

RETURN

Recovery Tourism
after Natural Disasters

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DESK ANALYSIS REPORT



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Desk analysis report

The desk analysis has been conducted on the basis of a structure defined with the aim to identify, in each country of the participants, a figure or some figures with similar characteristics to project's profile.

The gathering of data has highlighted the following results:

1. In every country, on tourist sector, the need of new high professional figures emerges as opportunity to manage new dynamics, and the management of post disaster situation is, unfortunately, one of the principal requirements.
2. On disaster management, the most immediate needs concern: the upgrading and improving of disaster preparedness and management plans; the developing of education and training of staff on natural disaster management; the integration of new technologies in this management.
3. In some of the Nations analyzed by desk research it's possible to find a specific figure of *disaster management* that:
 - carries out hazard identification and hazard analysis
 - prepares plans
 - participates in hazard management
 - liaises and cooperate with other organizations
 - participates in the organization of logistical support
 - trains and coaches the organizations set up
 - carries out inspectionsHe/she is a professional figure to address and solve all problems inherent in a crisis situation and be a point of reference in all activities ranging from forecasting, prevention, preparation, management and response to natural or man-made disaster.
4. The figure object of the project has no matching in each of the countries analyzed; it emerges through the merger between:
 - the recognition of certain skills within the figures identified, in each country, as more consistent with the profile desired
 - the recognition of skills gaps with respect to the assumptions identified in the project.
5. From this analysis, the professionalism that results is a figure with:
 - Expertise on tourism: tourism sector, tourism management and tourism marketing
 - Expertise on analyzing data, forecasting, strategy, planning, implementation and management
 - Expertise on stakeholders management: identification, comprehension, management and satisfaction of interests and needs, reference point for information and operational flows

And with, in addition:

- Ability to identify the faint signal before disaster and the specifics after disaster
- Ability to understand changes and analyze and use new situation and circumstances
- Ability to intervene globally (tourism, territory, sustainable development, inside and outside, with every stakeholders), at every level (strategy, plans, management, marketing, communication, prevention) and with every tools.

The purpose is to obtain a figure that can manage a crisis situation, manage the existing in the post-crisis, and identify development paths and opportunities from the post-crisis situation.

Skills identified are:

- understand and analyze the environment in which he/she operates and the disaster specific
- carries out hazard identification and hazard analysis
- take care of the sustainable development of the destination identify, understand, plan, cooperate and coordinate all stakeholders
- work in a connected, coordinated and responsible manner among all interested stakeholders with the aim of joint development and promotion of the territory
- constantly recognize mutual interests and seeks networking opportunities
- advise stakeholders in identifying the needs of territory, individual target groups and adapting territory interventions (strategic and operational)
- coordinate the implementation of strategy, verify the implementation of the set activities of stakeholders involved in the territory, check and supervises the implementation of activities
- encourage innovative and creative design of integrated thematic products
- create integrated and thematic tourism products and marketing activities for territory
- monitor and seek opportunities to obtain additional sources of funding for the destination
- monitor innovations in the field of legislation
- take care of quality and marketing and for opportunities for new distribution channels
- propose and implement quality standards, control and measures for greater synergy efficiency
- monitor territory data, trends, market research, competition activities, needs of target groups
- determine the visibility and success of the destination
- analyze the results of territory
- introduce new integrated tourism products, distribution channels and other market innovations
- plan and organize education, training and coaching of stakeholders
- encourage entrepreneurship
- represent and promote the territory
- propose measures for more effective marketing and visibility
- monitor the visibility of the destination in domestic and foreign markets and proposes decisions accordingly

- monitor the opinion of the local population on the state, development and impact of tourism in the territory
- monitor the development and trends in the field of introduction of modern technologies in various sales channels
- advise on the preservation of natural and cultural heritage
- cooperate with municipalities in the destination in the field of sustainable development, rational use of energy, materials and time

Knowledge identified is:

