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## Resilience: Structure and Function

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**RESILIENCE: STRUCTURE AND FUNCTION**

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## **ABSTRACT**

The primary purpose after the establishment of the conceptual framework was an analysis to identify potential causal influences related to structure and function. The many impacts of the virus are too numerous to catalog. Those elements that were identified are just beginning to develop an understanding of how a crisis such as a pandemic influences all segments of society. One element that had greatest impact was the severity of the COVID 19 virus upon the individual and their immediate family and/or social group. The real outcome was a time of reflection of those individuals that were isolated because of the political rules established. The pace of life was very slow and gave the individual the opportunity to view their lives in a different context. It is this circumstance that influenced the structure and function of their life. These outcomes were directly affected by the individual and their response based upon their level of resilience.

**KEY WORDS:** resilience, pandemic causes, analysis of structure and function of virus affects, identification of causal elements related to pandemic, actors and the effect of the virus

## INTRODUCTION

What is missing in strategic planning research, especially that relates to pandemics is a systems approach. This is a design that tries to study the different levels of the actors and organizations and their structures, functions and relationships. The important perspective is that the relationships among these levels be examined, especially in terms of cause and effect. The other aspect that is important is that populations must be segmented because they have different perspectives in regard to their decision processes. It is understanding these perspectives that gives rise to help in development of a model to provide assistance now and in the future for strategic planning.

Resiliency was the basis of this manuscript. The basic premise is that an individual that has a positive resilience perspective is the one who will adapt to crisis like the current pandemic. The focus of this particular manuscript is the micro level data. This is at the lowest levels of trying to understand the information about the pandemic from the bottom. There are two different components to this type of analysis. One is the larger perspective of the organization and its systems. The other is the individual and how they respond within the organization in terms of relationships. There obviously is a symbiotic relationship between these two perspectives. An organization is a collection of people with a specific purpose that includes businesses, government, volunteer organizations, associations, etc. Individuals function within these organizations most the time. The individual does not necessarily need to exist within an organization. There is independence and actions that represent a solo approach to a lifestyle.

The analysis of these two entities, the organization and the individual, do not exist within a vacuum. When you examine one of these elements there is obviously an influence of one on the other. Even though this manuscript will examine these levels of the system separately, it must be recognized that there are components within each of these levels that relates to each other. The

inspection of each of these elements will include structure and function. This is an exploratory study and a framework that is open-ended. This means that the information provided in the manuscript was used to develop a framework or model based upon a molecular approach. The analysis is seeking relationships to define not only the problem, but find solutions that possibly can be used to develop a strategic planning approach for crisis management. In other words, the analysis was seeking to define the variables and their impacts upon behavior. It is important that not only variables be identified but the relationships among the variables to establish the functional and structural elements. It is the interpretation of these relationships that will bring a better understanding of the crisis and the importance of resilience.

Resilience was previously identified in the study as one of the critical elements for an individual to have an ability to adapt to crisis situations. This does not suggest that there are not other elements but resilience is critical.

Resilience is the action variable that begins the process of problem solving. A positive attitude is a necessary characteristic of an individual with positive resilience, but a affirmative attitude toward change helps energize resilience. Identifying the important characteristics like positive attitude helps understand the skills that are necessary to combat crises. The advantage of this system is that it provides for a spectrum of responses that gives an indication about the skill preparation of the individual. The skill set is very important when trying to define strengths and weaknesses related to characteristics that can successfully overcome crises. An evaluation process that deals with assessment of strengths and weakness is a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. This type of evaluation gave an indicator of prognosis of how to improve resilience.

## **RESILIENCE DEFINITION**

The following are the items with definitions for resilience (Manns, 2021, pg.71). (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 data are needed to gain understanding. It is the understanding 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.

## METHOD

<https://blogs.loc.gov/folklife/2020/04/stories-influenza-pandemic/> (Parts repeated for clarity)

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 variables but the development of relationships among the variables to help understand the variables paths impacts and outcomes. This approach was used in this study.

Significant case studies that reflect organization and individual efforts were identified and examined. They were isolated from professional tourism publications and related sites that deal with crisis planning. The case studies were selected with the 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 judges were used to analyze the case studies and provide statements for interpretation. A Thurstonian system of judgement was used by the content experts. This is a consensus method. Based upon the case studies the judges identified some important elements that are necessary for the success of any strategic planning or model of crisis planning for the future. Twenty- three case studies were identified and only 11 were used in the organization part of the study. Forty-one case studies were identified and 16 were used in the individual part of the study. The case studies were chosen based upon their importance in terms of the critical incident.

The format for the organizational analysis was: summary, reflections, resilience, and conclusion. The purpose of these statements was to give a detailed presentation to structure and function of adaptations related to managerial development. Strengths and weaknesses were identified in terms of resilience to give an indication about important characteristics of actors. The analysis for individual adaptations was summary and comments. These comments provided a structure to detail the processes used to adjust inside and outside the organization. This is a micro presentation because it is at the molecular level of analysis.

Chella, E. and Pittawaya 1998 A study of entrepreneurship in the restaurant and café industry: exploratory work using the critical incident technique as a methodology, *International Journal of Hospitality Management*, Vol. 17 (1), pp 23-32.

Douglas, J.A., McClelland, R., Davies, J. and Sudbury, L. 2009 Using critical incident technique (CIT) to capture the voice of the student, *TQM Journal*, Vol. 21 (4), pp 305-318.

