



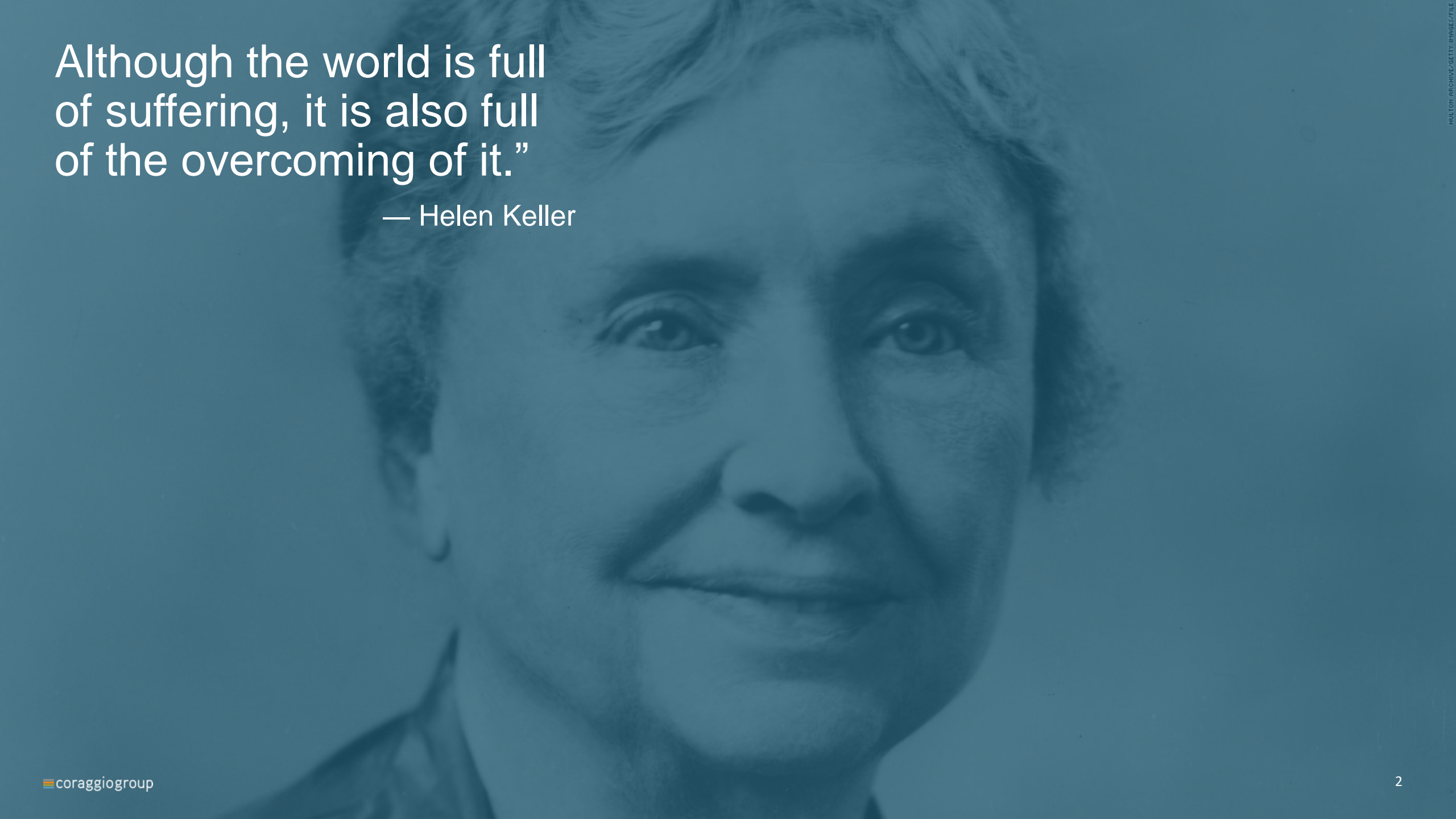
Future-proof your destination

How to systematically build resilience at all levels of your destination

Sara Meaney

Coraggio Group
503.493.1452 | [coraggiogroup.com](https://www.coraggiogroup.com)





Although the world is full
of suffering, it is also full
of the overcoming of it.”