- know how to establish a professional relationship with stakeholders
- know how to organize and hold meetings or round tables
- know the methods of identifying the needs of individual target groups
- know how to identify and connect the potential interests of stakeholders
- know the basics of successful project coordination and management
- know the regulations relating to the activity
- know the quality standards in the business
- know the basic dimensions of technical and functional quality
- know measures to increase synergies
- know the methodology of basic statistical preparation and data processing
- know how to present the results and prepare them for publication in the media
- know different forms of tourist products
- know how to find and use different distribution channels
- know the criteria of appropriate staffing
- know how to introduce and promote a brand
- know how to prepare a destination development strategy
- know how to assess the economic impact of individual marketing activities
- know the principles and directions of sustainable development
- understand the connection between land use, sustainable development and conservation of natural resources
- know the spatial plans of the municipalities in the destination
- know the environment in which he/she operates

New set of activities

- identify the faint signal before disaster and the specifics after disaster
- understand changes and analyze and use new situation and circumstances
- intervene globally (tourism, territory, sustainable development, inside and outside, with every stakeholders),
- intervene at every level (strategy, plans, management, marketing, communication, prevention)
- intervene with every tools.

The points still opened are:

1. Is it enough to add skills to figures existed or it is necessary to create a new curriculum?
2. Is a permanent figure within the enterprise or a figure like *temporary manager*, who develops and manages specific processes for a limited period of time, and allows the company to acquire knowledge and skills not present within the 'business organization?

New profile

Profile name

Tourism recovery expert

EQF LEVEL: 6

General profile description

In general the profile of the tourism recovery expert has to have disaster specific and psychological skills to motivate the recovery; is able to implement analysis in the positioning of the destination before and after the damage, is able to manage the new environment and redefine how to intervene in terms of rebuilding the image (rebranding) and restoring peoples' confidence; can help the affected sites/facilities to turn a disaster into new opportunities integrating economic, natural, social and human approach.

ABILITIES AND KNOWLEDGE

1. Abilities

The candidate is able to:

- IDENTIFY
 - propose the arrangement of premises for the implementation of leisure activities in relation to the existing infrastructure
 - constantly recognize mutual business interests and seeks networking opportunities with purpose
 - Attitude to understand that something is wrong or that it will go wrong. (It refers to the attitude of recognizing problems and not their solution)
 - Understand the implications of new information for solving present and future problems and for decision-making processes
 - is aware of the structure and importance of tourism as a significant contributor to economic recovery;
 - knowledge of relevant laws, written and unwritten rules, ability to keep abreast of changes;
 - is digitally literate, knows how to use professional software;
 - has an overview of the work processes involved in the tourism business;

- ANALYZE
 - regularly visit or otherwise contacts individual destination providers and collects their suggestions
 - prepare indicative estimates of the costs associated with the implementation of leisure

- plan business cooperation and coordinates work with other providers, public and private sector representatives
- analyze detected threats
- identify any bugs or imperfections in applications
- Analyze the general conditions of tourism services

- INTERVENT
 - activities and events and promotion
 - protect health and the environment
 - represent local communities, regions or countries in tourism promotion activities
 - carry out campaigns to attract guests and business partners
 - provide guests and various customers with promotional and informative material
 - encourage innovative and creative design of integrated thematic products
 - constantly recognize mutual business interests and seeks networking opportunities with purpose
 - connect individual destination providers in order to create integrated and thematic tourism products and partner marketing activities
 - organize thematic meetings or round tables for the professional public
 - organize meetings (round tables) for local residents
 - coordinate the implementation of the destination strategy and verifies the implementation of the set activities of stakeholders involved in the tourist destination
 - lead individual projects for the development of integrated tourism products
 - check and supervises the implementation of activities
 - create solutions to problems
 - think analytically
 - manage budgets
 - manage different departments in a hospitality establishment
 - manage health and safety standards
 - implement marketing strategies
 - implement sales strategies
 - maintain customer service
 - simulate the phases of an attack on the system
 - prepare reports on the security levels of the systems
 - prepare reports on the performed activity
 - participates in the preparation of environmental plans;
 - liaises with environmental and nature protection authorities, water authorities and the public in municipal areas;
 - participates in the preparation of tenders;
 - assisting in the enforcement of environmental and nature protection legislation and safety regulations.

