

12-1-2022

Conceptual Framework

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Recommended Citation

Manns, Derrick; Lee, Bob; and Groves, David (2022) "Conceptual Framework," *Visions in Leisure and Business*: Vol. 24: No. 2, Article 3.

DOI: <https://doi.org/10.25035/visions.24.02.03>

Available at: <https://scholarworks.bgsu.edu/visions/vol24/iss2/3>



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CONCEPTUAL FRAMEWORK

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ABSTRACT

Resilience is an elusive concept and has many definitions. Most definitions are based upon position regarding achieving normalcy, advancement beyond normalcy, or anticipation of future positions. The definition that was used for this study includes the following elements: (The initial research was conducted by Mallak (1998). Goal Directed, Avoidance, Critical Understanding, Role Dependence, Information Sources, and Resource Access. This represents a

transitional position and provides an ability to analyze problems and prescribe solutions for both the individual as well as the organization. It provides a framework for in depth understanding for future action, if such a pandemic happens again. It is essential that the analysis be from the bottom using adaptations as outlined in the resilience model to provide a clear understanding of ways to solve and help with problems.

KEY WORDS: resilience, future planning, causes of pandemic and conceptual framework

INTRODUCTION

The virus of 2019 (COVID-19) has had a devastating impact on organizations and individuals' lives. Lifestyles have been changed and they may be permanent. In order to understand the nature of this change, a global perspective is needed. It is important to recognize that no matter the society or culture, transformation is always being sought. Individuals are never satisfied with the status quo and are trying to bring about adjustments because of money, power, position, etc. Stories throughout history are littered with accusations how individuals have changed the course of human events. This adjustment has been achieved through internal and/or external pressures. Many times crisis has been created because this is the mechanism that brings instability and uncertainty and allows change to occur much easier. This does not suggest that modification is not a natural evolutionary process. Often times, the changes that are brought about by crisis will have occurred anyway. Change may be random or directed. This depends upon the actors and how the organizational elements are positioned after the change. Natural change often is very positive and contrive transformation is often dysfunctional for certain actors in the system. The purpose of this manuscript was to develop a framework for understanding strategic planning component of resilience and models that are important in examining COVID 19. It was divided into two parts one is the examination of an operational definition of resilience and the analysis of case studies to identify important variables that must be included in any strategic planning model.

APPROACH

A global position must be maintained, in terms of a systems approach, to help understand the processes of change. Worldwide transformation has occurred often because of wars and struggles for power and money. This focus was not to discuss crisis and change, but only to point out the larger perspective of a systems approach to preparation. This type of methodology must be used to gain an understanding of the coronavirus events. It is important to recognize that much of the transformation through crisis is contrived. Natural disasters and pandemics are not contrived, in terms of their instigation, but have been used as an agent of change when they occur. Again, this discussion is entrusted to the historians and cultural experts to debate and postulate cause and effect. The important element is how such a natural crisis affects the system and a way to understand the nature of modification within the system. This is not the first time a pandemic has brought change. Epidemics have been throughout history and have significantly influenced societies and cultures. Diseases are worldwide and are very unique. It is a type of crises that has worldwide effect. There are many articles and books that will be written about the impacts upon populations and countries.

PERSPECTIVE

<https://www.nationalacademies.org/resilient-america>

<https://www.nsf.org/knowledge-library/business-adaptations-and-resilience-in-the-time-of-covid-19>

<https://www.wsj.com/articles/how-a-more-resilient-america-beat-a-midcentury-pandemic-11619794711>