Gathright, M.M., Thrush, C., Guise, J.B., Krain, L. and Clardy, J, 2016 What Do Medical Students Perceive as Meaningful in the Psychiatry Clerkship Learning Environment? A Content Analysis of Critical Incident Narratives, *Academic Psychiatry*, Vol. 40, pp 287–294.

Greenwell, T. C., Lee, J, and Naeger, D. 2007 Using the Critical Incident Technique to Understand Critical Aspects of the Minor League Spectator's Experience, *Sport Marketing Quarterly*, Vol. 16 (4) pp 190-198.

Grove, S. J. and Fisk, R.P. 1997 The impact of other customers on service experiences: A critical incident examination of “getting along”, *Journal of Retailing*, Vol. 73 (1), pp 63-85.

Vaismoradi,M., Turunen, H. and Bondas,T. 2013 Content analysis and thematic analysis: Implications for conducting a qualitative descriptive study, *Nursing and Health Sciences*, Vol 15, pp 398–405.

Viergever, R. F. 2019 The Critical Incident Technique: Method or Methodology?, *Qualitative Health Research*, Vol. 29(7), pp 1065–1079.

White, M. D. and Marsh, E.E 2006 Content Analysis: A Flexible Methodology, *Library Trends*, Vol. 55(1), pp 22-45.

## **ORGANIZATION/ADAPTATIONS**

### **1.**

<https://www.usatoday.com/story/money/usaandmain/2020/03/27/coronavirus-small-business-adapting/2910230001/>

### **Summary**

Book Store

Take in store appointments



Call or email book order/mail or pick up at curb

Hair and Make Up

Self Care advice/Instagram

Shoots own videos and photos

Represents different brands

School of Rock/Music School

Virtual or remote program/Students use video conferencing tools to continue lessons with instructor

DJ

Facebook Live party

Donations because this makes people happy

Social Clubhouse

Digital membership

Streamed content through Zoom and Vimeo three times a day.

Programming, same as physical location

Bookstore/Second Source

Order books through Zoom

Curbside pick up

Book club on zoom/Order books after meeting

Cafe Chai

Delivery services

DIY chai kit to give customers the opportunity to make their authentic chai from home

## **Reflections**

The adaptations data that are presented represent creative approaches to develop new revenue sources. The key to development is the diversification of revenue sources now and in the future. The wider the perspective and application of these revenue sources the greater the success. This was and is an opportunity for these operations to review and improve their position in the market. These business owners have adapted very well to the changing patterns of their clients. This raises the question will they continue to change to the new patterns in the future. The issue raised in some of the discussions is a question of national crisis insurance for business like the disaster insurance available to communities. This is a reflection of preplanning that provides revenues future disasters like the pandemic.

## **Resilance**

Most of the changes that occurred in these adaptations were not the direct result information sources or resource ask access. The successes of these operations seem to depend more on goal directed and avoidance. There was little opportunity for avoidance because of the immediate nature of the pandemic. There was a great degree of critical understanding as a result of of understanding how the system operates in their community. This is a direct result of understanding the client and their needs.

## **Conclusion**

The implication from these vignettes is that there were not any information sources or individuals to provide guidance from a larger system perspective. Most of the efforts for change were from individuals applying creativity to solve problems.

2.

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

## **Summary**

Country Store

Opened early

All orders are being taken over the phone

Pick-up or delivery

Joann Fabrics

Curbside pick-up

Purchase online will not pay a delivery charge

Karate

Use of Zoom

Lumber

Glass between employees and customers

Call in order

Orders loaded by customers/ assisted by employees at distance

Organic Farm

stepped up its web presence

home delivery

expanded deliveries to other parts of state

## **Reflections**

Protocol was an essential element in the providing of services in a prescriptive and safe manner. This is a reflection of meeting standards set by the government. Each individual business had a responsibility to change their operations to provide an environment to deliver services, yet provide for safety. These direct services were difficult but the clients and customers adapted and many of these books establish procedures will be part of a new norm of business operations. Another essential ingredient was use of the web to deliver services directly or indirectly. Another observation is that those individuals who were suppliers make great efforts to keep operations open. This is an untold story to the success of helping businesses provide products and services to the general public and customers. The failure of this infrastructural actor increases the chaos in this type of entropy would lead to the breakdown of many elements of the social structure. Another essential ingredient is the ability to understand the client or consumer and find ways to help them develop comfortable strategies to maintain a comfortable lifestyle. The maintaining of an adequate lifestyle is an important element to maintaining essential social order.

## **Resilience**

The strength of these operations was goal directed and role dependence. These were the essential elements that is the providing direct services. There is very little communication because informational resources were very limited in relation to informational sources and resource access. The models used by these operations were less creative and were the result of procedural models provided by related businesses in the community. There was little time for avoidance as the problem was immediate and risk had to be taken to achieve some type of success. It was a situation of sink or swim. Critical understanding played a very little part as the nature of the problems were not well understood and as a result the organization's did not have time to gain some type of comprehensive perspective.

## Conclusions

The vignettes provided a realistic perspective to the panic to survive and develop models to achieve success on a short-term basis. The resources that were used are the ones that were available to maintain their businesses. The procedures that were adopted had a very low risk but had an upside to maintain their market share. Of the infrastructural actors in the systems the suppliers were the ones that provided the essential services to achieve success during the times of stress. Without their effort, there would've been great chaos and maybe even a loss of social order.