- participate in hazard management

1. Knowledge

The candidate has to know:

- the environment in which he/she operates
- Marketing and sales
- knows basic historical, geographical information about the destination and hotel
- uses modern information and communication technology
- has the knowledge and skills to lead and work in a team
- knows the forms and basic rules of communication with different publics
- knows the usefulness and role of natural and cultural heritage in tourism
- knows the basic methods of statistical data collection, data analysis, interpretation and presentation of data
- knows the importance of marketing practice and entrepreneurial approach
- knows concrete implementation plans for marketing the tourist offer
- knows how to establish a professional relationship with providers and representatives of the public and private sector
- knows how to identify and connect the potential interests of providers at the destination
- knows the basics of successful project coordination and management
- knows the regulations relating to the activity
- knows measures to increase synergies
- knows the methods of identifying the needs of individual target groups
- knows ways to motivate
- knows how to prepare a destination development strategy
- knows how to assess the economic impact of individual marketing activities
- knows the principles and directions of sustainable development
- understand the connection between land use, sustainable development and conservation of natural resources
- Circular economy principles and strategies
- common principles and application aspects of current legislation on safety
- safety at work: rules and methods of behavior (general and specific)
- Knowledge of human behavior and performance, of individual differences in attitudes, personalities and interests, of learning and motivation mechanisms, of psychological research methods
- Emergency management - Coordinate technical or administrative functions as part of civil protection emergencies, Take care of the technical and administrative investigations preparatory to declarations of states of emergency
- Databases and systematization of information, logistics of assistance to the population, Census and damage assessment
- Emergency logistics - Continuity of essential services Coordination of operational structures
- nature protection legislation and safety regulations
- knowledge on hazard identification and management

Summary sheets

Greece

In Greece, a recovery and resilience plan responds to the urgent need of **fostering a strong recovery and making Greece ready for the future**. The reforms and investments in the plan will help Greece become more sustainable, resilient and better prepared for the challenges and opportunities of the green and digital transitions

A recent study in regards the natural disaster management in hotels in Greece has been concluded that a disaster preparedness and management plan constitutes now a fundamental part of operating a hotel unit: there is a need for further development of appropriate measures to manage such phenomena. Hotel staff's opinions indicate that the hotels' existing preparedness plans are rudimentary.

It's needed:

- To upgrade and improve disaster preparedness and management plans: to plan prevention and real-time measures; to have a network of cooperation, communication and exchange of information, both national and international level.
- To develop education and training of hotel staff on natural disaster management; From evacuating an area to providing first aids, by providing appropriate seminars from civil protection people and experts on natural disaster management. Also, it would be important to have a continuous training and practice within the hotel environment. Finally, as it turned out, the contribution of technology is beyond doubt.
- Need for a responsible attitude by hotel managers to make some investments in integrating new technologies that are more effective in dealing with natural disasters

The figures identified are:

1. Hotel Managers: Hotel managers are in charge of managing the operations and overseeing the strategy for a hospitality establishment. They manage human resources, finances, marketing and operations through activities such as supervising the staff, keeping financial records and organizing activities.
2. Travel Operators: Travel operators and tour center managers are in charge of managing employees and activities of a travel agency. They organize, advertise and sell tourist offers and travel deals for specific regions.