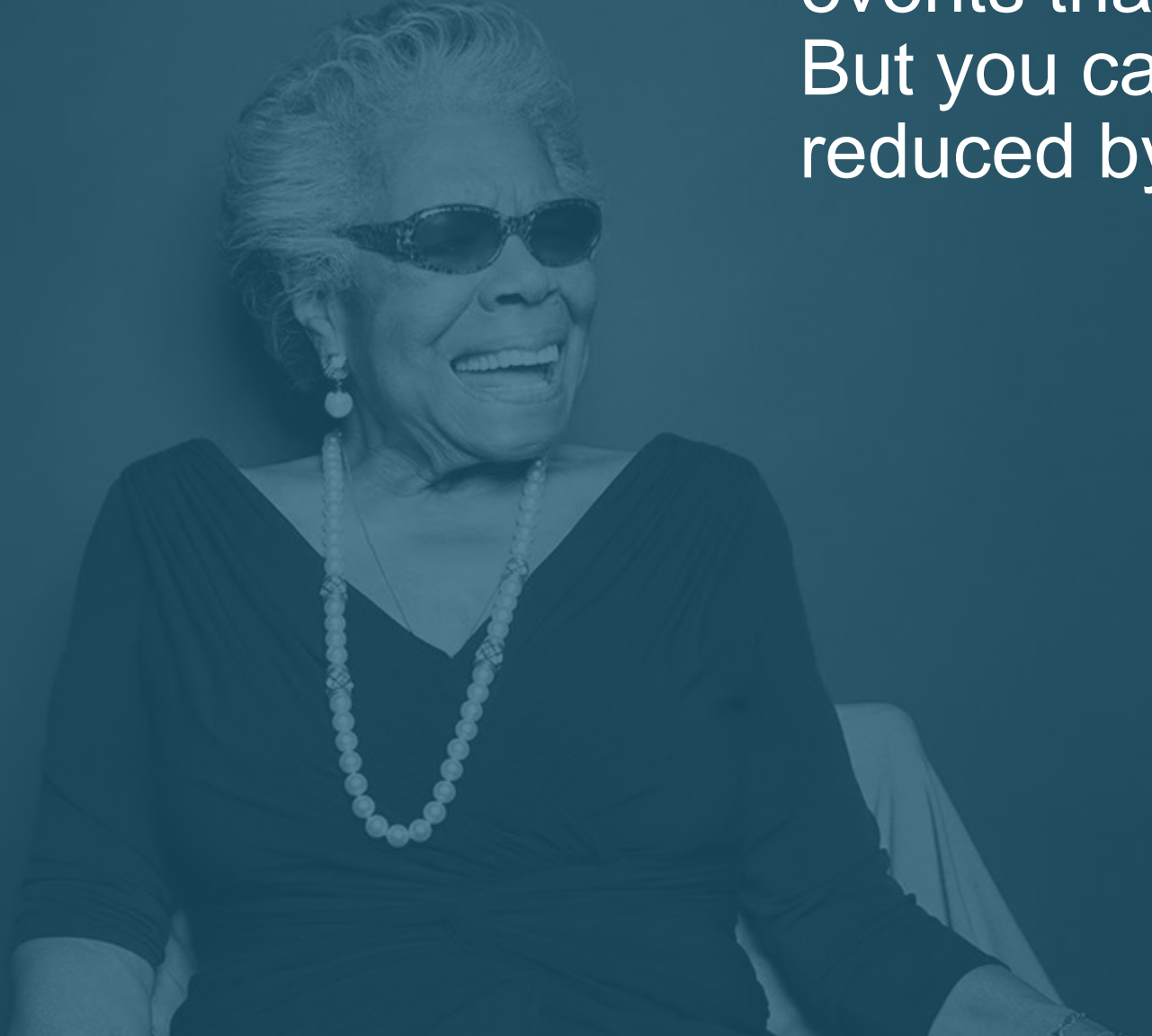
— Helen Keller

Resilience or Crisis Management?



Resilience is
more like agility
training

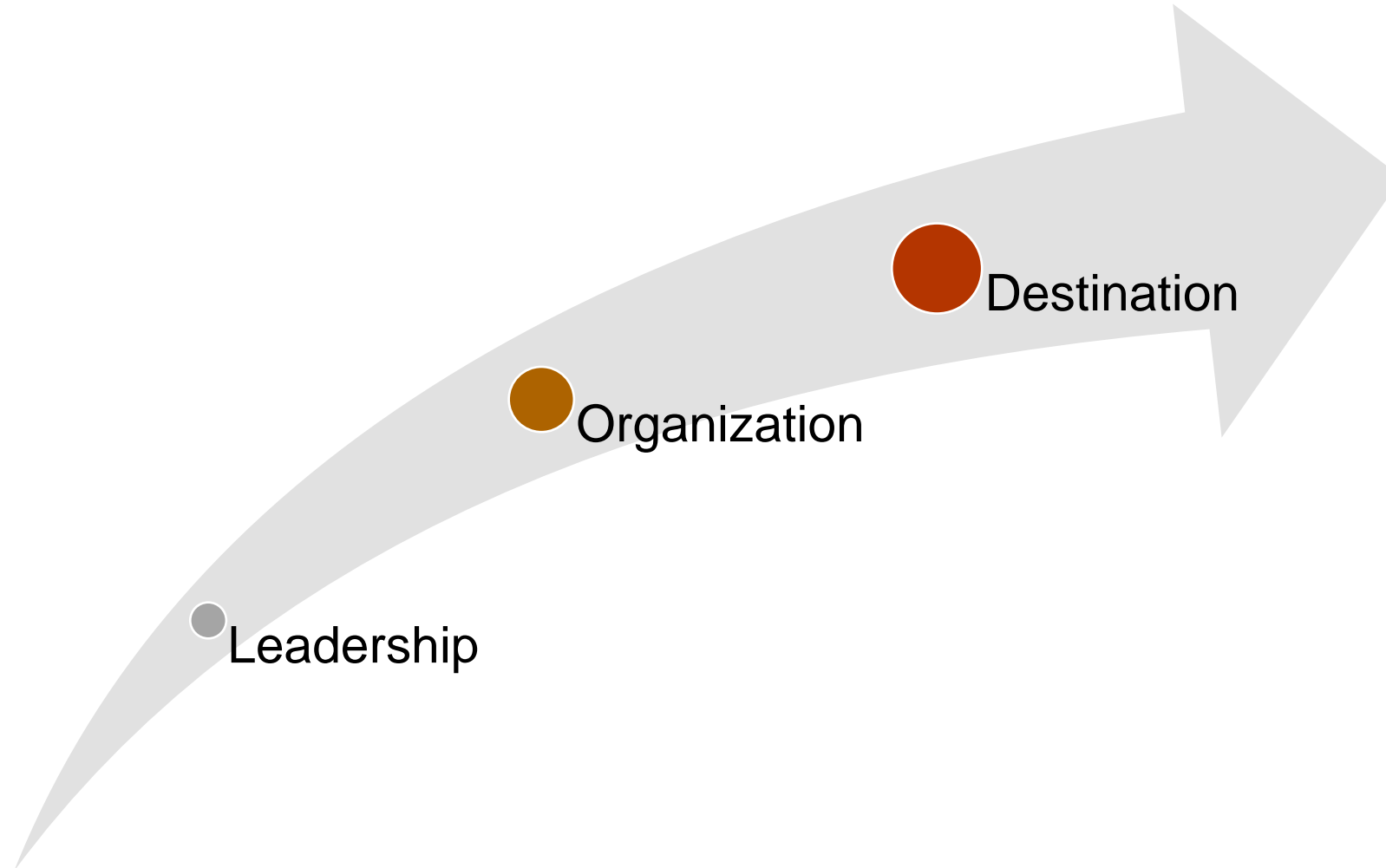




“You may not control all the events that happen to you. But you can decide not to be reduced by them.”

