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## RESILIENCE PLANNING AS AN OPPORTUNITY FOR FUTURE SUSTAINABLE DEVELOPMENT IN TOURISM

Sustainable development is a theoretical concept, but the possibility of implementing it depends on skills and practical solutions. One practical solution is interdisciplinary planning. The basic criterion for the success of interdisciplinary planning and improvements in its quality and efficiency is continuous expansion of knowledge related to its role, the methods, tasks and responsibilities involved and experience gained. This can be considered as a necessary step in the further evolution of interdisciplinary planning. Taking these aspects into account, it could be claimed that interdisciplinary has become a principal condition for the existence of good planning. The aim of this article is to indicate the need for new resilience planning techniques relevant to the implementation of sustainable development, which include, among other things, scenario planning. According to the authors, this concept requires a resilient approach to developing future strategies for more dynamic activities in regions attracting a high number of tourists. In the empirical part, a case study is presented. Based on an analysis of the Development Strategy for Tourism in the Wielkopolska Region until 2020, missing elements are identified from the point of view of sustainable development. Despite references to sustainable development, neither resilience planning nor scenario planning were used.

**Keywords:** *sustainable development, resilience planning, future, scenario planning, management of tourism*

### 1. Introduction

Parallel to the evolution of not only the theory of planning, but of all sciences, the scope of research in many areas has expanded. This has often caused internal polarizations, leading to the emergence of new disciplines. A tendency to specialize in specific

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fields has also appeared in planning procedures, despite the fact that their nature requires, above all, the analysis and resolution of problems in a broad, rather than narrow, range [12].

The boom in the tourism market resulted in direct and indirect losses in this sector due to continuous, new and surprising events and, above all, social, economic and political changes. Environmental conditions that generate tourist traffic are an inherent element influencing tourism. These are issues that should be discussed at global and national levels, but the victims are primarily regions whose economy is largely based on tourism. In modernizing the Polish economy, identifying developmental trends in various fields of science and the economy, creating a courageous vision and scenario development are particularly important. A society should catch up to the most developed countries and regions mainly through innovative activities and pre-emptive action, rather than imitation [20].

The aim of this article is to indicate the need for new resilience planning techniques relevant to the implementation of sustainable development, which include, among other things, scenario planning. According to the authors, this concept requires a resilient approach to developing future strategies for more dynamic activities in attractive tourist regions. The Tourism Development Strategy of the Wielkopolska Region until 2020 is used as an example.

## **2. Resilience tourism planning and sustainable development**

At present, one can observe the rapid development of previously unknown, but attractive for tourists regions and the revival of other tourist areas. Hence, when analysing the potential development of tourism, one should consider the possibility of negative events and situations that may appear suddenly and unexpectedly. These phenomena are associated with the natural elements (floods, earthquakes, fires, volcanic eruptions, tsunamis, etc.) but also with changing political, economic, social, legal and cultural circumstances.

During the last decade, the notion of regional resilience has emerged in the debate about regional development. In this context, resilience is defined as the ability of a region to prevent, prepare for, respond to and recover after disturbances, so that such disturbances are not obstacles to the region's development. Regional resilience is characterized by the capacity of a regional economy to i) withstand external pressures, ii) respond positively to external changes and iii) adjust and learn [11].

The concept of resilience offers a coherent interpretation of interconnected human and environmental processes, and is increasingly accepted as a framework for understanding global systems. Resilience theory was developed in the early 1970s to model fluctuations in ecological systems, and was later applied to interconnected social-ecological systems. It has been explored in a range of anthropogenic contexts, including

recent applications to tourism [3]. Presently, the rise of the concept of resilience is evidenced by the most recent conferences on resilience. In May 2014, the Resilience Alliance hosted Resilience 2014 in Montpellier, France. With over 900 attendees, the diversity of topics presented by researchers was overwhelming.

Resilience theory is related to approaches based on vulnerability, popular amongst development practitioners, and has its roots in complexity science. Tourism is a good example of a complex adaptive system and, as Farrell and Twining-Ward remarked [8], lends itself to an integrative, interdisciplinary and non-linear approach to interpreting the world, which is fundamental to resilience theory. When applied to tourism, the concept of resilience explains the deeper forces underlying Butler's "Tourism Area Life-Cycle", proposed in 1980, when the development of tourist destinations was thought to progress in a linear fashion. Later versions of this model proposed a "rejuvenation" stage, but the concept of resilience goes further in explaining the cyclical and complex nature of such systems. Such resilience is based on recovery from perturbations and the accumulation of various forms of capital which enable faster renewal and stronger structures [3].