Pandemics often occur in phases. Many times these phases are reflective of seasonal variances. The current viral epidemic is occurring in stages and the focus of this manuscript is on Phase 1. Phase 1 began in January/February 2020 and ended with the development of the vaccine. This is an arbitrary time as there were many events before and after this time frame that was politically motivated. The primary objective of this article is to examine the strategic planning procedures needed during an initial crisis. This initial period is foundational and has an influence upon the other phases of a crisis. If there is a proper response to the crisis, this will make a tremendous difference to the following phases. The primary question is which factors influence strategic planning. There have been other pandemics during the modern history; especially of note were the influenza of 1918 and the flu pandemic of 1957. It is obvious that the societies are in a different position because of the advances in medicine and this must be taken into consideration. The one element that has emerged is the resilience of the leaders and the populations. First it must be noted that crises do not have a direct comparison and any assessments are relative. The pandemic of 1957 was better handled because of the resilience of the leaders and populations. This may be a direct result of World War II and the preparedness given the leaders and the population. The four primary elements of the 1918 crisis was the use of quarantining, social distancing, masks, and washing hands. These are the elements that were initially adopted during Phase 1 to combat the medical emergencies. The discussion about the comparison of the pandemics and the medical and political issues are not part of this study. They set the context, but it is the responses that are important and the preparedness of the leaders and populations. It must be noted that because of the COVID 19 the medical community will be much better prepared in the future. In essence, during the current Phase 1 of the pandemic government and medical leaders did not have the resources to respond appropriately to the medical crisis? This is not the issue, but it is

a contextual variable that suggests that strategic planning is very important. If the proper equipment and procedures had been in place, the number of deaths would have been reduced significantly.

RESILIENCE

The critical element examined was resilience and trying to define the importance of this issue. The larger question is how the leaders and populations adapted to the current crisis and does this have any implications for the development of future strategic planning procedures. The adaptations were random and the ingenuity of the general business and populations were left to respond by any means possible. This was a direct result of a lack of preparedness and good strategic planning. This does not suggest that there were individuals within all segments that did

not have plans in place. Many of these individuals had experience with environmental disasters like hurricanes, forest fires, tornadoes, etc. These disasters are annual events and the government and volunteer agencies have developed procedures to respond to these crises. The procedures deal with regional problems and are not appropriate for a medical worldwide disaster. Environmental and medical disasters are different in the character of responses that are needed. The environmental planners have a process as well as a good sense of resilience. Individuals where these regional disasters occur on an annual basis have learned the importance of resilience. They have been through crises and have learned how to respond. The primary question is does the resilience of an environmental disasters prepares them for a health crisis. The obvious answer to this question is that these are different kinds of catastrophes and require different types of responses. In fact, because of the frequency of environmental emergencies, leaders and the general populations may be complacent because they think they can handle a worldwide health crisis using the same procedures.

<https://www.history.com/news/pandemics-lessons>

<https://www.nsf.org/knowledge-library/business-adaptations-and-resilience-in-the-time-of-covid-19>

<https://www.nursingtimes.net/clinical-archive/wellbeing-for-nurses/learning-from-the-past-spanish-influenza-and-the-lessons-for-covid-19-21-09-2020>

Positive resilience as a variable will not solve new health crisis that will eventually occur, but it will with good strategic planning help to mitigate the impacts. In 1957, resilience was an outcome of societal conditions. Resilience in today's society has to be developed through training so that the individual can have adaptability to new challenges. This is definitely an important characteristic in today's society because of the rapidly changing conditions. This is a product of innovation and technology. Therefore, the variable resilience has an application beyond crisis planning. An interesting perspective that can be learned from the current virus crisis in Phase 1 is the important factors that affect adaptability. What are the characteristics that have allowed organizations and individuals to successfully adjust? Some adapted well to the current crisis. There are many untold stories about how small businesses and individuals

adjusted. There is little doubt that there was tremendous stress on the individual level where they did not have the resources to overcome the current crisis.

METHOD

<https://blogs.loc.gov/folklife/2020/04/stories-influenza-pandemic/>

A method that has been used to develop an understanding of factors that influence crisis adaptation and problems is a folklore analysis. This is a study of the stories of individuals as it relates to crisis. It is important to develop a framework to analyze and interpret these stories. This is extremely important because this is a qualitative technique but provides great depth of understanding. In the stories, are themes and the recognition of these themes is based upon the frequency of their appearance. Another important aspect of this methodology is not only isolating of important variables but the development of relationships among the constructs and the path of the associations to impacts and outcomes. This approach was used in this study.