### 3.

<https://abcnews.go.com/Business/businesses-adapting-coronavirus-pandemic-economy/story?id=69748107>

## Summary

Airlines

Limited demand

Carry cargo and supplies

Teleworking

Working remotely

Using video conferencing

Streaming classes and meetings

No charge

Restaurants

Delivery services

Curbside pickup

Milk deliveries

Grocery and Retail

Adjust retail hours

Special times were at risk audiences

Deep cleaning

Installation of the Plexiglas in critical areas

Limit occupancy in stores

## **Reflections**

The initial observation is that the pandemic or any crisis occurs in phases. These phases are well-defined and the adaptations need to be understood in terms of these time frames. These time frames were different by crisis based upon the reaction of the individuals in terms of how they are adapting because this will ultimately determine the direction of how the crisis develops. The basic emphasis of these phases is controlled or confusion. Another dimension that is evident in these examples is the power of imitation. Once a successful strategy is identified, then similar organizations tend to use that strategy and modify it based upon the individual differences of the organization. How essential services were defined made the difference upon the how protocols were implemented. These protocols were received differently by individuals and in the initial stages the educational process was very important to the implementation safety practices.

## **Resilience**

The information sources were critical in the development of processes and procedures. Role dependence was also an important element because the concept of community had to be emphasized because the infection was through an individual to individual transmission. Goal directed and avoidance worked hand-in-hand due to the speed at which decisions were made and the need to reduce mistakes kept to a minimum. Resource access had very little influence

because there was not a resource base that had a parallel development to this particular pandemic. Critical understanding also had very little influence because there was not an understanding of the system and the actors and their roles.

## **Conclusion**

The critical element in a crisis is the ability to gain control in its initial phases because as time progresses the crisis will grow exponentially. Another element that is important is the educational process because it is the key to control the crisis in its early phases.

4.

<https://www.netsuite.com/blog/12-examples-of-smart-business-adaptations-amid-covid-19>

## **Summary**

Apparel

virtual appointments

video calls

mailed fabric swatche

make masks from leftover dress shirt fabric/donated

Food and Beverage

Ensured stock supply by making organizational changes

Donated to first responders

Advertising/Media

Entertainment and its courses online

Free access to courses and products

## Nonprofit

Organization continued empowering its artists by offering virtual classes

Free delivery of products

Learning Programs on line

Launched a COVID-19 Impact Fund to give students

Reorganized for food delivery to Poor

Free food to health care workers

## Retail

Developed stress release relief program

Donated money to food bank

Developed discussion boards for information exchange around Covid issues

Drive-through bottle service

Free delivery

Focused on e-commerce

Face shields to protect workers

Developed courses online for life-saving procedures

## Takeout Services

Provide safety equipment to employees

If set up mobile app, free shipping

Free pickup

## Wholesale Distribution

Change product distribution/Health related



For more inspiring stories from the NetSuite Blog and our friends at Grow Wire and Brainyard, visit the Business Now Resource Guide.

## **Reflections**

The interesting part of these adaptations is the organizational structure was changed to meet the operations during the pandemic. Some of these changes were cursory and others were significant structural. The difficulty is in the adoption of the function as there is resistance to change. There were also efforts to develop a marketing strategy to use the pandemic and establish a relationship with customers. The hope in this type of approach is that when the pandemic is over the clients will remember the helpfulness of the organization. Convenience was recognized in most of the adaptations. This convenience may be part of the new norm that was established during this crisis. Making the online experience and convenience services real or relevant was an emphasis. This approach is opposed to just providing the product and services with little thought to how to relate the customer. This method seemed to be highly successful because of the humanistic contact and a visualization of the products and services.

## **Resilience**

Role dependence and critical understanding for the 2 resilience factors that were used during these adaptations. They seem to have a good understanding of both structure and function and how the products and services fit to bring quality services to the customers. There was some goal directed and avoidance, but these actions were limited. The primary process that seemed to be used was imitation of other businesses. This does not suggest that there was creativity and the application of the imitated actions. There were very little information sources and resource access used in these adaptations. These elements are the result of perspective from research and the actions were more from an intuitive perspective.

## Conclusion

An interesting approach used by some of the organizations was the realization that the development of a meaning full experience can still be provided through the Internet. Creative ways were found to develop these experiences. One question is that there are numerous innovative retail procedures that are used to provide a quality experience, but these were not used by any of these retailers. These procedures are available in malls as well as Internet websites.

## 5.

<https://www.uschamber.com/co/good-company/growth-studio/travel-companies-pivoting-in-pandemic>

## Summary

Food Tour

Safety measures

Focus upon stay home customers

Gift boxes, known as Shelter-in-Style kits

Travel

Safety information

Social media training

Website devoted to traveler resources including the latest information

Travel

advertising focus to their existing clients

Build Trust

Walks

Immersive experience

Tours from home

Covid protocol dring tour

Tour

social gatherings with travelers from all over the world

travel-themed trivia nights

Shorter “Weekender Series” trips

## **Reflections**

An interesting aspect of these adaptations is the focus upon personal experiences. The key was building relationships during these difficult times and providing a diversity of experiences. The focus is upon their clients in developing deeper relationships. The experiences provided were not static but involved some type of active participation that provided perspective.