Table 1. Four types of resilience

Resilience	Focus	Oriented	Aims	Action
Engineering	stability	status quo	return to equilibrium	survive
Ecological	natural world	sustainability	preserving resources	survive
Social-ecological	social world	planning	resource management	adapt, adjust
Evolutionary		decision-making, understanding	asset management and new trajectories	adapt to complexity and constant change

Source: Fabry et al. [6].

There are four basic types of resilience referred to in the literature (Table 1).

- Engineering resilience [9, 18] in its narrowest sense; engineering resilience focuses on maintaining the efficiency of the functioning and immutability of a system and a predictable environment in the vicinity of a single stationary element. This concept aims at maintaining the status quo and recovering balance without adaptation.

- Ecological resilience [17, 10, 4] – a concept rooted in ecology, referring to the stability of an ecosystem and its ability to prevent, manage, recover and absorb shocks (fire, pollution, etc.), especially considering the possibility of maintaining the ecosystem and the preservation of its resources in case of unexpected events. Resilience measures the sensitivity of an area, i.e. the higher the resilience, the lower the sensitivity. Such resilience enables the implementation of the paradigm of sustainable development.

- Socio-ecological resilience [1, 25] focuses on the interaction within a social system and its ability to continually change. A system resilient in this sense escapes from

the need to return to a state of equilibrium. Such resilience involves exploration of options for adaptation, learning and innovation in the context of dynamic interaction and focuses on resource management and planning in a dynamic system. This form of resilience relates to the profitability of the tourism industry, as well as the authenticity of the local culture.

- Evolutionary resilience [5] applies to the social world and its ability to thrive in complex and constantly changing conditions.

### **3. Sustainable development in regions attractive for tourists**

The process of sustainable development should lead to an increase in socio-economic development. Such development involves, apart from the direct consumption of goods and services, the resources constituted by goods that have already accumulated and form the infrastructure of socio-economic opportunities for recreation and leisure, the quality of the natural environment, as well as sociological and psychological components. Thus, the objective of sustainable development is to improve the quality of life. It should be emphasized that sustainable development requires the satisfaction of three groups of objectives: environmental, economic and social. This triad is interdependent and these objectives should be pursued simultaneously. A common mistake is to reduce the issues of sustainable development to environmental considerations.

The ecological dimension has been included in the most important Polish government documents. In the Environmental Protection Act of 27th April, 2001, sustainable development is defined as *socio-economic development, in which the integration of political, economic and social activities maintain the balance and permanence of basic natural processes and guarantee the basic needs of communities or citizens, both contemporary and future generations* [Acts. U. No. 62 item. 627]. Such an approach to sustainable development highlights the interdependence of ecological, economic, social and spatial order in socio-economic development and the need to preserve resources for future generations. An important feature of sustainable development is durability, which implies not only short-term, but also intergenerational, justice.

Sustainable development is a concept developed by many world-scale practitioners and theorists, the essence of which stems from the need for practical applications taking into consideration existing knowledge. Only by taking into account both theoretical and practical matters can a comprehensive system of issues related to sustainable development be created. Implementing the concept of sustainable development in the field of tourism requires the refinement of general recommendations to avoid conflicts in the natural, social and economic environments. Sustainable development in different sectors of the economy, including tourism, is a process and not a state, so it is necessary to

define methods for its implementation and monitoring progress. Interdisciplinary planning is a practical solution for this purpose.

To summarize, sustainable development should be the goal of the state, local authorities and businesses and aimed at improving the quality of life. In accordance with state policy, the principles of sustainable development must be translated into the various sectors of the economy. With regard to the tourist industry, these principles involve not only being economically efficient, but also environmentally friendly (to natural, social and cultural resources). There are different concepts and definitions, among which the concept of sustainable tourism is of fundamental importance.

According to the definition of the Federation of National Parks and Nature Reserves in Europe, sustainable tourism is: *any form of tourism development, management and tourist activity that sustains the ecological, social and economic integrity of areas, as well as preserving the natural and cultural resources of these areas* [28]. The basis of the concept of sustainable tourism is therefore to achieve harmony between the needs of tourists, the environment and local communities.

