementation of preventive and mitigating measures.**

To be able to effectively respond to the multitude of potential hazards and their risks, the tourism sector requires reliable risk and crisis management, which provides security, deals responsibly with uncertainties, and ensures trustworthy communication inwards and outwards.



Early on, hazards and risks must be **recognised, analysed and classified** for how they pertain to the tourism sector, and a **broad awareness** of the need to deal with this issue proactively needs to be created. Furthermore, **strategies** for emergency response and risk minimisation, as well as **action and recovery plans** adapted to the respective situation must be developed.

These help destinations and tourism enterprises to **prevent hazards** (prevention), to **manage crisis situations** competently and flexibly (reaction) and to successfully **overcome them** (recovery) to **come out of a crisis strengthened** (crisis as opportunity).



WHO ARE WE?

We are inspired by travel and passionate about tourism!

We are an interdisciplinary network of national and international experts for whom travel means more than just relaxing and escaping everyday life. That's why we've been enthusiastically working on solutions to achieve innovative and responsible tourism. A team with many years of practical experience in tourism consulting awaits you with a customer-oriented approach and the ability to always face challenges with an open mind, fresh ideas and perseverance.



*We live what we make.
We are what we promise.
We know what we're doing.*

BE INSPIRED BY OUR WORK ONLINE!



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