Significant case studies that provide models were identified and examined. They were identified from professional tourism publications and related sites that deal with crisis planning. The case studies were selected using a thematic content analysis and analyzed using critical incidents. This is a format in which there is been a significant change that influences the direction and development of a model. Three content judges were used to analyze the case studies and provide comments for interpretation. A Thurstonian system of judgments was used. This is a consensus method. Based upon the case studies the judges identified important elements that are necessary for the success of any strategic planning model for crisis planning in the future. The results were presented in terms of a summary of the model and then a comment from the three expert judges. Thirty case studies were identified and only 14 were used in the study. The 13 case studies were chosen based upon their importance in terms of the critical incident.

DEFINITION

Need

COVID 19 has been a wake-up call to many of the countries worldwide as to a crisis and the need for planning. This does not suggest that there have not been other worldwide crisis. These crises occurred in the past and had a profound effect upon societies and their structure. There have pandemics that have occurred in the modern era that have identified weaknesses within the planning process. This does not suggest that some countries have not effectively coped with crisis.

The primary question being raised is about crisis planning and how organizations and individuals can be better prepared in the future. One of the keys is how organizations and individuals have adapted to the COVID crisis. The basic premise is to understand how these adaptations occur in terms of the resilience characteristics. The NSF in a recent public relations release noted that they were holding a conference to address COVID 19 issues:

<https://www.nsf.org/knowledge-library/business-adaptations-and-resilience-in-the-time-of-covid-19>

While COVID-19 is disrupting “business-as-usual” (exposing strengths and weaknesses), it also provides an opportunity to spur innovation and build more resilient and responsible businesses fit for a “new normal.” In fact, recent surveys show that after the onset of COVID-19, more consumers are concerned about business responsibility and the environmental impacts of purchases, suggesting that companies need to demonstrate responsibility to stay competitive.

To help you navigate a better future for your business, NSF International highlighted the adaptations and innovations companies in different industries made to build more resilient and responsible businesses. We featured panelists in a roundtable discussion sharing how they’ve been impacted by COVID-19 and what they’ve changed in distribution, production and sourcing.

The key issue in the NSF conference is resilience as it relates to adaptation and innovation. This is the important issue in the development of a systems approach for crisis planning. It is important to understand the processes of adaptations. The key ingredients to adaptations are different styles of thinking and how businesses and individuals changed their lifestyles. This adaptation often is an innovative approach that will have a lasting effect upon the system. These changes will become a new normal. Often these adaptations would have occurred through time but the crisis has accelerated the developmental process. The other end of the continuum is also true that during the crisis new ideas and approaches are developed that would never have occurred without the influence of the emergency.

Position

The important focus of this manuscript is on adaptation from the bottom of the system. The reason for this approach is that most of the institutional actors choose to use traditional approaches to solve the problem. There is a vast gap between the top and bottom of the continuum's and the approaches used by each of these actor segments. Most often the change in this crisis comes from the bottom because they have to innovate in order to maintain their position within the system. This does not discount the role of the organizations at the top. If there is collaboration and cooperation, there is a vertical integration and much can be achieved because of the having the same goals and moving in the same direction. The other aspect is where there is dysfunction and the organization and the individual are moving in different directions. This is where there is confusion and random functions often influence the outcome of the crisis.

The crisis must be seen as a dynamic process that has an evolutionary basis. It has stages and these stages can be quite different based upon the influence of the organization and individual efforts. If the crisis is allowed to randomly develop, then the outcomes are very unpredictable. If the crisis is planned change, then there is some type of structure to the outcomes. The purpose of this study is not to examine the evolutionary process of the pandemic, but to seek to understand

from the bottom the adaptations that individuals have made in the hopes that there is a process that can be used for future crisis.

In the current crisis, the development of the vaccines is obviously a turning point (Phase 2) and has had a positive influence in the development of planned outcomes. There was a period when there was not a clear perspective on treatment and there was a random function that presented itself. Resilience directly depends upon how individuals adapted. The focus is not again upon the evolutionary process of this pandemic, but upon how the individuals have adapted with little preparation during Phase 1 and, can these adaptations help to develop a planning process for future crises.