As the products of tourism are complex, the principles of sustainable tourism should involve all service providers. According to the idea of this article, it should be emphasized that the implementation of sustainable tourism is an excellent example, where the lack of involvement of one of the service providers (manufacturers) can undermine other activities. The sustainable development of tourism requires, above all, understanding and controlling the impact of tourism on the environment, and what goes with that – making the necessary changes and improvements. The need to understand the impact of tourism on the environment entails the involvement of all stakeholders that create tourist packages. In practice, environmental awareness should be transformed into environmentally friendly action, which means compliance with environmental objectives.

As stated, tourist packages require the collaboration of many stakeholders. At the level of a destination, these might be tourist firms (hotel operators, restaurateurs, and travel agents), local authorities, tourist organizations, promotion agencies, and the local community, which provides the workforce for the tourist industry and – through its culture and attitudes towards visitors – creates the unique atmosphere of an area. To make a collaboration effective in providing an eco-friendly product, the level of environmental knowledge and awareness among all of the stakeholders should be equally high [2]. Therefore, sustainable tourism is a comprehensive concept that takes into account the objectives and principles of sustainable development in relation to the tourist industry. However, despite the increasing dissemination and support for the principles of sustainable tourism, in terms of both theory and practice, the definition of sustainable tourism in too general terms stirs discussion in the literature, but reflects the ambiguity of the aims and objectives of this concept [15].

The objectives of sustainable tourism at the level of a destination can be sorted into three groups, analogous to the aims of sustainable development:

- environmental objectives: the preservation of natural resources for the purposes of tourism; reduction of the environmental pollution and degradation caused by tourism,
- economic objectives: the material welfare of host communities; the maintenance and optimal use of tourism infrastructure [28],
- social objectives: opportunities for gainful employment in the tourism sector; recreation for both visitors and host communities; protection of the cultural identity of local communities; increased community participation in the local policy for tourism.

The three types of objectives are interrelated, with the sustainable development of a destination being the ultimate goal. It would be wrong, therefore, to analyse the objectives separately without showing how they complement each other. However, the interactions and conflicts between particular objectives can be considered in detail only when specific case studies are analysed [16].

Since sustainable tourism is a concept relating to the principles and objectives of sustainable development, it should be considered as a potential means to achieve the goal of sustainable development. It follows from this that any form of tourism should in itself be: (a) sustainable in the context of the environment and (b) viable as a sector in the long term. Undoubtedly, (a) is a prerequisite for (b) [15].

Sustainable development is often misinterpreted as a goal to which we all aspire. In fact, stability is not a final state, it is rather a dynamic characteristic, the adaptive development of a system. Over a long period of time, stability will not result from action along a linear trajectory, but rather from continuous adaptation to changing conditions. It cannot be assumed that the environment is infinitely elastic, or presumed what might happen in the future.

The economic system is one of the most important factors determining the possibility of implementing sustainable development. This is valid for the area and level of organization and administration at which decisions are made. Many authors believe that to solve environmental problems, decision-making and project realization should be carried out at a more local level than national level. Hence, the importance of regional and local levels increases. However, this requires a coherent legal and institutional system, reflected in the existing legislation and programmes. Another particularly important external condition in the initial period of implementing the principles of sustainable development is institutional support. One solution taking into account the multiplicity of entities, their different objectives and the variety of possible events in the future is resilience planning.

Sustainability is not a utopian end-state. It is an attribute of dynamic, adaptive systems that are able to flourish and grow in the face of uncertainty and constant change. Achieving sustainability requires innovation, foresight, and effective partnerships between corporations, governments, and other groups. While we cannot foretell the future, we can equip ourselves to adapt to the turbulence ahead. Resilience – resisting disorder – may be the key to global sustainability.

The concept of resilience planning gives new and useful perspectives for the theory of sustainable development. Regions and enterprises are under pressure to develop economically and, at the same time, must take into account social responsibility, human rights and cultural traditions. Sustainable development is an approach aimed to create long-term value for stakeholders by exploiting the opportunities and risk management resulting from economic, environmental and social changes. This is similar to the definition of resilience, because it suggests an adaptive approach to management. Therefore, it can be assumed that resilience is an operational tool that can be used for improving and measuring sustainability.

In this way, the tourist industry and regions can concentrate on being more sustainable by increasing their resilience to variable conditions and changing their modes of operation. Therefore multidimensional resilience should include:

- economic resilience – this reflects the financial strength and stability, as well as economic activity, of a society in which tourism operates, the network of companies with which the tourist industry works and the market for which tourism is intended,
- social resilience – this concerns human capital, including the ability to build teamwork, strong relations and alliances, as well as preserving the political and cultural coherence of regions,
- environmental resilience – this reflects operational efficiency, in particular the ability to use resources while minimizing the adverse effect of tourism on the environment, as well as the ability to protect and maintain natural ecosystems in which tourism is prominent.