For the two above mentioned profiles there are several competencies that need to be taken into consideration concerning natural disasters adaptability and readiness:

The competences are as following:

- apply strategic thinking
- risk management advice
- implement readiness scenarios
- perform damage analysis
- adaptability and rehabilitation measures
- monitoring techniques of possible natural disasters
- analytical thinking

- manage visitors flows in natural disasters areas and similar protected sites

Slovenia

The profiles selected are:

Tourism entertainer: provides animation for guests, travelers and excursionists who come to the chosen tourist destination, hotel, holiday home, health resort or ski resort. In addition to the guests, there are also the wishes of the travel agencies that have attracted guests, the wishes of carriers, hoteliers, local agencies and others, which the animator tries to satisfy as much as possible. Its role is to consider a variety of wishes, suggestions or comments.

Tourism correspondent: he informs guests in tourist and travel agencies about the tourist offer; the basic tasks are informing and selling tourist services, he participates in the organization of travel and holidays and performs more complex administrative work in this area.

Travel agency manager: he is an expert who supervise the work of travel agency and organizes tourist trips. The main task of the tourist manager is to help the tourist in choosing the country and the tour and to organize a good rest.

Destination management consultant: he integrates new suppliers, optimizes tours and activities; builds strong relationships with local stakeholders; he has the coordinated management of all elements that make up a destination, including the attractions, amenities, access, marketing and pricing.

Among the competencies of the last figure, the most suitable for the aim of our work, are:

- plan business cooperation and coordinates work with other providers, public and private sector representatives
- organize thematic meetings or round tables for professional public, local residents
- coordinate the implementation of the destination strategy and verifies the implementation of the set activities of stakeholders involved in the tourist destination
- monitor innovations in the field of legislation
- take care of quality and marketing
- propose and implement quality standards, control and measures for greater synergy efficiency
- monitor operations trends, market research, competition activities, needs of target groups
- advise providers in identifying the needs of individual target groups and adapting tourism products
- introduce new integrated tourism products, distribution channels and other market innovations
- plan and organize education, training and coaching of stakeholders in the field of destination
- encourage the promotion of professions in hospitality and tourism in the region and participates in programs to promote tourism among young people
- represent and promote the destination
- monitor the opinion of the local population on the state, development and impact of tourism in the destination
- take care of the sustainable development of the destination
- advise on the preservation of natural and cultural heritage
- cooperate with municipalities in the field of sustainable development, rational use of energy, materials and time

Germany

The figures chosen as *a minimum requirement for our profiles is:*

Tourism Management Professional, which main competencies are:

- Advising, arranging or selling, planning and implementing tour operator trips, individual trips and group,
- determining and calculating prices, processing payment and billing transactions,
- marketing and selling products, services and additional services,
- cooperation with internal and external partners,
- communication also in a foreign language,
- coordination of cooperation within the tourism value chain,
- development, planning and implementation of marketing measures,
- determination, evaluation and use of key figures,
- use of information, communication and booking systems,
- consideration of legal framework conditions and environmental aspects.

The CBS (Tourism management - International Tourism Management | CBS) offers a tourism study program in which processes are critically scrutinized and the importance of sustainability is taught.

The aim is to create a dialogue between industry and academia. The study program includes:

- Business Operations
- Statistics
- Introduction to Tourism Management
- Tourism Geography
- Tourism Marketing
- Digitalization & Tourism
- Strategic Management
- In courses such as Rhetoric and Presentation or Business and Society the social and leadership skills are trained. There are optional subjects where the student can choose which of his/her competences should be particularly strengthened.

Hungary

The main focus sites used for desk research are:

- The National Institute of Vocational and Adult Education- NIVE They run a system where each occupation and the places where education of it can be obtained are searchable
- The other main source of information was IKK at ikk.hu. The IKK Innovative Training Support Centre is a methodological centre for the renewal of vocational education and training, to assist in the development of digital competences and to support the acquisition of usable and modern skills that are valuable in the domestic labour market. It runs a database with the description of occupations.

The selected profiles are under the supervisions of different Ministries and only one occupation is within tourism.

