Destination
Recovery Toolkit

Prioritize

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Prioritize

Making decisions in a highly disrupted time can be daunting. You may not have ample decision-making time or sufficient data to inform your decisions, and it can be hard to focus on those courses of actions that are both urgent and productive. In this module, we present four tools that can help you focus on your most important next steps:

The **Triage Decision-Making** tool will help you sort decisions by impact and complexity, and align on who makes decisions and how those decisions will be made.

Using **Decision Criteria** will help you define success before you begin making decisions and will focus you and your team on an objective analysis of your potential courses of action.

As you turn your attention to **Recovery Marketing**, it will be important to clearly identify the phases of your rollout, consider how your targets will need to adjust, do work to align your messaging, and take steps to mitigate fear among both your visitors and residents.

Recovery will be a shared responsibility, and the **Coordinated Partnership** tool will help you identify who your partners need to be and establish a framework for working together to achieve collective success.

For each tool, there's some background information, some focusing questions to ensure the tool will be useful to you, and instructions for use.

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Triage Decision-Making

You're in a crisis. You may have lost a portion of your revenue, your budget and/or your team. Given the situation, it's easy to get overwhelmed by the range of options to explore, and the number of decisions you're expected to make, especially when every decision seems mission critical. This tool is meant to help you get a handle on which decisions are most important to make right now, which require additional information, and which can wait. We've also provided an activity to help create a clear understanding of who owns which decisions, so you can delegate some decisions to sub-teams and be consulted on others as appropriate.

The **Impact & Complexity Matrix** will help you get clear on the different decisions in front of you, and assess which decisions require immediate attention, which require additional consideration or information, and which might not require a decision right now. The **Role Clarity Matrix** allows you to identify and define roles in decision-making for different teams in your organization and different topics. The **Decision-Making Matrix** gives clarity on different kinds of decisions and who makes the decision. As you lead your organization through crisis, it's important that there's a shared understanding of how decisions will be made for different kinds of topics, and that the teams empowered to make decisions can move forward quickly and without hesitation.

Is This Tool Right for My Organization?
- Do you need to sort through which choices will have a significant impact on your organization right now, and which will take more time to bear fruit?
- Do you need to know where to focus your time and effort, and where to say, "no for now"?
- Do you need a clear understanding of who makes which decisions, when they need to consult with others, and how those decisions should be made?
- Do you need to take some decisions off your plate and delegate those decisions, but don't know which topics should be delegated?
- Do you need your team to understand which situations require consultation with you and in which situations they can make decisions on their own?
- Do you hesitate to delegate decision-making authority because you're concerned you won't be consulted in critical situations?
- Do you need to speed up decision-making in some instances, and/or increase involvement in others?

Part 1: Impact & Complexity Matrix

The purpose of the Impact & Complexity Matrix is to help you sort through the many decisions on your plate. We recommend that this tool is used by your leadership team as you consider the many decisions ahead. Depending on the nature of those decisions (For example, personnel, budget allocation, etc.), you may want to create a decision list in consultation with a few key team members, and then work together with the full team to align on the impact and complexity of each decision. This step helps build collective ownership of those decisions.

Instructions:

1. Create a list of all decisions that need to be made in the next 30 or 60 days.
2. For each decision, assess whether the decision has a high, medium or low impact on your organization, and a high, medium or low complexity.
3. Using these ratings, identify which quadrant each decision belongs in on the matrix below.

High

Quick Wins

Move these to your
top priorities

Major Projects

Assess potential ROI
and actively seek
to reduce required
effort

Low ← **Complexity** → **High**

Impact

Delegate

Ask others for help
or pursue later

Avoid

Eliminate these
potential wastes
of time

Low

Part 2: Role Clarity Matrix

The Role Clarity Matrix helps create a clear understanding of the role of different people in your organization in making critical decisions. Do this activity with your leadership team to define decisions by core teams in the crisis. Do not attempt to define all decisions and all teams or roles; instead, build on the high-impact decisions you identified in Part 1 ("Quick Wins" and "Major Projects") to determine how those decisions should be made. The focus should be on clarity for critical teams and roles, not on defining all potential decisions.

