Destination Recovery and Resilience: Pathway to a “Better Normal”

Thinking holistically to understand capacity development, competitiveness, modernisation, sustainability and risk prevention as equal elements for future-orientated action at destination and company level.

Presented by Maeve O’Brien, MBA
mascontour at a glance – 20 Years of Experience

171 projects in 61 countries on 5 continents
Maeve O’Brien – Senior Consultant

Over 25 years working in hospitality and tourism - projects in Asia, Central Asia, Middle East and Africa

Recent projects include:

**USAID – Sri Lanka**
Develop a new accommodation star rating system

**AFD – Cambodia**
Conduct a feasibility study and develop designs for two new technical vocational schools in Phnom Penh and Sihanoukville

**Lux Development – Lao PDR**
Build a new institute for tourism and hospitality education and training – The Lao National Institute of Tourism and Hospitality (LANITH)

**GIZ – East Jerusalem**
Support the development of SMEs in tourism through training, marketing and digital business development

**GIZ – Uzbekistan**
Pilot the introduction of Dual Cooperative Training into 3 technical vocational colleges

**GIZ – Africa**
Develop over 25 microlearning courses for SME development using SMART phones
Decades of Development and Growth (= The Old Normal)
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- Steadily increasing tourist arrivals
- Infrastructure development
- Steadily increasing tourism revenues
- Preservation of cultural monuments
- Economic prosperity of destinations
- Creation of jobs and income
- Financing of nature reserve protection
- Application of sustainability standards

- Solely profit-oriented business models
- Climate Change
- Overcrowding
- Exploitation of resources
- Undertourism
- Human rights violation
- Unfavourable external influence factors
- Lack of innovation and management
The COVID-19 pandemic has shown that our industry is MUCH MORE VULNERABLE than we might have wanted to admit!
What is the New Normal?

...driven by tourist demand
**OBJECTIVE:** GUARANTEEING PROFESSIONALISM

**APPROACH:** CONSISTENT TOURISM MANAGEMENT

**OUTPUT:** STRONG IN COMPETITION

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**INNOVATION & ADAPTATION**

Integrative application and streamlining of future-oriented and coherent tourism development approaches

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**Why**

- Guests wish to experience something special, want to be impressed and pleasantly surprised and have increasingly higher expectations regarding the service quality.
- Customer preferences are becoming more and more individual and differentiated.
- Tourism trends come and go ever faster.
- Innovative strength and adaptability are the guarantee for maintaining market and competitive strength.

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**How**

- Good coordination of all strategic and operational measures for destination development.
- Leadership, collaboration, building trust, and decentralisation.
- Agility, flexibility, creativity as well as a clear focus.
- Demand orientation, authenticity, modularity and diversification with respect to products and markets.
Objective: Facilitating Progress

Anticipation & Transformation

Monitoring of new developments and trends and initiating strategic and operational modification processes

Approach: Proactive Transition Management

Output: Prepared for future challenges

Why

• Megatrends change our world both fundamentally and in the long term. This equally applies to the tourism sector.
• Increased connectivity in our living environment.
• We must be prepared for our lives to be ever more complex, subject to fluctuations, and characterised by constant change.
• The desire for consistency requires the paradoxical readiness to go along with new things.

How

Development of tailor-made solutions for the industry, through which the successive change can be managed in the best possible way.

• Introduction of extensive transformation processes so that the solutions found can be implemented gradually.
• Continuous acquisition of knowledge and new skills, as well as support from external experts.
• Close collaboration between players from within and outside of the tourism industry.
OBJECTIVE: ENABLING PERSPECTIVES

PROTECTION & PRESERVATION

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

APPROACH: COMPREHENSIVE SUSTAINABILITY MANAGEMENT

OUTPUT: SAFE FROM EXPLOITATION

Why

- Hardly any other industry is as tied to intact natural and cultural resources as tourism.
- High service and product quality require adequate working and training conditions.
- The local population is generally willing to be a good host if the tourism sector takes their needs into account.
- Customers are placing increasingly higher demands on the environmental and social compatibility of tourism products.

How

- Identification and recognition of the limits to acceptable change and growth in tourism.
- Inclusiveness, local value creation and regionalization.
- Efficient use of natural resources and conservation of natural and cultural heritage.
- Compliance with human rights, fair labour conditions and social equality.
- Involvement and participation of local communities.

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

**OBJECTIVE:** TAKING PRECAUTIONS

**APPROACH:** RELIABLE RISK MANAGEMENT

**OUTPUT:** RESISTANT TO THREATS

- We all must face the fact that we could be affected by possible damages or losses.
- Feeling of uncertainty as our time is increasingly characterised by new hazards and risks.
- Harmful events in tourism have a direct impact on the demand and booking behaviour and a considerable influence on the attractiveness and functionality of destinations, as well as on trust in them.

- Broad awareness of the need to deal with hazards and risks early and proactively.
- Recognition, analysis and classification for how hazards and risks pertain to the tourism sector.
- Development of strategies for emergency response and risk minimisation, as well as action and recovery plans adapted to the respective situation.
- Trustworthy communication inwards and outwards.
Conclusions on Resilient Tourism

RESILIENT TOURISM means thinking holistically and understanding competitiveness, modernisation, sustainability and risk prevention as equally important components for future-oriented action at a destination and business level.
What does this mean for Human Resource Development?
Pathway to a “Better Normal“ – Workforce Activation!

PATHWAY

1. **Rethinking** - Using the crisis as an opportunity
2. **Reorientation** - Understanding the past
3. **Rebuilding** - Creating a vision for the future
4. **Resilience** - Shaping the future

Be BRILLIANT and become RESILIENT!
We thank you for your attention!

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