## **Resilience**

The emphasis in these adaptations is goal directed and role dependence. There was a good understanding of systems and how operations influence outcomes. The focus was upon the consumer to develop meaningful experiences. Avoidance and critical understanding was also an important part of these adaptations. Developers recognized the effect of confusion and the structural elements that bring order and call attention to a crisis situation. There was a notable absence of information sources and resource access. Research was not an important element in these adaptation processes.

## Conclusion

The dedication to the consumer is an important part of the strategies. It was recognized that an active approach is very effective. This creates involvement and meaningfulness which helps to overcome the stress of crises.

6.

<https://www.bloomberg.com/news/articles/2020-11-09/travel-companies-that-are-thriving-during-the-covid-19-pandemic>

## Summary

### Marketing

Advised and helped organizations applying for disaster loans

Covid-19-safe tours

Travel Advisor

Advised and helped organizations applying for disaster loans

Launching 400-some virtual experiences, such as a Peloton-compatible “Cycling With an Olympian” class.

Belt out showtunes with actors who serve as guides on Peek’s \$40, two-hour theater district walking tour.

### Home Rental and Hotels

Able to rent facilities to get away form home during pandemic

Travel Advisor

Tells travelers about Covid-19-related restrictions in any state or country

Insurance

New policies that cover virus protection

Air Planning

Offering flexibility in trip

## **Reflections**

These adaptations are reflective of providing services that are needed during the pandemic. They switched their business models very quick and were very nimble. They showed great understanding of the client needs and change their products and services to meet the changing needs of their clients. Most of these organizations depend upon providing information to consumers about travel. They recognized the information needs of clients during the pandemic.

## **Resilience**

Goal directed, critical understanding, and role dependence were very strong elements in these adaptations. There was a perceptive understanding of the system and how it works and how it needed to be modified to achieve success under different circumstances. Understanding the consumer is important. The reason for the success of these adaptations is it understands both the top and bottom of the system and how it works. Avoidance was not a strong element, because these adaptations were high risk. They were developed with little thought for the consequences because of the need to survive. Information sources and resource access was not considered because of the pressure of time to react.

## **Conclusion**

These adaptations illustrate the importance of information and the rapid response to change and develop new strategies based upon population needs. These organizations are very opportunistic. They have excellent systems perspective.

7.

<https://techcrunch.com/2020/03/13/three-travel-startups-tell-us-how-theyre-responding-to-the-coronavirus-crisis/>

## Summary

GetYourGuide- tour and travel experience platform

Raised a lot of funding the prior year and hadn't spent it – had a cushion and used it frugally

Customers can cancel all experiences 24 hours in advance for a refund; if cancel with less than 24 hours, get a voucher to rebook for full value of canceled experience

Support suppliers when they can – quickly inform them of rising demand, translate stuff into more languages, better cancellation terms for customers to increase bookings

Omio- transportation aggregator (trains, planes, ferries, buses) and booking platform

Had raised a lot of capital – cushion

Reduce variable costs

Build scalability

Inform customers about various supplier cancellation policies with detailed spreadsheet and publish updated on canceled flights

TravelPerk- travel booking platform

Switch sales team to customer support temporarily

FlexiPerk- customers can cancel or change their trip for any reason and get at least 90% of money back

Gives certainty about trip because can change it last minute and not lose money

Invest in the product by hiring more engineers

Provide premium concierge service for users for free for 3 months

Had raised a lot of capital

International SoS feature- help organizations track where employees are in the world and make sure they have access to medical and crisis support

Quickly developed this in response to customer requests

## **Reflections**

As travel-related companies, all three companies were hit significantly by the pandemic. They still had customers, as people were still traveling, but their travel patterns changed: things booked more last minute, more domestic travel, more travel to areas with fewer infections, etc. Notably, all three companies had raised significant funding prior to the pandemic, which gave them cushions. Focusing on ways to reduce customer uncertainty (updates, more flexible cancellation policies) and provide good customer service (for increased load) was important. Responding to customer requests for new features was also important.

## **Resilience**

One common theme across all three companies was resource access in the form of funding/capital. They had raised this money prior to the pandemic, but it allowed them to weather the massive shifts last year to pivot their offerings. There was also critical understanding and use of customers as an information source to bring center their focus onto customers and their needs. Customer travel patterns and needs changed, and the companies offered information or promoted services that reduced uncertainty. They also used feedback from customers to inform new feature development. They also acted quickly to adapt what they could.

## **Conclusion**

Understanding customer needs and adapting to fit their changing needs is essential for weathering a crisis. Customers won't buy a product or service that doesn't fit their needs. Quickly comprehending the situation and its implications and quickly adapting is vital. Huge companies with entrenched, not diverse offerings may have trouble quickly adapting. Access to capital and other resources is also important for companies to be resilient. Big companies may be

able to weather crises because of their resources, but if their business dries up because they no longer serve customer needs, they can only hold on so long.

**8.**

<https://www.plugandplaytechcenter.com/resources/impact-covid-19-travel-hospitality-industry-and-6-startups-can-help/>

## **Summary**

One of the answers to overcoming problems during the pandemic is technology.

RubiQ-helps with rebooking

Bespoke-communication system

Face++-tracks people health issues

JiffyRPA-artificial intelligence for the manipulation of data

Automation Hero-virtual personal assistant

Sitata-information system for travelers about health issues

## **Reflections**

Technology will help manage the pandemic crisis. It will also assist in the recovery period by helping to manage information which will increase effectiveness and efficiency of organizational operations. Strategic planning that incorporates advanced technology during periods of pandemics will reduce problems significantly. The problem is with the individual and whether they will adopt these new technologies.