Instructions:

1. Transfer the decision areas defined as "Quick Wins" and "Major Projects" from Part 1 to the Role Clarity Matrix. For each decision area, note the decision roles as follows:
   a. Primary decision maker or team is indicated with an "A" for Accountable. This is the person or team ultimately accountable for each decision or process, including veto power. Only one primary decision maker should be indicated for each decision.
   b. Those who are consulted in the decision, such as in a Single Area Decision, Two Area Decision or Team Consensus, are indicated with a "C" for Consulted.
   c. Those who are responsible for carrying out the decision are indicated with "R" for Responsible.
   d. Others who need to be informed of the decision have an "I" for Informed.
2. Share this matrix with your leadership team and revisit it frequently to ensure that it is providing the team with the needed clarity to move quickly.

Example Role Clarity Matrix		Executive Team	Frontline Managers	Other Functions/ Employees
Revenue Generation				
	Marketing	A	R	CI
	Sales	A	R	CI
Financial Management/Budgeting				
	Planning	C	AR	I
	Cash Management	A	R	CI
	A/R and A/P Management	AR	R	CI
Public Relations				
	Legislative and Gov't Affairs	C	AR	I
	Corporate Communications	A	R	CI
	Media	AR	R	CI
Operations				
	Annual Workplans	C	AR	RCI
	Supply Chain	C	AR	CI
	Distribution	C	AR	CI

A = Accountable
"The Buck Stops Here". Accountable teams are ultimately answerable for the activity or decision. This includes veto power. Only one "A" can be assigned to each decision area. The accountable team/member will also be responsible for identifying the consultation process and expectations.

R = Responsible
"The Doers". The team or individual who completes the task and who is responsible for action/implementation. Responsibility can be shared. The group/individual with "A" determines the degree of responsibility.

C = Consulted
"In the Loop". The consulted role is the team(s)/individual(s) (typically subject matter experts) to be consulted prior to a final decision or action. This is a predetermined need for two-way communication. Input from the designated team(s)/member(s) is required.

I = Informed
"Keep in the Picture". The team(s)/individual(s) who needs to be informed after a decision or action is taken. They may be required to take action as a result of the decision.

Part 3: Decision-Making Matrix

The purpose of this activity is to help you define how decisions will be made. The appropriate decision-making approach for each situation will be dependent on several factors, such as importance, urgency, resource availability, and technical expertise.

Situations may have multiple layers of decisions and can evolve over time. For example, let's say you delegate a task to a team to create recommendations and then present the final recommendation to you, then the team elects to use consensus to inform their decisions. While you still may make the final decision, you have used a consultative approach to make it.

Instructions:

1. Using the decision areas identified in Part 2, determine the column in the Decision-Making Matrix which best represents how each of those decisions should be made.
2. Next, define broad types of situations which will require each decision-making approach. Provide examples of these decision in the row "Types of Decisions".
3. Share this matrix with your leadership team and revisit it frequently to ensure that it is providing the needed clarity.

	Single Decision Maker	**Single Area Decision**	**Two Area Decision**	**Team Consensus**	**CEO Decision**
Decision Making Mode	Single decision maker decides and announces decision to the rest of the team without gathering input.	One person makes a decision after gathering input from the team.	Two representatives make the decision after gathering input from their teams.	The whole team makes a decision as a group.	The team makes recommendation to the CEO which makes the ultimate decision.
Scope of Decision	Minimal Impact	Single Area of Impact	Multiple Areas Impact	Broad Impact	Escalation
Time	Faster --- Slower				
Level of Involvement	Less --- More				
Types of Decisions	• _____ • _____ • _____	• _____ • _____ • _____	• _____ • _____ • _____	• _____ • _____ • _____	• _____ • _____ • _____

*gold figures represent the decision-makers
*Larger figures represent the leader

Decision Criteria

You're ready to make some decisions to help your organization cope with the current crisis. But how will you know which decisions are going to move you forward and which will hold you back? Decision Criteria help leaders to make better decisions. When most successful, decisions should be based on an objective assessment of many different aspects of a given problem or situation. However, as human beings, we struggle with our own biases as well as those of others.

In our work with clients, we often use decision criteria to help ensure that those inherent biases can be reduced or removed from decision-making. These criteria are determined early, before you start gathering information or options, and help guide you with a clear sense of which aspects of your organization you're seeking to protect and which outcomes you're expecting to achieve. Using decision criteria help to take some of the challenges out of decision-making, especially in emotionally difficult times.