These three types of resilience correspond to the essence of the triad of goals of sustainable development. Resilience planning can be used as a tool for avoiding conflicts between different stakeholders. Conflicts (for example, between the objectives of a National Park, entrepreneurs and residents) arise due to the fact that individual entities have their own goals and objectives which do not always include all three aspects of the goals of sustainable development. Resilience planning enables the development of possible scenarios, depending on the priorities adopted, which may be, for example, environmental or economic objectives. Resilience planning also enables the assessment of which option is most advantageous and corresponds to the stakeholders' opinions regarding the most desirable variant of the solution. Although industrial systems are non-linear and dynamic, most design and management methods are based on a linear, static worldview. As a result, our systems are brittle – vulnerable to small, unforeseen perturbations – and isolated from their environments.

#### **4. Scenario planning as a technique of resilience planning in tourism**

In a changing global environment, leaders need to be sure that decisions taken in the context of future threats and opportunities are appropriate, despite the element of

uncertainty. Units which are sensitive to emerging trends in society, politics, technology, economics and ecology are resilient in relation to changes in the shared values and culture of a society. Identifying indicators to monitor such changes and to understand their consequences builds a strategic advantage over competitors. Traditional methods of forecasting and planning are no longer appropriate tools for coping in an increasingly unstable world, in which changes are necessary. Such methods have limited ability to predict survival or significant changes in the environment, both internal and external. The radical changes currently taking place have forced us to re-evaluate previously accepted strategies and objectives.

Scenario planning for sustainable tourism is a method of anticipating the future – particularly the uncertainties that the future is likely to bring. It involves exploring what might happen and developing a number of such scenarios. Each scenario describes trends and developments and the potential impact that these will have on businesses, institutions or a region. This teaches us about opportunities, risks and threats, and makes it easier to anticipate their possible implications. Each scenario uses a set of rules and assumptions, firmly rooted in the realities of the region, to show the possible consequences of particular choices in specific areas (social, cultural, economic, etc.). Historical trends are used to project the patterns of movement and development, and current conditions determine constraints and possible choices. Also such scenarios are spatial: they describe the physical outcomes of choices, which in turn impact many of the things a region must care about.

Since the future is shaped by a diverse group of stakeholders who have different perspectives of development, building scenarios is usually a collective process. Scenarios deal with uncertainties and the most compelling task in the process of scenario creation is to identify the truly important underlying uncertainties – the “drivers” of future development – and the different pathways that they might take. Once a common frame of reference – a “future compass” – has been built, the task is to create a narrative describing a scenario that illustrates alternative futures with a story. Finally, the participants explore each of the scenarios, reflecting on their implications for their actions and strategies today [13].

There are many different ways of developing scenarios. One possible approach, that could be defined as a walk through the process, is divided into six steps [19, 7, 21, 22].

**Step 1. Task identification and analysis.** The first step of any scenario building process is to identify the focal issue in question or the specific decision that has to be made. Such tasks tend to be of a strategic or tactical kind, because scenarios deal more with longer-term trends and uncertainties, five to ten years hence, rather than shorter-term developments. The time-horizon for a scenario is often determined in this stage. Information regarding the existing identity, goals, strategies and status of the region should also be assembled, along with an analysis of its perceived strengths and weaknesses. In this step, it is important to start thinking about the key factors that could play



a role. This can start by asking the following question: What are the key factors that we would like to know about the future in order to improve the quality of our decisions?

**Step 2. Identification and analysis of drivers.** The next step is to identify the key drivers that will influence the listed key factors at macro and micro-level. The key micro-environmental forces are those that have a direct influence on the specific issue being dealt with. For example, if you are dealing with the future of a specific manufacturing sector, micro drivers might be related to market trends in that sector, specific regulations on manufacturing, new technologies, etc. Key macro-environmental forces are broader and possibly global. They relate to social, technological, political, economic and environmental forces that might have an impact on the issue considered. At this stage, it is possible to cluster these forces and recognize that not all of the identified forces are equally important or equally uncertain. The list of the driving factors should include the following categories: social, technological, economic (macro), environmental, political and values (STEEPV).