The conditions of the pandemic gave rise to some success just because of ones position in society. Others because of their negative position in the system struggled. It is therefore important before studying adaptations based upon resilience to define some of positions within the structure and the opportunity to help the actor be successful. Some of those who had a more favorable position did not adapt well because there complacency. There were actors even with a favorable position that were not successful because of lack of action. Therefore, it is important to identify some of the actors' positions based upon their opportunities. Another important element is the concept of success. In some cases achievement is just surviving and other cases, success is based upon prosperity or being in a better position than they were before the pandemic. Accomplishment is often defined in terms of dollars but it can also be defined in terms of the ability to achieve one's goals. Success in this study is self-defined either in terms of achievement of dollars or goals. Both of these measures reflect one's attainment during times of crisis. An important element of resilience is one of confidence of being able to overcome and achieve.

Groups

The following is a reflection of some of the groups and the opportunities related to the crisis so that a framework can be developed to determine how individuals with different opportunities and overcome their problems to achieve some measure of success.

Category 1 conditions that provide for favorable products during time of crisis- example: masks

<https://www.aboutamazon.com/news/company-news/amazons-covid-19-blog-updates-on-how-were-responding-to-the-crisis>

Category 2 conditions that provide for favorable products being developed for the crisis/adaptation- example: Ford making ventilators

<https://www.sciencedirect.com/science/article/pii/S2352673420300251>

<https://www.usda.gov/media/blog/2020/09/24/americas-farmers-resilient-throughout-covid-pandemic>

Category 3 large organizations have enough money and resources to sustain themselves during the crisis/ product not adaptable/uses a cost based approach to sustain the crisis – example: Wal-Mart

<https://www.washingtonpost.com/graphics/2020/business/50-biggest-companies-coronavirus-layoffs/>

Category 4 large organization that have enough money and resources, but does not use them well to sustain during the crisis/product not adaptable/ severely damaged and may be out of business completely-example: Steel and Lumber

<https://www.mckinsey.com/business-functions/operations/our-insights/how-construction-can-emerge-stronger-after-coronavirus>

<https://www.oecd.org/coronavirus/policy-responses/the-impact-of-the-coronavirus-covid-19-crisis-on-development-finance-9de00b3b/>

Category 5 small organization/product not readily adaptable/does not adjust well/severely damaged and may be out of business completely- example: Restaurants and Tourism Destinations

<https://www.bonappetit.com/story/food-businesses-covid-19>

<https://www.oecd.org/coronavirus/policy-responses/tourism-policy-responses-to-the-coronavirus-covid-19-6466aa20/>

Category 6 small organization/product not readily adaptable/uses creativity to adjust/survives and may even increase business- example: Fast food/delivery

<https://hbr.org/2020/04/a-way-forward-for-small-businesses>

<https://www.uschamber.com/co/start/strategy/coronavirus-successful-businesses>

The groups that were the primary emphasis in the study were small organizations category 5 and 6. These are the organizations that had less resource and had the most difficult circumstance because their very existence depended upon some type of action. Another essential element is how resilience is defined in relation to these opportunities.

Resilience

In the recent article, resilience was defined in terms of the following characteristics (Manns, 2021, p71) (Scale repeated for clarity):

Goal Directed: This is a skill that is based upon vision to guide creative processes in seeking solutions. It requires decisiveness and confidence, especially in leading teams. Decisions are made based upon time constraints.

Avoidance: Caution is used in approaching problems and solutions. Chaos should be avoided as it adds confusion and as a result increase the difficulty in decision-making. Individuals must show wisdom in approaching tools that are on hand to solve the problem.

Critical Understanding: The effective use of information based upon a comprehensive understanding of the tools for solution and how they apply to the current crisis. This involves manipulation of system elements and the sharing of information to solve the problem.

Role Dependence: This involves how the system structure and personnel fits together to solve problems. It is based upon team functions and understanding how to solve the problem based upon human resource skills to use the tools to solve problems.

Information Sources: A multiplex of information resources are needed to gain understanding. It is the comprehension of these information sources and being able to use them to conceptualize solutions. This provides perspective and it is important to have the conviction to act on the solutions identified. The basic thread of this dimension is the ability to seek truth from the sources provided.