The Decision Criteria tool helps you to define success before you even understand all your options and alternatives. It also helps to reduce the impact of our natural human subjectivity and allows for more objective criteria and weighing of options.

Is This Tool Right for My Organization?

- Do you feel unsure about how to determine whether the decisions in front of you are a step in the right direction, or might make matters worse?
- Do you struggle with separating the needs of stakeholders and employees from what's right for your destination?
- Do you need to maintain an objective stance in an emotionally charged decision?

Instructions:

1. First, consider the attributes of a successful decision. There will be multiple aspects of success—financial, organizational, stakeholder-related, etc. Don't forget to consider any important constraints that are assumed, for example, "Allows the organization to continue to operate with a 30% reduction in budget." In the example tool below, these are the categories down the left side.
2. Next, select the most important criteria which, if they are not achieved through the chosen solution, will result in a sub-optimal outcome or—at worst—failure. These should be framed as SMART goals: Specific, Measurable, Attainable, Relevant, and Time-Based. Eliminate "nice to have" criteria or criteria which are difficult to measure. You should have at least one criterion in each of your "Attributes of Success" areas while working to keep the total to about 5-7 criteria.
3. To apply your criteria to decision-making, determine how well each potential course of action meets your goals on a criterion-by-criterion basis. A simple scale can be used, such as: 1) Does not meet this criterion; 2) Partially meets this criterion; and 3) Fully meets this criterion. A course of action with a higher score is more likely to be a successful decision.

Attributes of Success	Decision Criteria
Destination	• *Will result in at least additional jobs for the travel and tourism industry in my destination* • *Should increase the capacity of the destination to attract new visitors in the future*

Recovery Marketing

As the scale and severity of the COVID-19 crisis became clear, most destination organizations turned their marketing to long-term travel inspiration, rolled out campaigns supporting local businesses, boosted public health messages, or stopped marketing altogether. For good reason, it seems as if nobody continued to encourage visitation.

There will come a time to once again encourage visitation, but how can you know what messages are right at which time, and how should you phase marketing back in until we get to that point? To make sense of this, you need to sort out the WHEN, the WHAT, and the WHO of your marketing ramp-up. You'll also need to consider how you'll address the fear that this crisis will leave in its wake: both among your residents who might be wary of visitors for a while, and your visitors who might be reluctant to travel.

For many destination organizations, your marketing agency will have a lot of ideas to contribute to the exercises in this tool, and we encourage you to engage them in the conversation. In either case, this is a complex set of questions to be asking, and it probably requires a group of people, whether that's your internal leadership, or whether you also include outside voices such as your agency or select external stakeholders. One thing to keep in mind: it's critical to do this carefully and avoid the risk of too much too fast, which could backfire on your destination's brand, or waste essential funds.

This tool is organized in four parts: **Staging your Comeback, Adjusting Targets, Aligning Messaging, and Mitigating Fear.**

Is This Tool Right for My Organization?
- Do you need some clarity about exactly when you should start marketing with the purpose of drawing near-term visitation again?
- Is it possible that you'll need to phase marketing back in, both in terms of who you sell to and what you promote?
- Is it possible that your targets have shifted in the near-term? Is it possible that there may be some more permanent shifts?
- Do you need to consider the fears of your residents, as well as your visitors as you start marketing again?

Part 1: Staging your Comeback

Think of your recovery marketing in four phases:

- The **Latent** phase is the one most destinations went into immediately. Messages in this phase are turned away from active encouragement of visitation, and the audiences targeted, if any, by these campaigns are either residents for PR purposes or to promote local businesses, and—if visitors—solely focused on long-term "dreaming" about the destination.
- The **Emergen**t phase is when you begin to promote limited visitation, either by controlling the audience you're targeting, or by limiting the geography of your messaging.
- The **Calibration** phase responds to the Emergent phase and slightly expands the bounds of your marketing while watching for signs of positive or negative response.
- The **Full Engagement** phase is when you're at your "new normal" and marketing to your target markets again, though those targets may not be the same as the ones you had before.
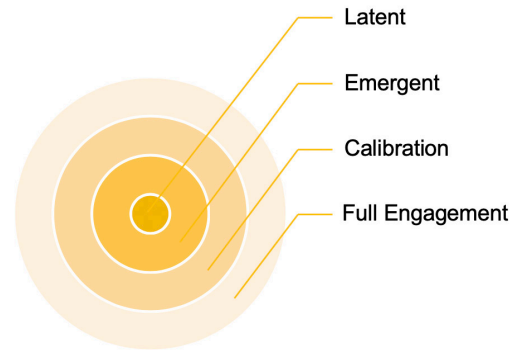
Each of these phases builds upon and learns from the previous and can be thought of as ever-expanding concentric circles as in the diagram to the right. You'll be expanding your marketing in terms of geography, audience, assets promoted, and even the "voice" you're using.