## **Resilience**

The new technologies will help increase all of the elements of resilience through direct or indirect applications. Those elements of resilience that depend on communication and information base will be impacted directly. Elements that involve prospective will be helped indirectly through better information. The primary question is will the individual adopt the new technology, and even if so, will the individual be able to use the information in an effective way to improve processes.

## **Conclusion**

There is little doubt the technology has a role now and in future in strategic planning and improving operations to manage systems during pandemics. The important issue is the adoption of technology so that the individuals will be able to use such new applications. What this suggests is that with any new technology there has to be an extensive education program to increase its effectiveness.

9.

<https://www.fastcompany.com/90457922/travel-most-innovative-companies-2020>

## **Summary**

The 10 most innovative travel companies in 2020.

HOPPER-reducing stress in decisions

ENNISMORE-development of direct booking system

HIPCAMP-development of independence camping experience

ADVENTURES-development of an evaluation system to assess economic impact

JSX-helping to open JetBlue to commercial business

PITTSBURGH INTERNATIONAL AIRPORT-working on client access

MCR/MORSE DEVELOPMENT-improving airport hotel operations

TRIP ACTIONS-evaluating carbon footprints

MODERN ADVENTURE-improving group travel experiences

THE INFATUATION-development of restaurant and associated guide publications

## **Reflections**

Innovations have primarily been on operations and client systems. These innovations are only compliments of a larger system and the primary purpose is efficiency and effectiveness.

## **Resilience**

Avoidance and critical understanding of the important elements because it improves communication from an information point of view. Role dependence is another factor because it relates to system fit with the client. Resilience from both issues relates to improving perspective.

## **Conclusion**

Improvements are important even though they are not related to giant in efficiency and effectiveness. Innovation is made in small steps forward and is directly dependent upon testing the new ideas and concepts to established or important ones in practice.

**10.**

<https://www.fastcompany.com/90600337/travel-most-innovative-companies-2021>

## **Summary**

The 10 most innovative companies of 2021. These innovations may be reflective of the COVID cause of the time frame.

HIPCAMP-development of the local camping experience

GETAWAY-improving the outdoor retreat experience

DELTA AIR LINES-being the leader in the airline industry

ARRIVE OUTDOORS-improvement of delivery of camping gear

INTREPID TRAVEL-reduction of carbon admissions

HOPPER-improvement of mobile platform

JOURNERA-improving platform then improves client experience

ENNISMORE- Response to virus

SAN FRANCISCO INTERNATIONAL AIRPORT-focus upon health and convenience for travelers

AIRBNB-concern for privacy as the element that can overcome many of the issues related to travel during the virus

## **Reflections**

It is interesting to compare the 20 and 21 innovative companies many of the companies are on both lists and these are the ones that deserve a claim. It is important to note that the companies on both the 2020 and 2021 list have resources to develop innovative programs. A special note is the Ennismore organization, because it is the one that showed the greatest creativity. This creativity is the element that helps overcome problems cause the perspective of solution is outside of the box.

## **Resilience**

Avoidance and critical understanding of the important elements begin with most important activities because because of the improvement related to perspective .Role dependence still is the most important element because of trying to individualize the client experience. This is essential during times dealing with pandemics like COVID 19.

## **Conclusion**

Most of these innovations are related to the alleviation of the problem of the COVID. There is a definite understanding that survival is directly depending upon preparing now for current problems and and laying a foundation for recovery periods.

## **11.**

<https://www.weforum.org/agenda/2020/03/how-are-companies-responding-to-the-coronavirus-crisis-d15bed6137/>

## **Summary**

Examples of how Hong Kong and Spain have adapted to the Covid.

### **Hong Kong**

HKEX was an organization that provided funds to help bring stress times. This is an organization that operates in Hong Kong and London. These are individuals who are our partners of the World Economic Forum. They provided excellent leadership and business operations. Was also an effort to help alleviate individuals' sufferings.

### **Spain**

The stress virus of the hospitals in Spain was overwhelming, even though there was an effort by the military to provide support. Acciona, member partner of the World Economic Forum provided invaluable assistance.

## **Reflections**

Super organizations like the World Economic Forum have made such a significant difference during the initial phases of the pandemic. These efforts have been individualized based upon the needs of each country.

## **Resilience**

Critical understanding and resource access were two of the critical elements. These elements were important because of the understanding of the individual needs of each client. This is not only understanding the needs, but elements that can solve the problems. This is based upon perspective as well as an organization that has confidence in solving problems.

## **Conclusion**

Cooperation is an essential element to success. This effort can come from inside or outside the system. Sometimes it is better for the assistance to come from outside because they have a better understanding from a larger context how to solve the problem. There is also a level of confidence that is transmitted to the recipient because they know that the cooperating organization has had success.

## **INDIVIDUAL/ADAPTATION**

### **1.**

<https://blogs.imf.org/2020/05/11/how-pandemics-leave-the-poor-even-farther-behind/>

## **Summary**

Assessment periods:

SARS (2003), H1N1 (2009), MERS (2012), Ebola (2014) and Zika (2016)

Raised income inequality

Hurt employment prospects

Cannot respond to changing conditions

Provide income and tax relief

Provide health insurance

## **Comment**

One of the forgotten populations is low income when a pandemic occurs. Resources are often allocated to other segments of the population first. Low income population is less resilient and it takes a long time for changes to be made to affix solutions.