Resource Access: This is the ability to know what resources are needed and to develop the necessary relationships to access the resources needed to solve the problem. This may involve an element of risk because many traditional resources will not allow them to be retrieved and the individual must have the necessary resolve to access the resources anyway.

The U.S. Department of Health and Human Services (2015) defines individual resilience as the ability to withstand, adapt to, and recover from adversity and stress. Resilience can be manifested as maintaining or returning to one's original state of mental health or wellbeing or reaching a more mature and well-developed state of mental health or welfare through the use of effective coping strategies.

In order to effectively develop a prescriptive approach to resilience, it is critical to understand root causes of the factors that influence adaptation.

It should be recognized that there are 3 primary groupings in terms of understanding adaptations. One is the large organization. Most of these organizations had the resources to survive most crises, but some do not. It directly depends upon their resources as well as how they have adapted. Another group is the intermediate size organizations. These are individuals who have fewer resources and have less flexibility in terms of change. The more creative the organization the better their chances of survival during the pandemic were. The third group is the individual and how they have adapted to the situation of the pandemic. They have almost no resources and had very little flexibility in regard to being able to change their position within the system. These individuals were where the greatest adaptations have occurred and where the most information can be obtained in order to give an indication of the types of actions that are needed to survive crisis planning now and in the future.

MODELS/CASE STUDIES

1.

<https://www.phocuswire.com/Coronavirus-impact-travel-industry>

Summary

News outlet. Stories about COOVID 19, especially national programs.

Comment

There is irrational actions and confusion. All actions tend to be reactive.

2.

<https://www.mckinsey.com/featured-insights/future-of-work/from-surviving-to-thriving-reimagining-the-post-covid-19-return>

Summary

There are five critical elements to COVID 19 resolution: resolve, resilience, return, reimagination, and reform.

There are four strategic planning elements: recovering revenue, rebuilding operations, rethinking the organization, and accelerating the adoption of digital solutions.

Comment

Restructure Organization.

Revenue important to development of structure.

3.

<https://www.ustravel.org/toolkit/covid-19-travel-industry-research>

Summary

Fear of virus at all levels of business and populations.

Comment

Any model must overcome fear relating to virus before it is accepted.
Must demonstrate effectiveness of model so individuals will accept (Confidence).

4.

https://www.washingtonpost.com/lifestyle/travel/tour-companies-safety-measures-covid/2020/10/22/f4fabf80-0c1d-11eb-b1e8-16b59b92b36d_story.html

Summary

Domestic travel instead of international.
Reinvented themselves for pandemic travel.
Observe strict medical call.
Small Groups.
Local guides and proactive experience/limited contact.
Began to travel to international destinations that were open.
Remove hurdles.
Purchase a Worldwide Trip Protector policy from Travel Insured.
Used WTTC approved protocols.
Travelers accepted risk and cooperated.

Comment

Short-term solutions driven by creative application of traditional tourism processes.
Creativity is the key element to success in a short and long-term application of strategic planning.

5.

<https://www.nature.com/articles/s41599-020-00630-8>

Summary

MICE industry demand went to nothing.

Marketing key to future.

Modification of product, price, place, promotion, and people/Creative application.

Comment

Increase demand through marketing.

Find new markets and populations.

6.

https://www.travelmole.com/news_feature.php?m_id=_rnnT_~A_r&news_id=2043805

Summary

Health protocol.

Safe Travel Stamp/ WTTC's Safe Travel Stamp.

New product: Travel differently-Private accommodations, chef, driver, and guide.

Comment

Cooperation important element to solve problems.

Charitable efforts to help those now employed.

7.

https://www.travelmole.com/news_feature.php?news_id=2043420&c=setreg®ion=4

Summary

Industry always adjusts.

Technology / Digital path ways.
Change quickly.
Cooperation.
Must bring people together again.

Comment

Must be willing to change.
Find new pathways to success.
Technology answer.

8.

<https://www.imf.org/en/News/Articles/2020/04/07/sp040920-SMs2020-Curtain-Raiser>

Summary

Worst economic fallout since the Great Depression.
Massive efforts of governments to solve problem/significant coordination.
Financial commitment extensive.
G20 Barry helpful.