Instructions:
- Watch your windsocks* to know when to switch phases.
- In the table below, indicate which of your windsock thresholds will need to be crossed for you to consider moving into the next phase.

	Public Health	Economic	Travel & Tourism	Local
Emergent				
Calibration				
Full Engagement				

*What is a Windsock?
A windsock is a hollow fabric tube, mounted to a pole, that is used at small airports to help pilots gauge the speed and direction of the wind at ground level. Thinking about knowing "which way the wind is blowing" as you prepare for recovery, we are using the term "windsock" as a metaphor for how you will watch for indicators of the conditions that will begin to foster a resurgence of your local visitor economy. These are what economists call "leading indicators"—things that are useful for prediction purposes. (See the "Windsocks" tool in the Evaluate module of this toolkit to develop your own windsocks.)

Part 2: Adjusting Targets

Destinations will begin with their drive markets, and work to get those regional dollars circulating in their visitor economies first before trying to pull in visitors from farther away. As you consider the geography, demographics and psychographics of your target audiences within those near-term markets, collaborate with your team to consider questions like these:

- Where can we get the biggest bang for our buck, geography-wise? How will we market to those geographies? How will we phase geographies in over the different stages of our comeback?
- Among our visitor profiles, which demographics and psychographics make the most sense to focus on? Who are bigger risk-takers and more likely to return to travel sooner? Who is more likely to have disposable income coming out of this economic hard time?
- Is there a target visitor for whom we will be more appealing than our competitors in this time, and how can we leverage that advantage, if only temporarily?

Instructions:
- In the table on page 30, fill out information in the Part 2 columns for each phase of your recovery marketing: Geographies and Visitors/Targets.

Part 3: Aligning Messaging

In the early parts of this recovery—and perhaps for some time to come—events, attractions, and assets that rely on crowds will be hard or impossible to market. You'll need to consider what you can sell, and what within that, what might be most attractive to those audiences you are speaking to at each stage. The "Destination Impacts" tool under the EVALUATE portion of this toolkit may be helpful to complete as input to this activity. Collaborate with your team to consider questions like these:

- Are there any of our events that can still operate with reasonable social distancing requirements? For example, could we reconfigure a farmer's market to be a safe space to shop for fresh products but also social distance?
- How has our product changed? What businesses didn't make it and how has their disappearance shifted our product, brand promise and what people have come to expect from our destination?
- What events, attractions and assets need to be put on the back burner for now, from a promotion standpoint, so we can promote safe visitation? What can we do to support the survival of those entities in the meantime?
- What activities and assets fit best with the spirit of social distancing, and would make sense to promote more heavily in the long-term? How can we effectively use messaging to disperse visitation across all appropriate assets? How do these activities and assets align to the target visitors identified in Part 2 of this tool?
- What will be most catalytic—that is, what can we promote that will most quickly get the most visitor spending back into our community across the biggest variety of tourism-related businesses?
- What messages are stakeholders or partners using? How can we align our messaging to ensure broader representation of the most strategic voice?

Instructions:
- In the table on page 30, fill out information in the Part 3 "Messages" column for each phase of your recovery marketing.

Part 4: Mitigating Fear

Some scientists believe that the emotion of disgust evolved in humans to incentivize the avoidance of infectious diseases. With all of us bombarded daily with stories of COVID-19, it's inevitable that some of us will end up with fear-based or disgust-based reactions to this crisis that may shape our behavior for years to come. For travelers, this may mean avoiding events, crowded attractions, restaurants, and other places people gather. For your residents, this may mean a fear or suspicion of visitors and the potential for them to bring sicknesses into your community—and those residents are important not only because you need political support for tourism, but also because they, too, spend money in many of the tourism-related businesses in your community.

