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Introduction

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VISIONS IN LEISURE AND BUSINESS

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THEME: RESILIENCE

This is an editorial perspective from volume 22(2) that was a precursor to this issue announcing that this edition on resilience and COVID. We have reprinted the perspective as part of the introduction to the theme.

Staff, Editorial (2021) Introduction, *Visions in Leisure and Business*, Vol. 22 (2), Article 1.

PERSPECTIVE

Carylann, A., Dale, T., Prather, C., and Pantuso, P. 2020 Association Heads Confront an Unprecedented Crisis, *Group Travel Leader*, Vol. 30 (7), p21-25.

https://www.travelmole.com/mobi_news_feature.php?news_id=2043420

https://www.travelmole.com/news_feature.php?news_id=2043808

https://www.travelmole.com/news_feature.php?news_id=2043973

https://www.travelmole.com/news_feature.php?news_id=2044232

The COVID 19 virus has had a devastating impact on the world. Different countries have used diverse policies and procedures to fight this virus. Some procedures have been more effective than others. There has been a great struggle for use of physical tools, treatments, and now a vaccine.

The focus of this statement is not to re-account the history of this virus. It is to emphasize that the tourism industry has suffered the most. There have been closings and a tremendous loss of jobs in all sectors. Some have prospered because they have purchased companies that become insolvent and have put management teams in place to sustain the business until the travel economy has returned. The government has provided, in many cases, financial assistance, but this has not been enough and the professional associations have tried to design different programs to deal with change in the tourism business. The government and associations have had an impact, but there is little that these entities could do because the demand has been so reduced. There have been anxieties about safety as well as, the governments concerned about the

spreading of the virus through travel. An interesting part of this dilemma has been neighbors helping neighbors. Projects, such as BarStool Fund, have had a significant impact. This type of movement has extended through many of the communities where there has been collaboration and cooperation to fulfill individual, as well as business needs.

Stories are often told about the impact that the virus has had on the tourism industry. Many of the untold stories are about individuals who were employed and have had to struggle to make ends meet. These impacts have gone unreported. Professionals have left the industry and other individuals are waiting for the travel business to restart. There is little doubt the industry will resume, but it will be a new norm. The travel business will have to find its way, in the new norm, to provide services for the traveler and ways to increase demand. An interesting part of this story is that some industries such as Amazon, companies that make masks, etc., have prospered. Another interesting part of the story that is not told is how mainline tourism businesses have adapted to survive and, even in some cases, prospered. When one visits some of the businesses, there was nothing but negativity and defeatism and at another location, there was a positive attitude and changes were made immediately to maintain the business. The Editorial Board was contacted with the possibility of doing a special issue on the virus. There were many comments and the one that was very insightful was pointing out that the primary issue that needed to be explored was how certain individuals creatively adapted their business. In a future issue, this topic will be explored to illustrate the importance of creativity, adapting to change, and having a positive attitude. These individuals view their business in a larger context and how to do business in these environments.

THEME UPDATE

Note:

The Association of Corporate Travel Executives during Phase 1 of the pandemic filed for bankruptcy. The Global Business Travel Association (GBTA) assumed the assets of the Travel Executives.

<https://www.travelmole.com/news/business/association-of-corporate-travel-executives-shutting-down/>

<https://www.buinesstravelnews.com/Management/ACTE-Ceases-Operations>

<https://www.gbta.org/blog/gbta-completes-acquisition-of-acte/>

<https://www.breakingtravelnews.com/news/article/global-business-travel-association-merges-with-association-of-corporate-tra/>

The primary focus of this special issue of Visions is not the impacts but the process of adaptation. Once this pandemic occurred there have been individuals who have prospered because they had a good understanding of the system and was able instantly to use crisis management to adapt their personal as well as their business situations to achieve success. At the other end of the continuum, there were individuals who resisted change and did not do well to adapt to the changing conditions. In between these two ends of the spectrum are different abilities to adapt and find unique solutions to an ever-changing environment. This issue is studying the adaptation process and how individuals approached the changing circumstances to achieve organizational and individual goals. It must be remembered, that the old normal will probably never exist again and a new normal will be established based upon these adaptations. It is a time when the infrastructure of a society and culture change significantly. New individuals are achieving different positions based upon their ability to change and adapt to the current situations. This is not meant to be comprehensive in terms of examining adaptations, but helping people to realize the importance of crisis management and developing an ability to deal with the changing environment. Some individuals have a natural ability for this adaptation process and others have to have some type of education and training to help them through these difficult times. The important factor to recognize is the different skill sets that will be needed for the new normal and helping individuals obtain these skill sets.

The objective is to develop a structure for the future in order to improve planning procedures for crises. This issue was divided into 3 parts in order to explore the pandemic. The first article was by Liz Williams. She published an article for the last journal on Culinary Tourism. Liz was the founder of the Southern Food & Culture Museum in New Orleans. Her story is an excellent introduction to resilience because of the struggles that she overcame to found this successful museum. Her tenacity is one of the first characteristics of resilience. The next three articles were a research project to explore the construct of resilience and the COVID crises. The focus was on the Phase 1 of the pandemic. The first article was a conceptual framework of possible models for development of strategic planning (There was an analysis by content experts to determine some of the successful models that have been used.). The second manuscript was an analysis of some of the organizational and individual adaptations based upon an interpretation by content experts (These were an analysis that was provided by content from articles to give some indication of the direction that organization as well as individual adaptations that were successful.) The next article was an analysis of case study stories that were helpful to develop a framework for crisis planning for the future. The final manuscript was a perspective on the Fashion Industry and the effect of COVID. This provided a summary/conclusion that focuses upon the macro perspective. There were several examples within the other manuscripts of how the fashion industry adapt to the virus, especially from a retail point of view. The emphasis in this article is not only the resilience of the industry but the emphasis upon planning for the recovery that may represent a new approach to success in the industry.