2.

<https://www.apa.org/international/global-insights/stories-pandemic>

## **Summary**

Lockdown/positive effect

Time with family, opportunity to enjoy life

Time of stress/suffering from fear, loneliness, deep poverty and hunger in times of a deadly pandemic

Raising money to distribute food

Fear of working in COVID ward

Learned to use mindfulness to regulate emotions

Home/feel safe/best time to plan

On line course/express themselves from their homes through drawings, allowing creativity to flow and emphasizing the process, not the result

Allowed them a space to express and reflect on their feelings about everything

Opportunity for storytelling

Reflection on conditions

COVID caused stress and concern about wellbeing

Press release for citizens on how to be resilient to mitigate the psychological impacts of the epidemic

Coped by volunteering

Found that getting involved helped alleviate the psychological burden that has arisen due to the COVID-19 pandemic/stayed connected

## **Comment**

Stories from individuals point to one of the greatest effects of the pandemic being fear. This is a natural response and must be alleviated before any preventative steps can be taken. The other aspect of quarantining is the positive effect of time to reflect and be with family. When the quarantining occurs at home, there is a feeling of safety.

3.

<https://www.nytimes.com/2020/03/30/us/coronavirus-world-news-updates.html#link-28d2cf35>

## **Summary**

Students want to abolish grades because of the pandemic

MIT went to a pass/fail grading system

First person accounts of pandemic experience

Keeping diaries in both words and pictures:

Tell the story of an anxious, claustrophobic

Reflection

Developed schedule for each day

Structure gives sense of stability

People shopping on line during pandemic

Buying more than they need

Retailers taking advantage

People getting more pets

Companions

Celebrities doing concert on internet

Join forces and lift each other up/inspiration



## Comment

The stories point both positive and negative effects of the pandemic. These are individuals who have a high degree of resilience and if used their time very productively.

4.

<https://www.pewresearch.org/2021/03/05/in-their-own-words-americans-describe-the-struggles-and-silver-linings-of-the-covid-19-pandemic/>

## Summary

Survey

89% had at least one negative influence of the pandemic

73% had at least one positive outcome of the pandemic

Younger participants were more likely to mention positive aspects

Women were more likely than men to mention negative aspects

Outcomes:

Isolation

Missing friends and family

Losing friends

Strained relationships from crowding

Able to spend more time with family and friends

Video chats help to stay in touch

Some mentioned the positive aspect of not having social obligations

Limited activities and travel  
Unable to enjoy normal routine  
Able to change routine to improve life  
Time to relax  
Impact on health/positive and negative  
Loss of loved ones  
Health struggles with sickness with the virus  
Stress and depression  
Ability to help and comfort one another  
Degrading of the social and political environment  
Frustration with financial loss  
frustration for lockdown  
Annoyance with mask wearing  
People helping people  
Affect the work/lost job  
Reduced work productivity  
Stress because of work conditions  
Helped to control type and amount of work  
Better work life balance  
Save money no place to spend  
Had to use savings to meet expenses  
Fear of contracting the virus  
Destroying family structure

## Comment

These findings are result of the survey that gives an indication of some of the personal effects of the pandemic. A point to the negative aspects of isolation, loneliness, loss of job, etc. These are all psychological conditions that do not reflect on their ability to adjust. These responses indicate a very low resilience. The positive aspects are also pointed out that reflect on use of time to enrich their experience. These are adaptation strategies that were innate, but should be taught to those who have low resistance. The ultimate result of the pandemic is lawful loss of life and this is very prevalent throughout all the data. This is very difficult but even more difficult in times when the grieving process is hampered.

5.

<https://today.yougov.com/topics/lifestyle/articles-reports/2020/11/20/america-speaks-how-have-they-adapted-living-covid->

## Summary

Ability to get to doctor's appointments

Loneliness

Abandonment

Introvert/like and hope social distance never goes away

Attitude of not understanding individuals who are introverts

Disruption of events

Makes me feel old

Peaceful because life not so cluttered

Pace of life slower and can accomplish more

In the entertainment industry and cannot perform/must find new way to use talents

Have not changed anything/still doing what I want to when I want to

Parents go shopping to get away from kids

## **Comment**

These comments are reflective of the change in lifestyle that must be met to cope with the pandemic. Adaptations depend directly upon the individual, but is also reflective of the larger community to assist with problems that occur. In these examples, when someone encounters a problem the isolation accents the issue. Many times they had no way of getting help or even articulating the problem. The result is that the the influences are even more pronounced.

6.

<https://www.ipsos.com/en/public-opinion-covid-19-outbreak>

## **Summary**

When will it end

New Zealand, Canada, Germany and Sweden best virus leadership

COVID becoming less important

More health problems during pandemic

Greater telemedicine during pandemic

Booster shot important global issue

Because of the virus and remote working employees want more flexibility

Finding balance of life during and after COVID is difficult

Loneliness primary issue

Job Stress and life disruption

Shopping and eating out behaviors changed/curb protocol, delivery, and Internet

Gaining weight an issue

Anxiety, loneliness, stress

Consumer confidence picking up/some even ignoring health practices

Closing borders is an appropriate action to reduce infection

Social cohesion low

Happiness lower

Those students that do not well online are falling further behind

Recovery is going to require behavioral support

Eating comfort food is a problem

Higher income wants businesses to reopen

Pessimism is a problem

Misinformation about COVID problem

## **Comment**

Frustration and anxiety are a direct outcome of the pandemic. Psychological and social impacts have been negatively influenced the individual. This is a period of adjustment and coping to sustain balance in life.