Although it isn't usually part of the repertoire of a destination organization, you'll need to play a little bit of amateur psychologist and imagine how fear might drive changes in behavior and what you can do through your messaging to mitigate that. Collaborate with your team to consider questions like these:

- What was resident sentiment toward visitors before this crisis, and what can that tell me about what their sentiments are likely to be as visitor volume increases? What am I hearing from locals about tourism promotion? Is there a new limit to our destination's carrying capacity?
- What partnerships, messaging, and activities do I need to undertake to ease resident sentiment about the return of visitors?
- What am I hearing from local tourism-related businesses about the sentiments of our early visitors? What can I learn about the local landscape in my feeder markets that would give me a clue as to how they are responding to this pandemic?
- What messages will help our visitors understand that our destination is safe and ready for them? What will ease any worries they have?
- How can we leverage local media to reinforce the messages we need residents and visitors to hear?
- How will I need to modulate my messaging over time, particularly if COVID-19 comes in recurring waves and we go through rolling shutdowns?

Instructions:
- In the table on the next page, fill out information in the Part 4 "Mitigating Fear" column for each phase of your recovery marketing. What tools will you use and what messages will you send to ease the fears of your visitors and your residents?

Stage	Part 2		Part 3	Part 4
	Geographies	Visitors/Targets	Messages	Mitigating Fear
Latent				
Emergent				
Calibration				
Full Engagement				

Recovery Marketing

Coordinated Partnership

No destination organization can cause the recovery of their visitor economy on its own. It will take a community-wide effort in both the public and private sectors to bring that about, but the destination organization and its actions can be catalytic in getting some recovery efforts organized and begun. The purpose of the Coordinated Partnership tool is to help you identify your universe of stakeholders and align them around a common framework as you collectively move toward recovery.

The Coordinated Partnership tool is organized on four parts: **Create a Stakeholder List**, **Identify Stakeholder Values and Assets**, **Identify Potential Partners**, and **Plan for Collective Success**.

Use this tool with your leadership team as you seek opportunities to work in a collaborative and coordinated fashion with partners. Understanding and aligning resources acknowledges that recovery will not happen in isolation, but in an interdependent way with stakeholders.

Is This Tool Right for My Organization?
- Do you need to identify your critical stakeholders and what can they bring to the table in recovery?
- Do you wonder how to ensure you move forward in a coordinated way that leverages existing resources (e.g. staffing, budget, destination assets, etc.)?

Part 1: Create a Stakeholder List

Instructions:
1. List stakeholders by group or organization in the first column of the table below. (If you completed the "Stakeholder Engagement" tool in the EVALUATE module of this toolkit, you may already have this list compiled.)
2. For each group or organization, identify a primary point of contact.

Stakeholder Organization	Point of Contact	Title/Role
City Economic Development Department	*Joanna Garcia*	*Economic Development Director*

Part 2: Identify Stakeholder Values and Assets
Instructions:

1. Add the stakeholders from your Stakeholder List to the appropriate category (Constituent, Supporter, or Opposition) in the tables below. Some stakeholders may belong in more than one category.
2. Write down your perception of each stakeholder's values (what drives their focus) and assets (what they bring to the table in the context of recovery) that relate to your industry or area of focus.
   - Examples of Values: Loyalty and trust; commitment to innovation, development; emphasis on achievement and goal accomplishment; formal rules and policies
   - Examples of Assets: Team resources; political support; administrative funds

Constituents
Those who are directly involved in our industry or area of focus.

Stakeholder Organization	Values	Assets
City Economic Development Department	• *Equity – focus on underrepresented populations* • *Growth – expansion of economic pie*	• *Funding programs for small business* • *Political support*

Supporters

Those who are not directly involved in our area of focus but may find it in their interest to support it.

Stakeholder Organization	Values	Assets
City Economic Development Department	• *Equity – focus on underrepresented populations* • *Growth – expansion of economic pie*	• *Funding programs for small business* • *Political support*

Opposition

Those who may be against our area of focus or who share interest in our area of focus yet have significantly different ideas on how to go about the work.

