

# A Framework for Recovery

Destination Management in a Post-Covid Landscape

With the tourism economy slowly returning and recovery planning from the COVID-19 crisis underway, destinations are defining recovery strategies that identify priorities for the months ahead.

RECOVERY



Alongside the critical short-term economic and health/safety priorities, these recovery plans also present an opportunity to reset visitor economies on a path that:

- Maximises benefits for local communities
- Better meets development priorities
- Adapts to changing market demands and future trends
- Paves the way for long-term economic resilience, inclusivity and sustainable, managed growth





The Travel Foundation has developed a Recovery Plan Assessment Framework in partnership with **City Nation Place**.

This framework has already been tested with diverse destinations globally and is helping to shape recovery plans worldwide.

**It focuses on:**

- *Increased opportunities for community livelihoods*
- *Strong and resilient local supply chains, environment and resource protection*
- *The building of overall destination management capacities.*



# The framework:



# 1. A supply crisis?

- Business Survival = flow of information
- Data and Communication
- Digitalisation
- Targeted programmes of practical support





## Edinburgh Tourism Action Group:

- Inventory, guidance, information, events programme
- Maintain vision for tourism in 2030: 'resident-first' /carbon net-zero. Recovery is an opportunity to build this new visitor economy.

## Colorado Tourism Office

Technical assistance programme / product development innovation grants

## Practical next steps for DMOs:

- Situation analysis - impact on capacity? Customer journey? What/who has been impacted the most? Related sectors and interdependent services?
- Gathering and share evidence base of consumer trends and new market intelligence to support SME adaptation
- Capture community creativity - cross-sector collaboration events that will stimulate start-ups, digitalisation, innovation and adaptation.



## 2. Value of domestic / nearby markets

- Perceived 'value'
- Differing needs
- 'Resident First'
- Adaptation & product development



## **Grenada Tourism Authority**

- Domestic tourism survey
- Launched “Paradise at Home” campaign

## **Indigenous Tourism Ontario**

- Hyper-local promo campaigns
- Increased public awareness of cultural sites (upgraded comms)

## Practical next steps for DMOs:

- Research to better understand resident/domestic visitor needs/wants
- Marketing & comms to target those needs
- Communicate findings with local businesses to help them adapt and prosper

# Supporting destinations globally with their recovery planning

A programme has been designed around the framework to equip destination managers, planners and other decision makers with the knowledge and tools they will need to **review** and **strengthen** their destination strategies - for recovery and beyond - in these critical areas.



# Handbook

## F: Destination Futureproofing

The COVID-19 pandemic has increased vulnerabilities for tourism destinations and unfortunately, this is likely to be the last shock that destinations face. It therefore makes sense to use the current crisis as an opportunity to tackle broader issues that impact on the long-term sustainability of your destination.

### Assessing destination vulnerabilities

Tourism destinations are particularly vulnerable when a crisis hits due to multiple dependencies, on a particular tour operator, source market, product etc. Identifying and developing strategies to address these vulnerabilities will be relevant to both dealing with the current crisis, and also in the longer-term.



Narrow  
product  
portfolio



Tour  
operator  
dependency



Source  
market  
dependency



Seasonality

Consider the following:

To what extent is your destination's USP defined by a single product or product type? 'Flagship' product or key attraction can play a key role in driving visitors to a destination and differentiating it from others but also creates a high level of dependency on that product or attraction.

# Recovery Planning Checklist

## Evidence-based planning and management

Has data/information been gathered on the impacts of the COVID crisis on your destination?

### 1. Socio-economic

- impacts on different sub-sectors e.g. business/conferences, types of businesses e.g. bars & restaurants vs. attractions, and geographic regions
- impacts on marginalised or vulnerable communities e.g. informal sector, indigenous communities

### 2. Environmental and cultural

- impacts on natural or built environment from changes in visitor flows e.g. overcrowding
- impacts on biodiversity from changing practices e.g. increases in poaching/illegal fishing
- impacts on infrastructure and/or natural resources e.g. increase in waste generation or plastics consumption
- impacts of loss of tourism revenue on management of natural or heritage sites

### 3. Has data/information been gathered on changing market trends and visitor behaviour in your destination? e.g. changing booking and/or spending patterns of different tourism markets

### 4. Are there processes in place for ongoing data collection and analysis?

# re·cov·er·y

(rĭ-kŭv'ə-rē)*n. pl. re·cov·er·ies*

1. The **act, process, duration**, or an instance of recovering.
2. A return to a normal or **healthy** condition.
3. The act of obtaining usable substances from unusable sources.





**For further information please contact:**

Graeme Jackson, Head of Strategic Partnerships

[graeme.jackson@thetravelfoundation.org.uk](mailto:graeme.jackson@thetravelfoundation.org.uk)