— Maya Angelou

Building Toward Greater Resilience

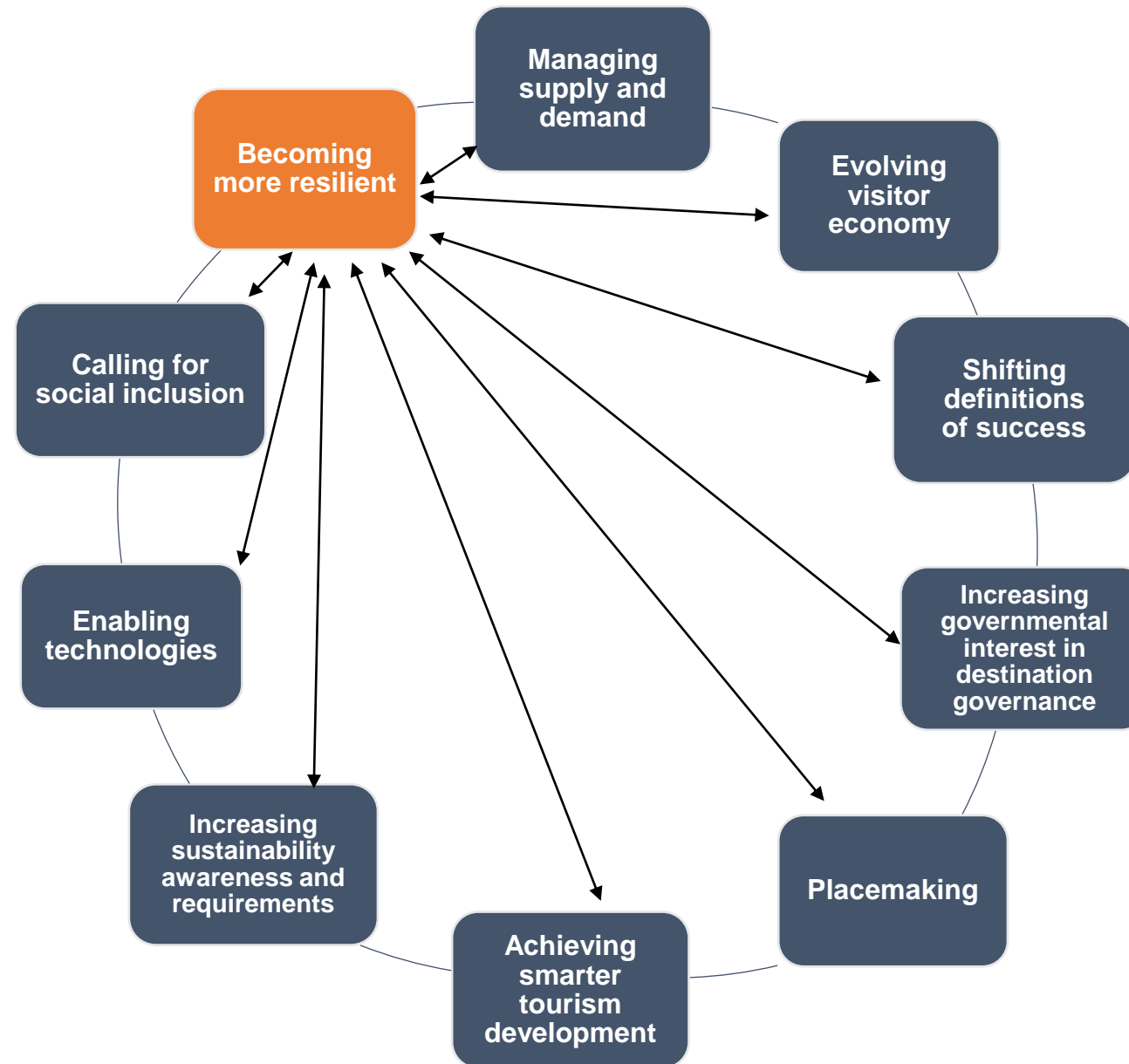


WTTC Destination Stewardship Framework

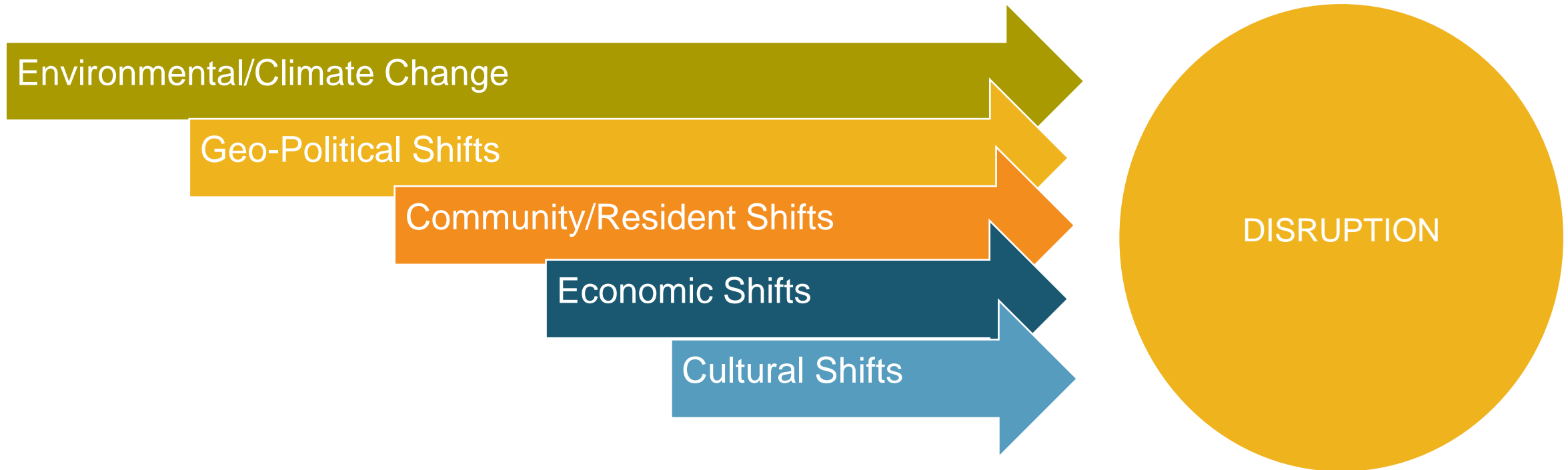
“Destinations that proactively respond to the following ten trends and move towards more effective and integrated governance models will set themselves apart, ensuring a sound footing for sustainable tourism growth.”