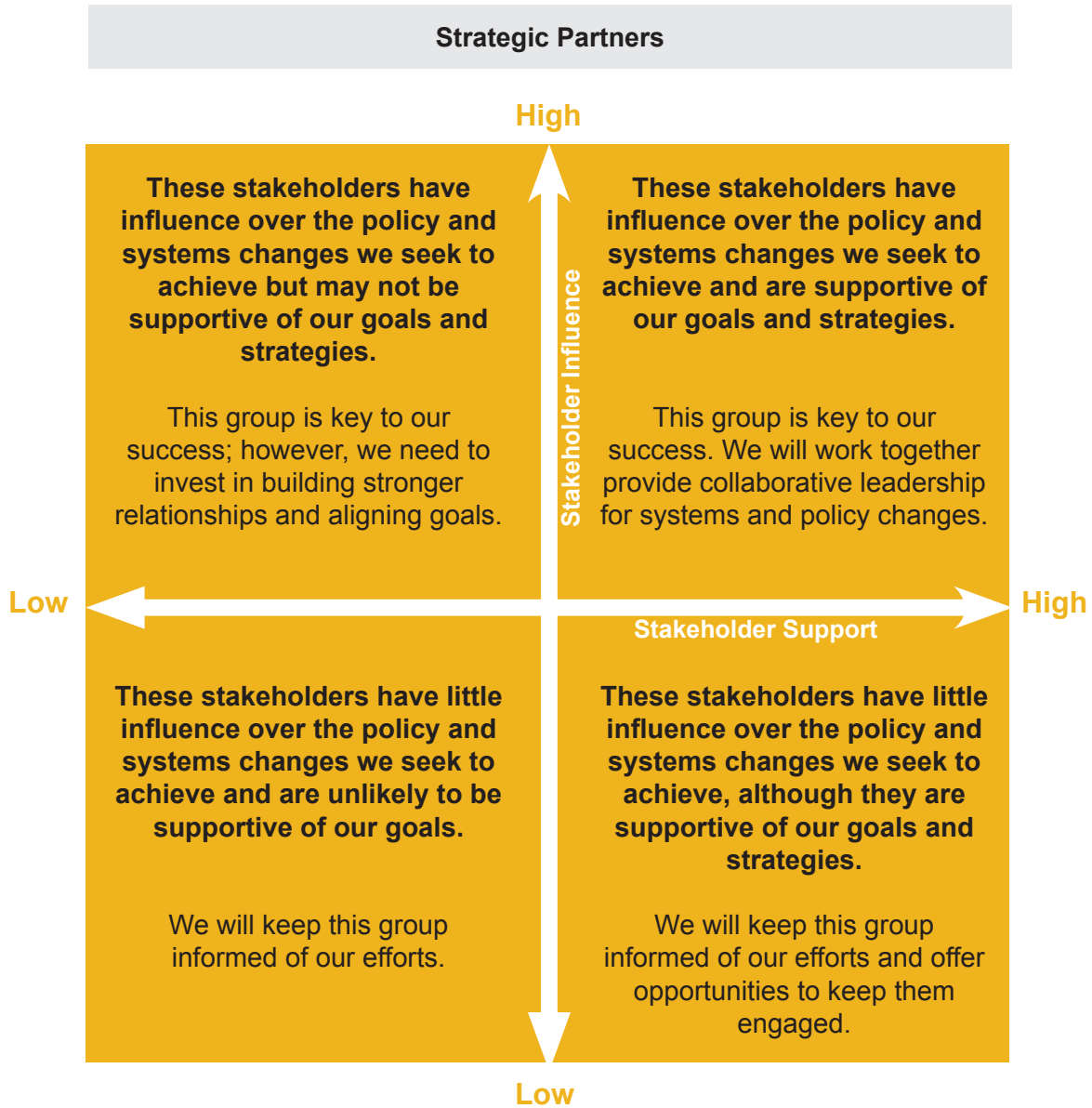| Stakeholder Organization	Values	Assets
City Economic Development Department	• *Equity – focus on underrepresented populations* • *Growth – expansion of economic pie*	• *Funding programs for small business* • *Political support*

Part 3: Identify Potential Partners

As you develop your coordinated partnership strategy, it is important to understand the influence both you and your identified stakeholders have on your area of focus. Below is an example of how to map and prioritize stakeholders. This mapping process can help clarify which stakeholders and partnerships can assist you in achieving your goals or in furthering your recovery strategy.