7.

Press Release 3/11/2021- 4/23/2021 Perceived Impact of COVID-19 on the Hospitality and Tourism Industry, Hospitality and Tourism Management Program,

Department of Marketing, College of Business, Florida Atlantic University.

## **Summary**

Survey of 4,076 respondents:

CODID 19 had a significant impact upon the organization

Expressed concern over fear of loss of job

Effected employee performance

Thought about quitting the industry

Considering job outside of current employment

Emotionally attached to organization were employed

## **Comment**

These are primary comments that deal with the hospitality industry. The industry's business went to zero and the primary question is, what could it do to survive the pandemic? This is a question that was raised in the first part of the manuscript. Even though the impact upon the industry is significant, impact upon the employees is even greater. They have lost their income as well as their identity. Where the industry, may have enough resources to survive, the individual who is living from paycheck to paycheck.

**8.**

[https://www.healthaffairs.org/topic/pt\\_2467](https://www.healthaffairs.org/topic/pt_2467)

## **Summary**

Abstracts Information and topics:

Problems with distribution of vaccine low income areas

Greater rate of deaths in low income areas

Greater rate of death in Medicare patients

Mother experiences discrimination because of negative COVID tests before birth

Deaths can be attributed to patients not desiring to seek care

Deaths in nursing home

New methods of vaccine development help with COVID

## **Comment**

These impacts are reflective of the devastating influence of the virus. These results are again of reflective of the populations that did not receive the very best medical care within the society. There was a question about the effectiveness of treatments and their limitation based upon the virus being politicized. The ultimate solution in the minds of this population is the development of the vaccine.

**9.**

<https://www.bannerhealth.com/healthcareblog/tags/covid-19?page=1>

## **List of articles:**

<https://www.bannerhealth.com/healthcareblog/better-me/this-relentless-pandemic-can-tax-your-mental-health-heres-how-to-cope>

## **Summary**

Make plans

Compassion fatigue

Reduce social media

Stress busters

## **Comment**

The emphasis in the adaptation process is planning. The primary question is what is the time period that is needed to affect change.

## **10.**

<https://www.bannerhealth.com/healthcareblog/advise-me/tips-for-thriving-in-the-new-normal-workplace>

## **Summary**

Expect stress

Transition

Flexibility

## **Comment**

The skills that are needed to survive the pandemic and ability to transition and be very flexible. This may be an innate skill, but it can be learned. This is the core of the educational process to increase resilience.

## **11.**

<https://www.bannerhealth.com/healthcareblog/better-me/pandemic-breaking-point-working-moms-are-not-okay>

## **Summary**



Scream

Be kind to yourself

Accept expectations

Adjust emotions

Accept Help

Self-Care

Take baby steps

### **Comment**

These adaptations are based upon personal approach of accepting oneself and being able to adjust emotionally. The primary focus is on self-care and dealing with the effects on a slow deliberate basis.

**12.**

<https://www.bannerhealth.com/healthcareblog/advice-me/mentally-coping-with-the-anxiety-of-a-covid-19-diagnosis>

### **Summary**

Get healthy

Focus on kindness

Reduce social media use

Stay connected with family

Meditation and prayer

It's okay to get upset

## **Comment**

Health and well-being are elements that can help increase the resilience and the individual. It is of acceptance of their condition and reaching outside their self for strength.

**13.**

<https://www.bannerhealth.com/healthcareblog/better-me/pandemic-fatigue-how-to-manage-covid-19-burnout>

## **Summary**

Acknowledge feelings

Reframe thinking

Use humor

Connect with others

Take care of yourself

Challenges as opportunities

Seek Support

## **Comment**

This is a balanced approach in dealing with the pandemic. It represents an assessment of self and reaching out to others to gain strength. It also recognizes the importance of professional help in dealing with problems.

**14.**

<https://blogs.webmd.com/my-experience/20201223/covid-19-changed-everything-3-personal-stories>

## **Summary**

Five members of family died

Shock

Extremely depressed

Appreciate life

Virus and symptoms of never have gone away

Limited physically and what can do

Hard to breathe

Learned to cope with chronic illness

Cry

Brain fog

Keep busy

I'm not dead and I'm on a ventilator

Had COVID

Isolated with mental health issues

Release from hospital after three-week illness

Took traveling nurse position

Very depressing/people dying and ill health

Crying/saying goodbye I Pad

New job/virus nurse

Patients not as bad/still serious problems

Her health better/hope vaccine helps stem virus

Trying to decide whether to take the vaccine or not

## **Comment**

The seriousness of the virus is made very real in the stories. Whether a patient or a family member, the circumstances are difficult. It emphasizes the difference between those who are just coping with the situation of the virus and those that are directly influence personally. It raises the question of assistance and help that is needed from outside of self. This is where the individual must have a source of strength that indeed helps them to adjust to situations at hand.