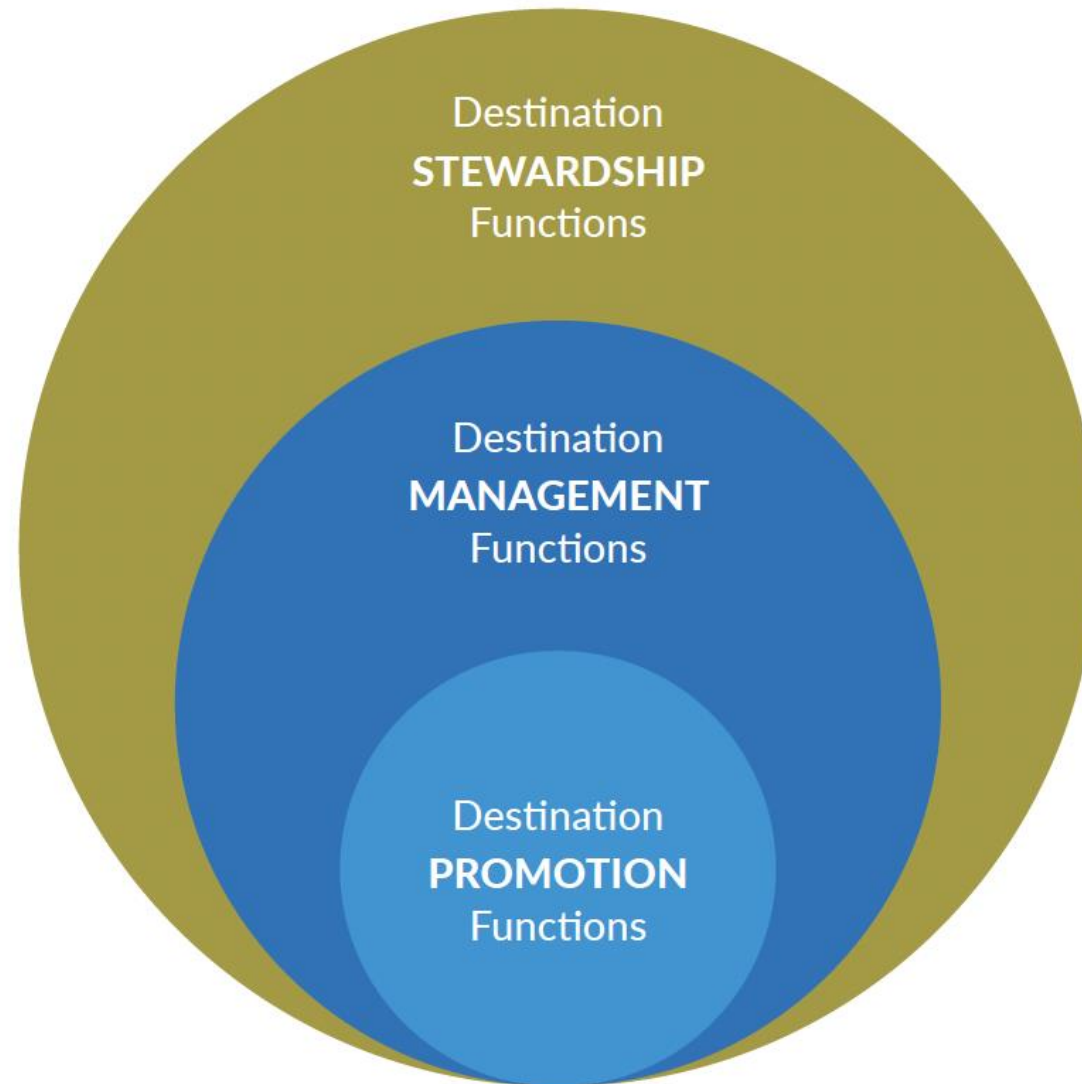
Interrelated Activities

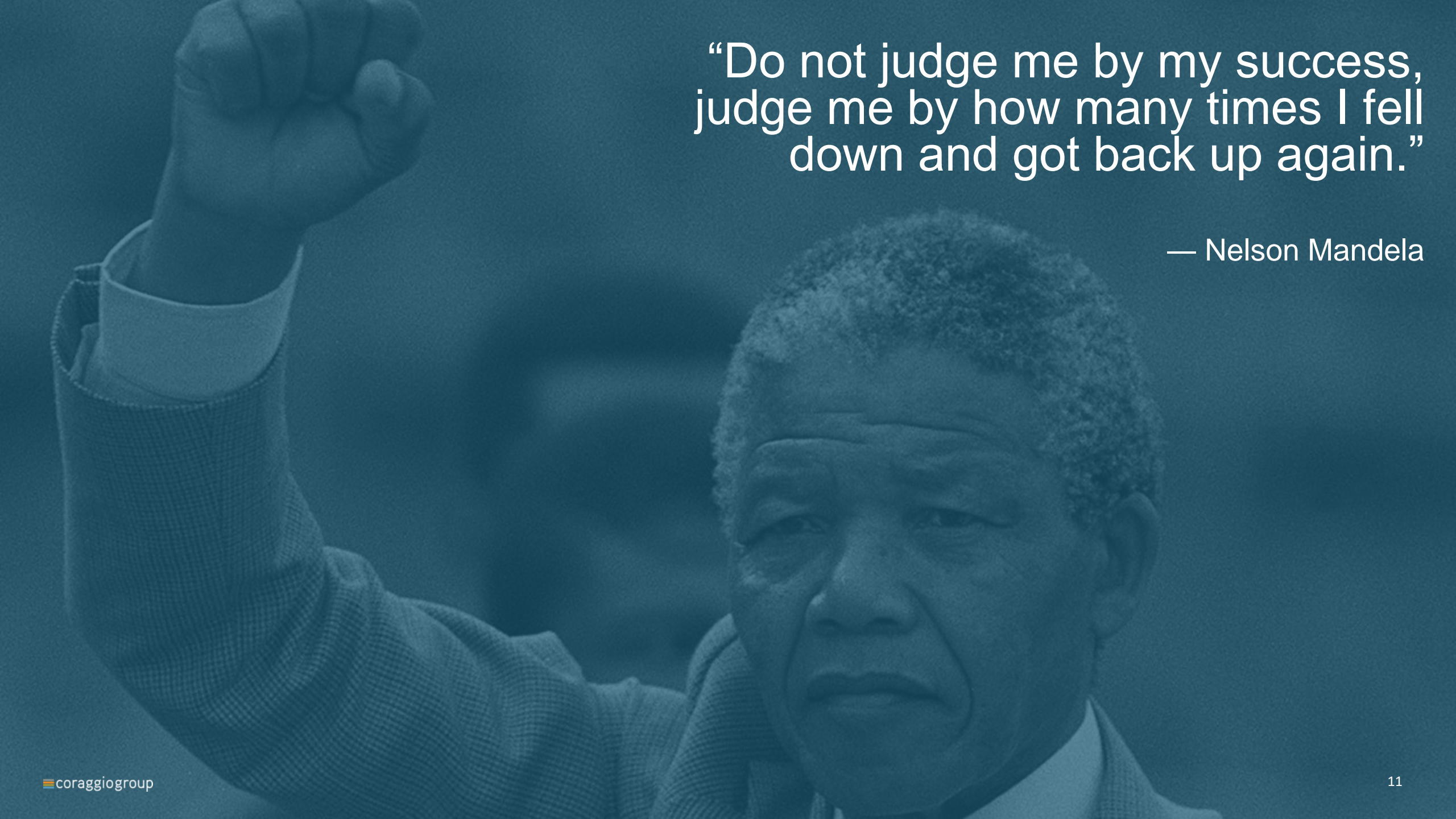


Ongoing disruptions impacting tourism



Destination Organization Roles



A monochromatic blue-tinted photograph of Nelson Mandela. He is shown from the chest up, wearing a suit jacket and a light-colored shirt. His right arm is raised, with his fist clenched. He has a serious, determined expression on his face. The background is blurred.