Technician in tourism: 5 years of training in the tourism and catering sector, culminating in a baccalaureate and a technician qualification. Tourism professionals who work in tourism businesses in the fields of organization, management, sales, administration and information, while maintaining a high level of communication with guests, partners and staff

Technician in Environment protection: 5 years of training in the environment and water sector, culminating in a baccalaureate and a technician qualification. He/she determines the levels of pollutants and other health hazards; carries out planning, organization and management activities in the field of waste processing and recovery; records environmental data and provides data online and prepares municipal environmental programmes; carries out surveys of species protected under nature conservation legislation and surveys natural assets.

Technician in Hazard protection: he/she is able to plan, organise, manage and control the implementation of disaster management tasks in order to protect the organisation's employees, property and the environment against the risks of natural and civil disasters.

Among the competencies of the last figure, the most suitable for the aim of our work, are

- carry out hazard identification and hazard analysis
- prepare plans
- participate in hazard management
- liaising and cooperating with other organizations
- participating in the organization of logistical support
- training and coaching the organizations set up
- carry out inspections

Italy

In Italy, tourism is a matter of regional residual legislative competence.

The panorama of the tourism professions requires is developed on two levels, national and regional, and on two levels, recognition of professional qualifications or informal

At national level, in the field of professions, reference can be made to the Integrated Information System on professions jointly promoted by Isfol - Institute for the development of professional training of workers and Istat- National Institute of Statistics

The figures identified are:

Technicians of hospitality: The professions classified in this unit assist specialists, or apply knowledge in the field of tourism marketing to enhance, market, integrate the tourist offer of a territory or a territorial system; they collaborate with public and private entities to improve, characterize on an environmental, artistic, architectural, food and wine level and place the tourist offer in organized and informal circuits.

Touristic guides: they include tourists on organized trips, guaranteeing assistance and services to the participants, illustrating and describing the characteristics and peculiarities of works of art, landscape itineraries, accompanying and places of historical and artistic interest

Tourist Promoter deals with the tourism promotion of a specific place / context, managing the process of advertising and marketing products and services created by tourism organizations working in the area.

Operators in hospitality businesses: The professions included in this unit define, plan, implement and manage the sales strategies and policies of small businesses employed in hospitality businesses; evaluate the results of the activity; negotiate with suppliers and customers, plan and monitor the efficient use of resources; they recruit staff and define organizational and managerial innovation processes. They are directly involved in welcoming, assisting, informing and advising patrons

Crisis manager: A crisis manager must have great adaptability, be a good leader and have excellent decision-making skills. Historically it was born as a professional figure for the management of natural disasters and to address and solve all the problems inherent in a crisis situation, from start to finish; a point of reference in all activities ranging from forecasting, prevention, preparation, management and response to natural or man-made

Cyber security expert: he/she identifies the risks associated with the use of hardware and software systems and proposes strategies and solutions aimed at guaranteeing an overall level of security for the IT system that is adequate for specific needs. He/she provides customer support for the implementation of these solutions and the definition of organizational procedures that allow the full effectiveness of the security systems created.

The skills connected to last profile could be consistent with the assumed profile:

- analyze detected threats
- identify any vulnerabilities
- simulate the phases of an attack on the system
- design and apply vulnerability assessment tests aimed at operating systems and / or networks and / or databases
- prepare reports on the security levels of the systems
- prepare reports on the performed activity

The use of the figure of the disaster manager is spreading in Italy, in particular in local authorities, to establish professional safeguards and competence on the territory in matters of civil protection. The **Disaster Manager** or **Emergency Manager** is a figure with multidisciplinary skills, who deals not only with relief and emergency management (earthquakes, floods, etc.) but also with prevention, through training activities aimed at local communities. There is a national register in which those who have obtained the Disaster Manager qualification, issued by Cepas Srl, can register.

In recent years, the speed of scenario changes, natural and economic emergencies require rapid changes in business models and increasingly diversified skills; for this reason, a useful solution, in particular for SMEs, is the figure of the *temporary manager*, who develops and manages specific business processes for a limited period of time, and allows the company to acquire knowledge and skills not present within the 'business organization.



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