Four Point plan:

Contain measures.
Shield affected people and firms with large amounts of money.
Reduce stress to the financial system and avoid infection.
Recovery plans.

IMF- Cooperation/Humanity

Comment

The virus was devastating. Financially there was a tremendous burden. Government has to be the primary provider of the social net for both the organizations and individuals. There was a four point reactionary program. The primary purpose of the program was protection. An underlying theme is cooperation and a humanistic perspective that has a sensibility to helping all those who have suffered greatly.

9.

<https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/innovation-in-a-crisis-why-it-is-more-critical-than-ever>

Summary

A crisis presents a challenge and solution is a matter of wise choices
COVID 19 has affected all aspects of life/personal/work/professional/customers/supply chains/business.
Fundamentally transform life and business/will have a lasting effect.
Change brought about by the pandemic/opportunities for growth.
Executives are confident they are prepared to take advantage of the opportunities.
Less likely to take advantage of the opportunities because of working on short-term issues.
Only pharmacy and medical products have increased focus on innovation.

Innovation steps:

Adapting the core to meet shifting customer needs.
Identifying and quickly addressing new opportunity areas being created by the changing landscape.
Reevaluating the innovation initiative portfolio and ensuring resources are allocated appropriately.
Building the foundation for post crisis growth in order to remain competitive in the recovery period.

Competitive advantages shift dynamically:

Changes to sales models.
Need for new offerings.
Rapid changes in customer behavior.
Those that invest in innovation outperform competitors when recovery occurs.
The WTTC has approved protocols.

Essential elements of innovation:

Aspire.
Choose.
Discover.
Evolve.
Accelerate.
Scale.
Extend.
Mobilize.

Comment

The pandemic is a time of change. These times of change provide opportunities for increasing market share and profits. It is a time that allows for innovation because of the stress on the system. This system depends directly upon a prescribe set of steps. These steps are based upon an organization being open to change and having the organizational structure to respond to adjustment. The one missing element in this system is creativity. This is creativity that can be applied to solving problems in a way that most people would use.

10.

<https://hbr.org/2011/07/adaptability-the-new-competitive-advantage>

Summary

Volatility of the business institution

Market leaders are in precarious positions because of uncertainty

Quote:

The goal of most strategies is to build an enduring (and implicitly static) competitive advantage by establishing clever market positioning (dominant scale or an attractive niche) or assembling the right capabilities and competencies for making or delivering an offering (doing what the company does well).

Sustainable competitive advantage no longer arises exclusively from position, scale, and first-order capabilities in producing or delivering an offering.

Innovation depends on the following abilities:

Ability to read and act on signals of change.

Experiment.

Ability to act on complex systems and achieve outcomes.

Ability to mobilize.

Become an adaptive competitor.

Become a maverick.

Identify and address uncertainty.

The ability to identify and manage risk.

Manage multiple alternatives with assessment of risk.

Increase speed of action.

Comment

Adaptability is central to achieving innovation through strategic planning. It directly depends upon individuals and the organization to read the signs of the time and have an innovative approach to solving the problems that are radically different from other individuals in the system. This is a prescribed set of steps based upon an open system of assessment and evaluation. One of the key elements in this evaluation is the ability to assess risk in terms of outcomes based upon alternatives.

11.

<https://www.mckinsey.com/business-functions/operations/our-insights/supply-chain-recovery-in-coronavirus-times-plan-for-now-and-the-future>

Summary

Many businesses are able to mobilize rapidly and set up crisis-management mechanisms, ideally in the form of a nerve center.

The typical focus is naturally short term. How can supply-chain leaders also prepare for the medium and long term efforts?

Tracking issues:

Establishing a list of critical components.

Estimate available inventory along the value chain.

Assess realistic final-customer demand.

Identify and secure logistics capacity.

Manage cash and net working capital.

Design a resilient supply chain for the future.

Digitizing supply-chain management.

Supply-chain vulnerabilities:

Assessing the supply-chain network.

Inventory the physical flow.

Financial flexibility.

Product flexibility.

Proactive versus reactive structure of the organization.