Strategic Partners

High

Stakeholder Influence

Low ← → **High**

Stakeholder Support

Low

These stakeholders have influence over the policy and systems changes we seek to achieve but may not be supportive of our goals and strategies.

This group is key to our success; however, we need to invest in building stronger relationships and aligning goals.

These stakeholders have influence over the policy and systems changes we seek to achieve and are supportive of our goals and strategies.

This group is key to our success. We will work together provide collaborative leadership for systems and policy changes.

These stakeholders have little influence over the policy and systems changes we seek to achieve and are unlikely to be supportive of our goals.

We will keep this group informed of our efforts.

These stakeholders have little influence over the policy and systems changes we seek to achieve, although they are supportive of our goals and strategies.

We will keep this group informed of our efforts and offer opportunities to keep them engaged.

Instructions

1. Using the Stakeholders Values and Asset List and the Stakeholder Influence Map Guidance, list your stakeholders in the appropriate quadrant.
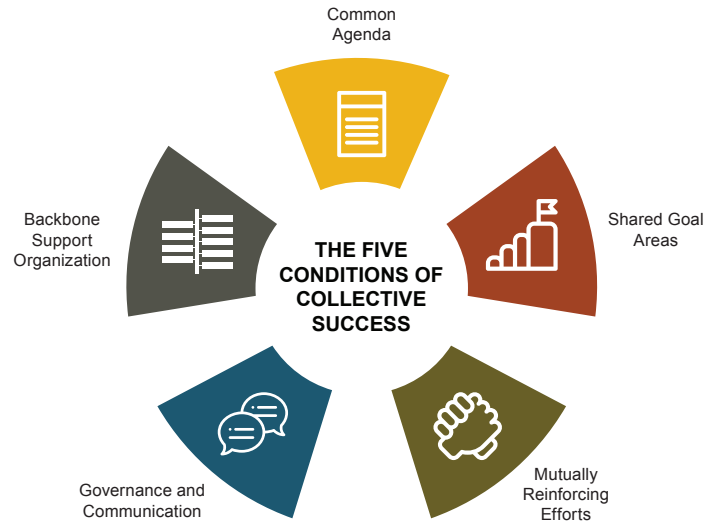
Strategic Partners