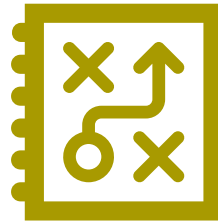
“Do not judge me by my success,
judge me by how many times I fell
down and got back up again.”

— Nelson Mandela

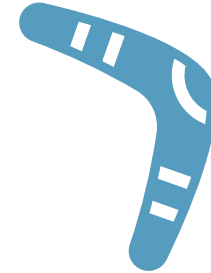
What is Destination Resilience?



Ability to anticipate and understand potential impacts of disruption



Ability to effectively respond to disruption



Capacity to rebound and adapt to post-disruption environment

Conditions necessary for greater destination resilience



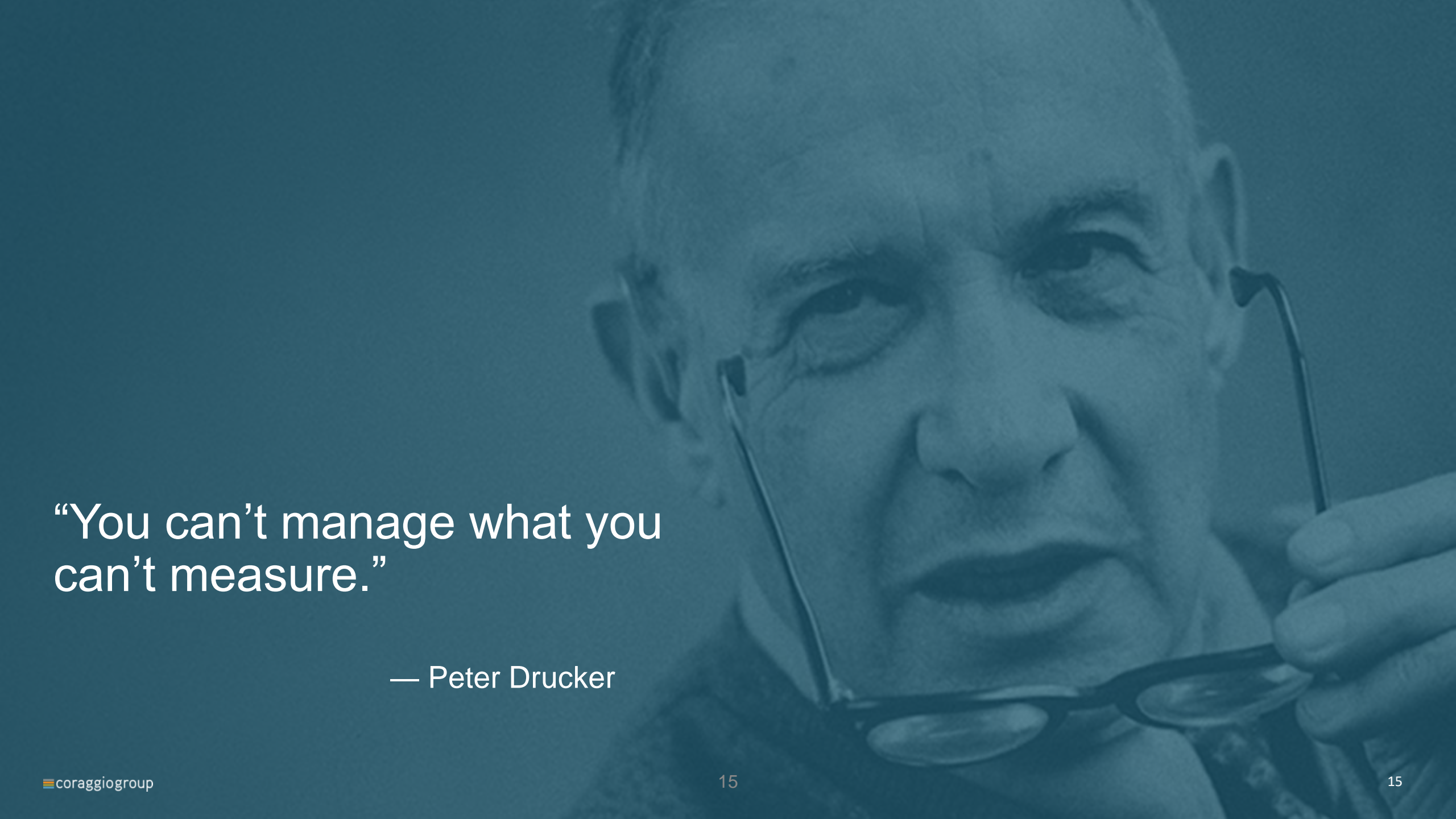
So, how resilient is your destination?



How reliant are you on the way things are today?

How vulnerable to disruption are your current systems, resources, and plans?