**15.**

<https://intranet.royalholloway.ac.uk/students/jobs-careers/careers-service-online/student-blogs.aspx>

## **Summary**

Sample Case Studies College Students

Festival and activities canceled because of lockdown/could not do volunteer work

Started doing embroidery and cross stitch

Have maintain well-being of biking, yoga, etc./Online

Therapy Sessions/online

Has given me patients with myself

Have had time to do many things with no pressure

Will resume normal life with volunteer work when pandemic ends

Created uncertainty

Made decision to defer LPC

Develop new skills and perfected old ones

Significant memories of black lives matter events

Maintain well-being by connecting with family and friends

A Christian and spending time with God and his word

Appreciate the time to pause and think and plan

Events postponed

Summer plans changed/trips and internship

Small sacrifices to avert tragedies

Surreal feelings/no traffic, no schools, home cities

Increase in solitude

New hobbies and skills/enjoyed time to participate in familiar activities

Sleep

Renovation of bedroom

Take time for self/no obligation, social

Plan and gather energy

Time for reflection and self-evaluation plus  
Discovered new talents/writing  
Injustice and in equity infuriates me  
Learned to maximize opportunities  
Appreciate not taking things for granted  
Express gratitude  
Increased involvement with University  
Was hoping to celebrate 23rd birthday  
Hoping to attend summer ball on campus  
Missed opportunity to participate In political events  
Learned to help others  
Learned to assess weaknesses for personal growth

### **Comment**

Younger and those who are better educated have a high degree of resilience and can find ways to adapt effectively. The positive adjustments are very encouraging and show an ability to make the best of a bad situation.

**16.**

<https://www2.deloitte.com/content/dam/Deloitte/mu/Documents/life-sciences-health-care/mu-hc-mauritius-hospitality-survey-noexp.pdf>

### **Summary**

In the short run and the long run the primary objective is to maintain employees

Two important issues for recovery are confidence and sanitation and aggressive marketing

Three elements for success in the short run are: streamlining business operations, use of technology, and attention to market share

Success in recovery depends upon building confidence, reimagining services, and maintaining quality employees

Best way to ensure cash flow is reduction of costs

Maintaining business through the pandemic depends on government assistance

Best way to stay connected is through social media

Generation of revenue is the key to cut recovery

### **Comment**

These adjustments are reflective of the development of an environment by the organization for the individual can function effectively. This emphasizes that there is a symbiotic relationship between the organization and individual and that in recovery is this relationship that will help significantly in the recovery.

## **CONCLUSION**

Organizations and individuals have a core value or set of beliefs that guide decisions. The stronger the core values the more likely the decisions made regarding adaptation will fit the structure and function of their lifestyle. This may or may not be an advantage because the organization and/or the individual may not have a great amount of resilience because their core structure may give them great comfort. They are not open to a wide range of options to solve their problems. On the other hand, it may give them a framework that opens their minds to new approaches to solving life's problems. Regardless, these core values and beliefs help determine the resilience of the organization and individual.

An example of this principle is individuals who have a strong faith or belief in God that have a position that Spirit will make all factors work to achieve the best outcome in any situation. They have a high confidence and faith in God. There is a high resilience in these faith-based institutions because this produces confidence in their ability to work with God to overcome all situations. Even if there is not a good result, they realize that it may not be in the will of God for their life. The other side of this coin is that individuals who do not have faith-based approach when good results are not achieved they point to God not being able to produce a good result for their life.

The most important aspect in the structure and function of resilience is the principle of synergism. This is where two or more organizations and/or individuals interact to produce a combined effect greater than the sum of their separate efforts.

The key to positive resilience in terms of structure and function begins with attitudes. It is important to understand the core values and beliefs because this is where the open positive attitude begins. The causal element is where these attitudes and beliefs originate and this is the element in terms of training that has to be provided, if there is not a positive attitude. This openness is an essential element for the consideration of alternative solutions when crisis occurs.

Relationships are another structural element. The possibility of collaboration and cooperation in the development of solutions is another essential element because it adds new dimensions to the exploration of alternatives. One of the problems with this type of problem solving is that there may be conflict and this can be dysfunctional. There has to be an atmosphere that will allow different opinions for exploration. If there is a dictatorial atmosphere, it is very dysfunctional. A democratic atmosphere is very positive for synergism to work.

Another element is the willingness to experiment. Various strategies must be pilot tested so that risk can be assessed both short-term and long-term. This approach is compatible with the development of possible alternatives. The idea is to pilot test the various alternatives based upon their influence or impact upon the system. The primary concern is control of the forces that are influencing the crisis in terms of the final outcomes.

One of the considerations of a successful strategy to manage crisis is the subject of innovation. Innovation being defined as new ideas that have a unique approach to solving problems. Most of



the time these ideas have not been tried and represent a new approach. It is essential that methodology be developed to completely understand the application of such ideas. Their impacts have not been fully tried so they represent many times an unknown risk. The pilot study in this case is essential in order to develop perspective in regard to impacts.

Another very important consideration is time. Once a crisis occurs, the sooner that it can be controlled the better. As time progresses, crisis usually have a dimensional impact that represents an exponential influence. If it is not controlled early, it is much more difficult to deal with at a later time. What this suggests is that the individual leading the crisis management probably is not the one that has management responsibilities on a day-to-day basis. It takes different management skills and the individual has to have skills tailored to the type of crisis that the organization and/or individual faces. This individual has to react immediately and the the skill sets represent its an individual who can handle pressure and make decisions that are effective in a very short time. In fact, the success of controlling crisis is directly dependent upon the personnel chosen to manage the crisis. This is probably the most important element. It is essential, at this point, that the individual who manages problems have some type of training in regard to crisis management that reflects the ability to manage personnel problems.

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