High

Stakeholder Influence

Low ← → **High**

Stakeholder Support

Low
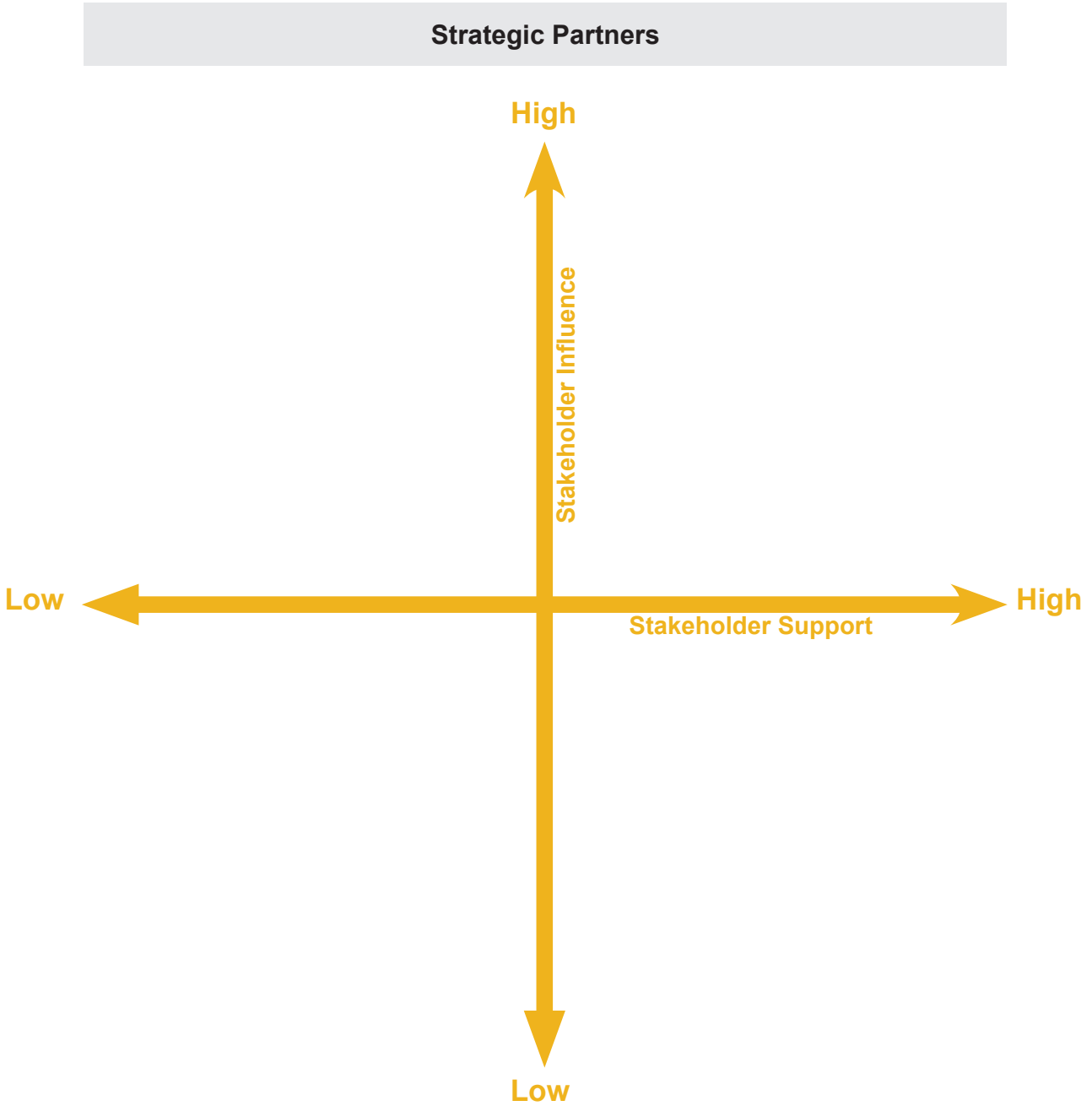
Part 4: Plan for Collective Success

The Stanford Social Innovation Review[1] describes a collective impact model as:

"The commitment of a group of important actors from different sectors to a common agenda for solving specific problem. Collaboration is nothing new, but collective impact initiatives are distinctly different. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants."

Instructions:

1. Collective impact initiatives typically have five conditions, that together produce true alignment and lead to powerful results. Answer the questions below as you collaborate with your stakeholders and partners (identified in the section above) on a shared recovery plan:

THE FIVE CONDITIONS OF COLLECTIVE SUCCESS

Common Agenda · Shared Goal Areas · Mutually Reinforcing Efforts · Governance and Communication · Backbone Support Organization

Common Agenda

Collective impact requires partners/stakeholders to have a shared vision for change, one that includes a common understanding of the problem and a shared approach to solving it through collective action.

- What is our individual understanding of the situation? Are we dealing with the same set of issues or problems?
- What issues or problems do we have in common?
- What should be our primary shared goal(s)?

Shared Goal Areas

A common agenda will be ineffective without agreement on how to measure success and impact.

- Specific to our common agenda, what does success look like? What will we collectively measure and report?
- Do we have the capability to collect the necessary data and report on our progress?

Mutually Reinforcing Efforts

Collective impact initiatives depend on a diverse group of stakeholders working together, not by requiring that all organizations do the same thing, but by encouraging each participant to undertake the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others.

- What unique and specific set of activities will each organization take to further our common agenda and measure(s) of success?
- How will we support each of our unique efforts?

Governance and Communication

Collective impact requires leadership, from within each participating organization and across the group.

- How will we hold each other accountable?
- Are the leaders (organization Directors, CEOs, Executives, etc.) of participating organizations directly involved and committed?
- Who will formally participate in our governance committee?
- How often should we convene as a group?
- What communication tools/approaches will we use to keep partners/stakeholders informed?

Backbone Support Organization

The expectation that collaboration can occur without a supporting infrastructure is a common reason why such efforts fail. Identifying dedicated resources and leadership will be critical for success.

- What does our supporting infrastructure look like?
- Is there dedicated staff focused on ensuring the common agenda is implemented?
- Do we have budget resources identified and allocated?

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[1] https://ssir.org/articles/entry/collective_impact#