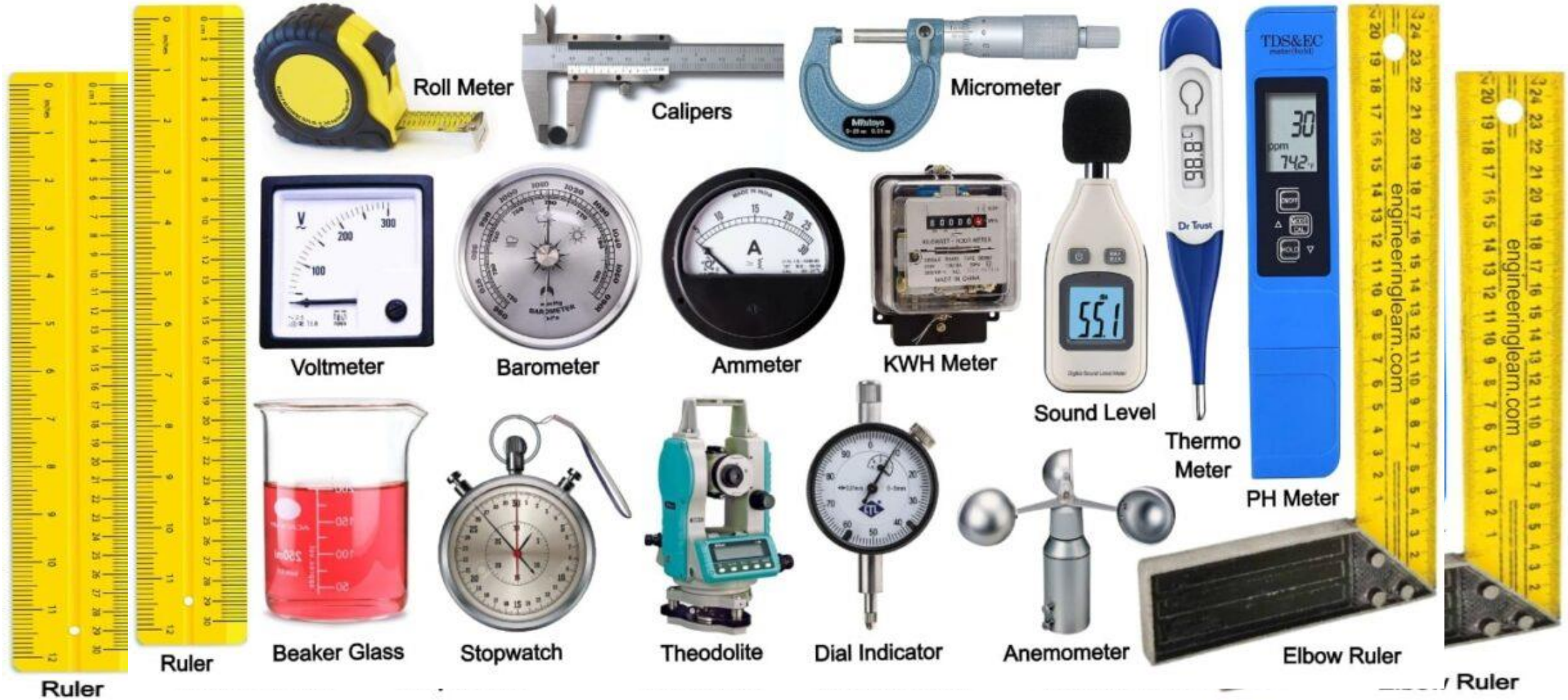
Do your current plans incorporate resilience initiatives to reduce your vulnerability or lessen your reliance on status quo?



“You can’t manage what you
can’t measure.”

— Peter Drucker

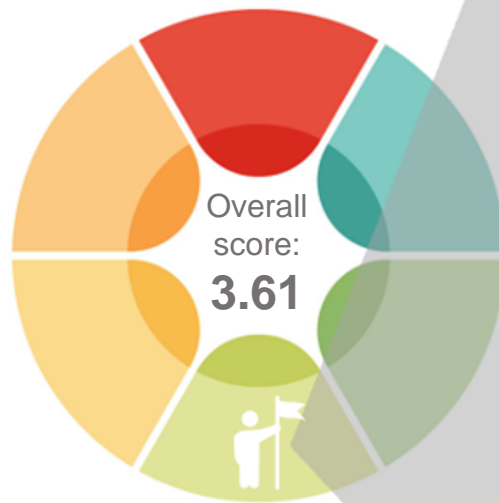
Q: How do you measure resilience?



A: Establish a baseline and build from there

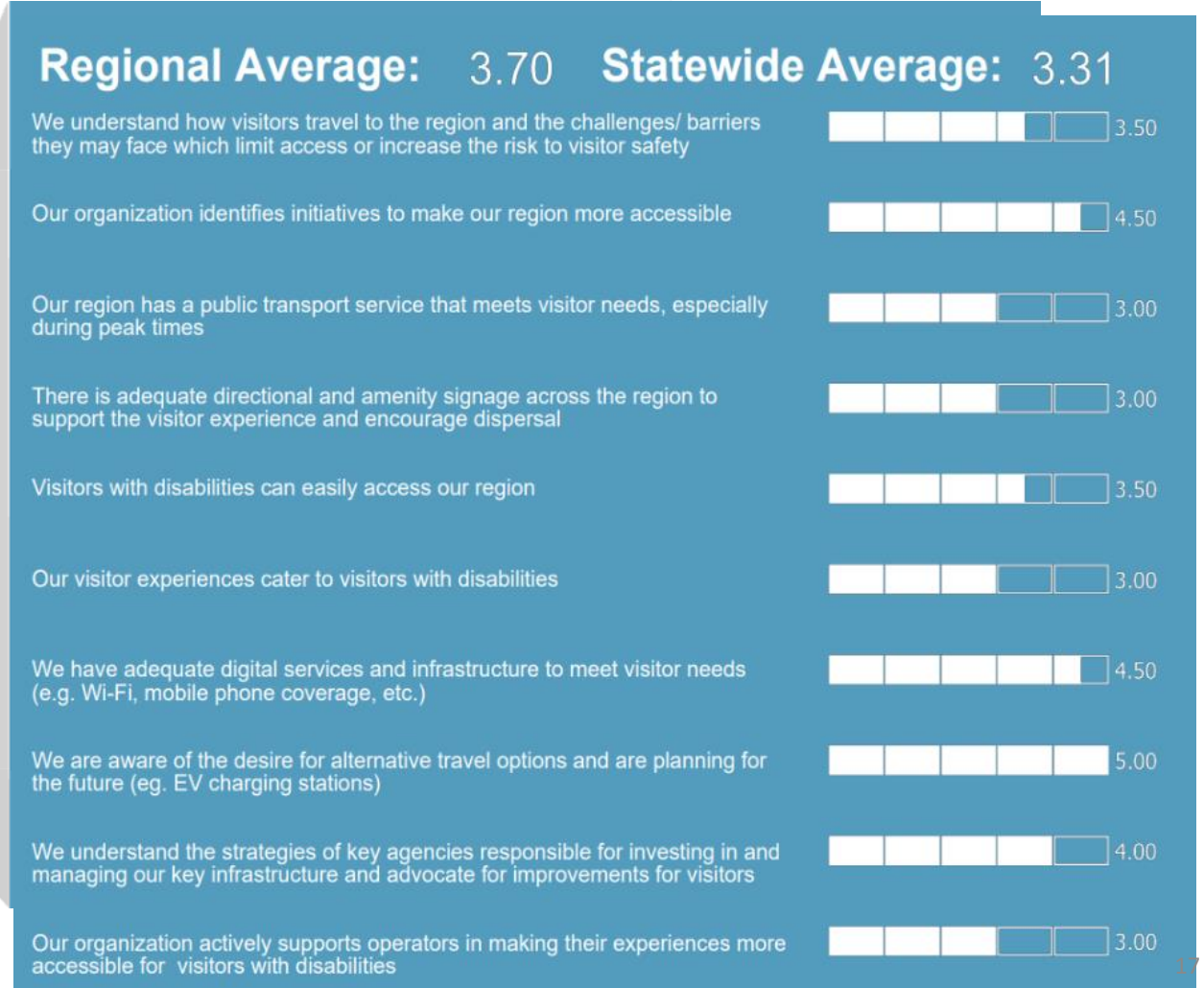
Resilience Assessment

- 7 dimensions of resilience
- 100+ questions
- Holistic view of destination resilience
- Specific and practical insight



Please rate each item on a 1-5 scale.