Comment

Supply-Chain has been one of the problems dealing with the virus. The model presented is one of assessment and design in both the short term and long run. The rapid response to the problem in the system and being prepared is the essential element in overcoming problems. It is the flexibility within the system that will allow alternatives to be planned and prepared for critical elements in the system. This set of procedures depends directly upon the well-informed and responsive workforce.

12.

<https://www.barstoolsports.com/the-barstool-fund>

Summary

Funding program for small business

Comment:

Cooperative effort to sustain small business through COVID 19.

13.

<https://raisingcanes.com/restaurantrecovery>

Summary

Funding program for small business

Comment:

Cooperative effort to sustain small business through COVID 19.

14.

<https://www.travelmole.com/news/abta-lifeline-helps-travel-employees-switch-to-careers-outside-the-industry/>

Summary

There has been a tremendous loss of employment in the travel and tourism industry. ABTA is helping individuals to find new employment, especially outside of the industry.

Comment

There has been a tremendous loss of leaders and well-trained employees. This will have a negative impact in recovery.

CONCLUSION

From reviewing some of the recommended models, it is apparent that one of the first stages of the development of any paradigm is the proper attitude of the actor. The actors must have a resilient attitude and be ready to react when stress in the system occurs. This is not only an attitude that occurs when the crisis happens but the preparing at all times for dramatic changes that occur in the system. In order for any model to be successful, this resilient attitude is the first element to be considered. Another element is that of an open mind and the individual is willing

to be open to new strategies and methods that have the potential of solving the problem. The traditional attitude of associating with a particular method or strategy for the short term and long term gets in the way of solutions. This open attitude must be reflective of a proactive not a reactive approach. What this suggests is that in any organization there is a vertical line of communication where solutions can come from the bottom up or the top down. Good ideas have no relation to positions in the organization.

The next element that seems to be important is that of the organization having a very positive or progressive attitude and establishing a system of assessment at all levels of operation to continually improve and being on the cutting edge of new ideas. An important part of this new idea system is the ability to be able to experiment with these ideas and be able to adjust them and add them to the organizational operation. This experimentation must be kept within the parameters of the organization's philosophy. This type of approach allows for the development of alternatives to the solving of problems as well as the development of an atmosphere that inspires cooperation. Cooperation is an essential element at all levels of the organization to ensure that the goals and philosophies are achieved.

The next issue is the development and the putting in place a crisis management strategy that are consistent with the current operations. This must be very closely tied to the strategic planning of the evolutionary development of the organization. Crisis planning in terms of procedures must be incorporated to the strategic planning process. The one element that is very important is the idea that flexibility is essential in dealing with crisis. Another element is the ability to be able to shorten and collapse organizational procedures in times of crisis.

Leadership is the essential characteristic of individuals who are responsible for the development of crisis planning within the organization. It takes a different set of skills to operate organization during times of crisis as opposed to daily operations. This leader must have foresight and be able to see all elements of the system and be able to assess the risk during times of stress. This takes knowledge of system operations and data from the assessment process to provide perspective which is essential in determining the appropriate course of action and associated outcomes. This does not suggest that the leader stick to a particular procedure approach, but have the ability to improvise and innovate during these times of crisis. Confidence and assurance of action is an element in the inspiration of having individuals to follow policies that are developed by the leader.

Of the administrative functions, the one element that is very important is the financial resources to be able to develop a structure and sustain the organization during difficult times. The organization must have a sound financial condition and have the additional written resource that would be needed to expand an enormous amount of money in a short period of time. Money does not necessarily solve problems, but it can help alleviate the stress on an organization and provide the necessary resources to put various policies in place that could not be provided without the money. Organizations that do not necessarily have the fiscal resources to sponsor and sustain an organization during stress must have very creative approaches because they have to use limited resources. They are in the essential fighting for their life and if they do not have the proper approach they will cease to exist. The point being made here is that the traditional elements that sustain an organization during normal times are not the elements that will bring them through the crisis. Creativity is important for those who have and those who do not have fiscal resources. Crisis is a time of change and those that respond positively and develop new procedures will be successful during times of recovery. In fact, they will find that with successful approaches they will increase their market share during recovery.

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