1	2	3	4	5
never/not at all	rarely/hardly	somewhat/moderately	usually/mostly	always/completely



Q: How do we build resilience?



LEADERSHIP



STAKEHOLDERS



VISITORS



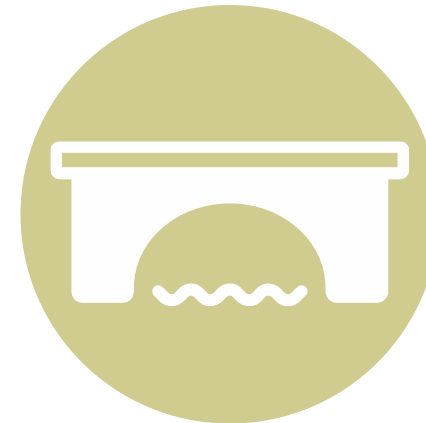
MARKETING &
COMMUNICATIONS



TEAM/TALENT



FUNDING



ASSETS

A: Identify gaps to prioritize effort

Resilience Assessment Summary

Overall Score: **3.54** / 5

3.94



VISITORS

3.13



STAKEHOLDERS

4.47



MARKETING &
COMMUNICATIONS

3.61



LEADERSHIP

3.33



TEAM/TALENT

3.13



FUNDING

3.17



ASSETS



Leadership

In what ways could you build greater resilience within your destination's leadership?

Trust

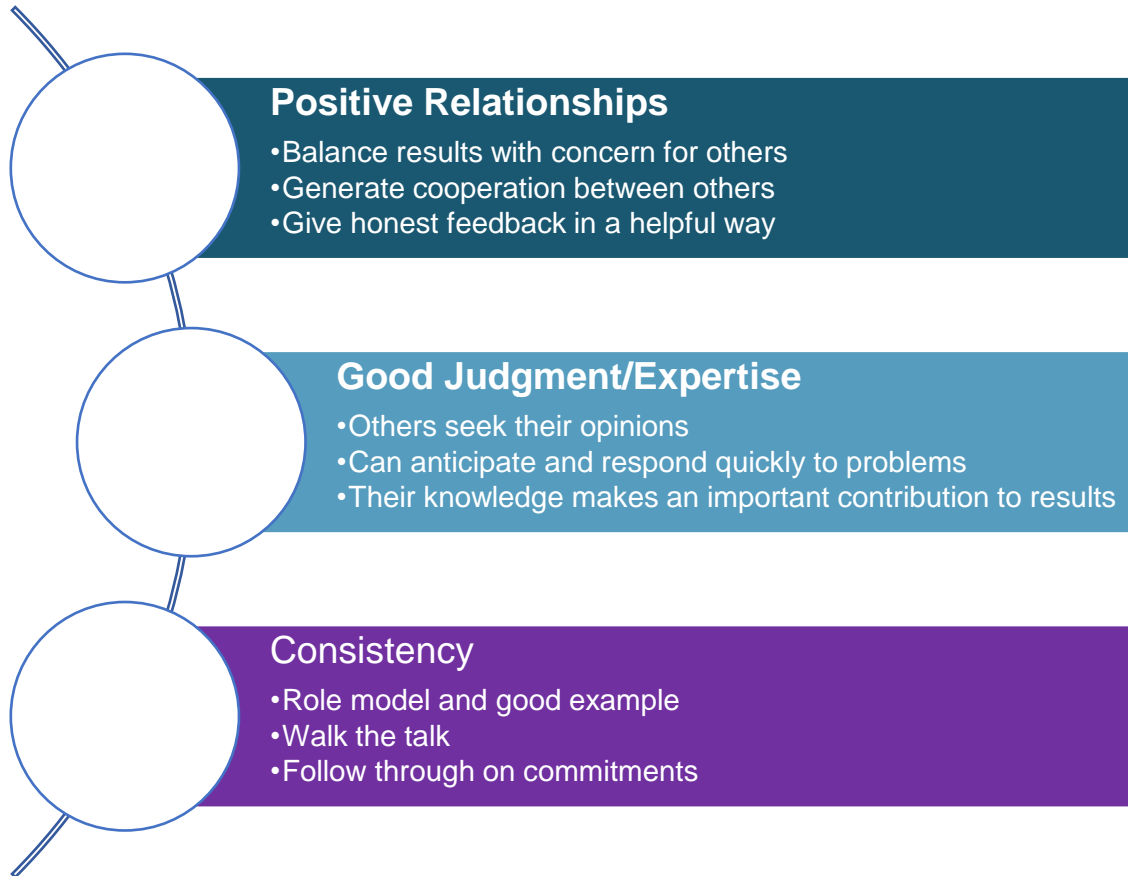
Communication

Delegation and
power sharing

Risk tolerance
and mitigation

Influencer
engagement

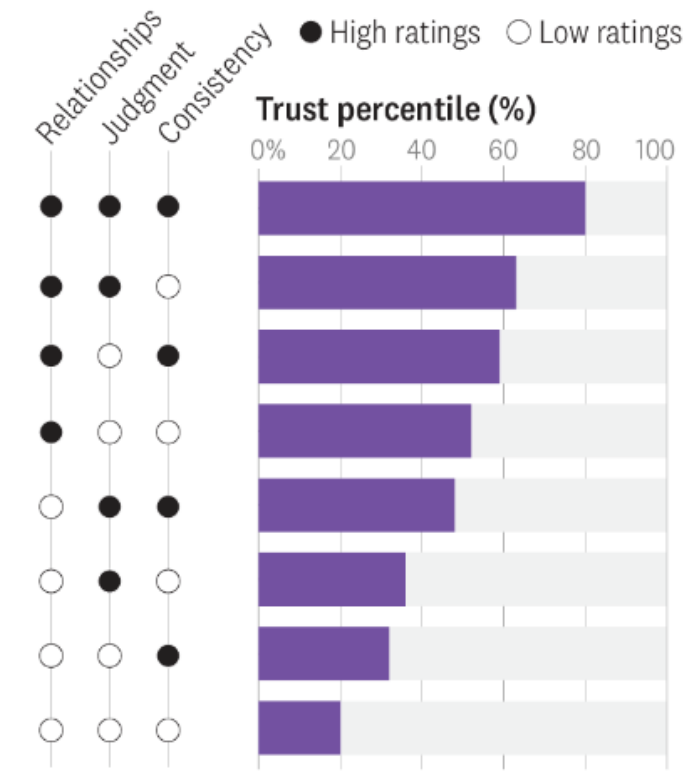
Three Elements of Trust



One Element of Trust Is More Important Than the Others

Relationships seem to matter more than judgment or consistency.

Combinations of the three elements of trust



Source: Zenger Folkman



HBR: Zenger and Folkman; n= 87,000 x 360 Assessments)



Stakeholders

In what ways could you increase your destination's resilience through changes in your engagement with stakeholders?

Variety and diversity
of partners

Types of
collaborations

Awareness
of impacts

Resident sentiment
toward tourism/visitors

Community
engagement in
development and
planning

Broad-based
sources of support



Assets

In what ways could you decrease the vulnerability of your destination's infrastructure and assets?

Infrastructure

Connectivity

Accessibility

Maintenance

Community
amenities

Natural
resources

Diversity of
experiences



Marketing/Communications

In what ways could you decrease your vulnerability to disruptions in your approach Marketing & Communications?

Diversification and
variety of channels

Risk tolerance

Budget flexibility

Crisis readiness

Brand consistency
and relatability



Team/Talent

In what ways could you decrease your vulnerability to disruption to your destination's team and talent?

Culture and values

Engagement

Innovation

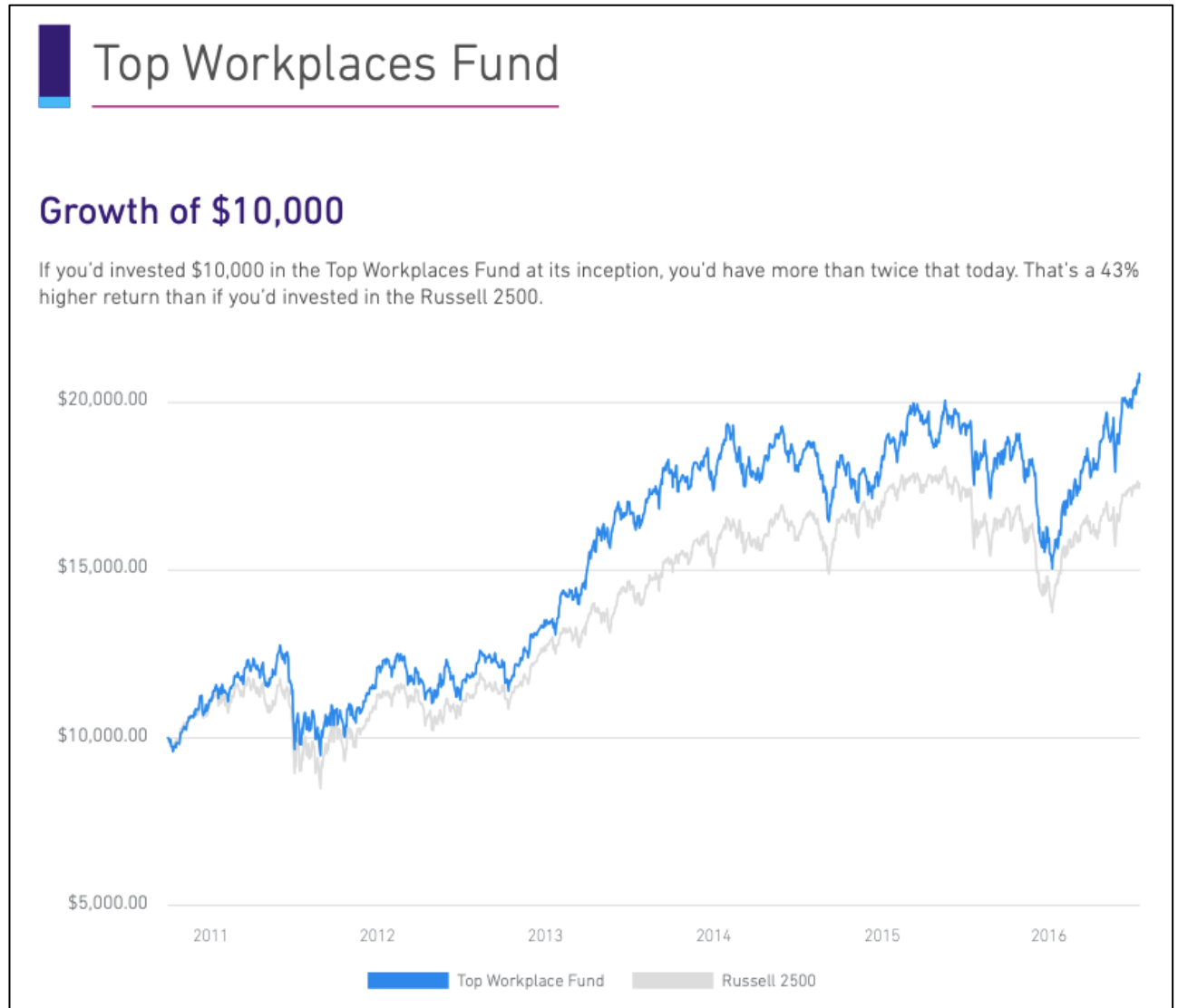
Bench strength

Skills

Capacity

“Culture eats strategy for breakfast.”

- Peter Drucker





Visitors

In what ways could you decrease your vulnerability to disruptions in visitation?

Audience diversification:

age, socioeconomics, race,
culture, gender, ability, origin
markets, interests, activities

Geography/seasonality of visitation

Visitor management capabilities

Visitor research/insights



Funding

In what ways could you reduce your vulnerability to disruptions in funding?

Variety and
diversification of
funding sources

Flexibility of funding
allocation

Structure of funding
access

Scope of funding
control

Where to begin?



Identify gaps and leverage strengths

Reduce reliance on status quo

Lower vulnerability to disruption of your current systems, resources, and plans

Examples of real DMO resilience gaps identified:



Examples of DMO resilience initiatives currently under way:





“Hardships often prepare ordinary people for an extraordinary destiny.”

— C.S. Lewis



CORAGGIO

CORAGGIO

Restaurant Bar Market

Thank you!
sara@coraggiogroup.com