**Step 3. Rank by importance and uncertainty.** The next step consists of ranking the driving forces on the basis of two criteria: the degree of importance of each factor identified in Step 1, and the degree of uncertainty surrounding these factors. The impact/uncertainty grid (Fig. 1) systematically positions factors of influence according to their impact on the performance of a region/product and their degree of uncertainty. The position of individual factors in the matrix is determined by their average evaluation by the stakeholders in Step 2 (the perception analysis).

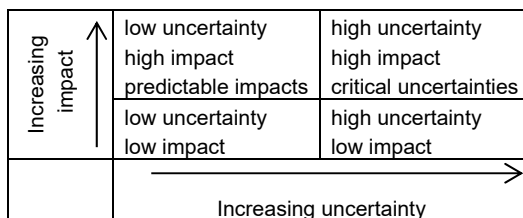


Fig. 1. Impact-uncertainty grid;  
source: Schwenker, Torsten [22]

The impact-uncertainty grid is divided into four sections. The bottom sections contain factors that have a relatively minor impact on performance. These secondary elements are not considered any further in the scenario planning process. The upper left hand section of the grid contains factors that have a relatively major impact on development and are relatively easy to predict. These are simply known as trends. The upper right hand section of the grid contains the most important factors for scenario development – critical uncertainties. These factors are also known as key uncertainties. These factors are then ranked by their degree of uncertainty, as well as their importance and

potential impact on development, in order to identify the most crucial environmental drivers that the region has to consider in its planning [21, 27, 23, 24].

**Step 4. Scenario building.** The scenario building phase is the core element of traditional approaches to scenario planning. In this scenario development step [27], the previously identified key uncertainties are converted into distinct scenarios that describe various possible future states of the world. These basic scenarios are then complemented by other driving forces to create consistent and plausible stories about the future, as well as possible developments that link the present to a specific picture of the future [21, 23]. Scenario creation itself opens the perception of participants and sets a foundation for the following strategy definition phase in which possible consequences and action plans for each scenario are developed [24, 23].

**Step 5. Fleshing out scenarios (strategy building).** In this phase, also called Implications [21] or Option Planning [27], companies can test or “wind tunnel” [27] decisions and strategic options under the scenarios that have been generated. This makes a company’s strategy more robust and applicable in a range of possible future situations [21]. This step enables managers to act more flexibly and prepare for different strategic alternatives depending on how the future turns out.

**Step 6. Implications of scenarios.** This is complex, synthetic work developing scenario construction including concepts such as: pre-development scenarios for the directions in which the phenomenon of tourism will develop; adding trends in developed scenarios (the megatrend method); adding weak signals and unprecedented events; developing final scenarios; identifying indicators to assess a scenario; planning routes of development for a product or region.

The main reason for doing scenario planning is to contribute to strategic decision making. Scenarios help stakeholders to think about the consequences of a regional strategy and they help to see potential pitfalls. However, the advantages of scenario planning are manifold. Five of the key advantages of scenario planning are as follows [26]:

1. Scenarios help regions to think beyond their day to day activities. Scenario sessions ask stakeholders to think about potential futures and discuss what may happen in such worlds. This requires a completely different mindset compared to what stakeholders do on a regular basis and helps them to see the bigger picture of how their region can be more attractive in the future. This can be very inspirational, and helps stakeholders to see day to day activities and urgent business from a wider perspective.

2. Understanding different cultural worldviews and respecting others. Scenarios often display extreme possibilities. Therefore, they may also represent completely different cultural worldviews and belief systems that stakeholders may hold. Discussing the implications of scenarios enables stakeholders to talk about how they see the future.

This reveals the differences in a group in a non-threatening way, because the subject is hypothetical. This allows for an open discussion about belief systems, which generally does not happen in discussions of business.

3. Discussing long-range futures that people consider impossible. Because scenarios are hypothetical, people can discuss the consequences while still believing that a scenario will never happen. However, such a discussion not only prepares their strategic thinking about such a future, it also helps stakeholders to analyse their resistance to a particular scenario and open their eyes to blind spots.

4. Challenging stakeholders to use their imagination. Scenario planning revitalizes people's imagination, which is deep down in everyone. Imagining what the future may hold enables discussion and anticipation of these possibilities.

5. Considering a wider range of possibilities and taking these into account in decision making. The exercise of talking about the implications of multiple, plausible but extreme futures helps to create a broad view of what may occur. Weak signals of potential radical turns in current affairs are laid out on the table. Scenario planning enables the discussion of early warnings of a wide range of black swan events. Such things might not appear on the table in regular board room meetings.

## **5. Resilience planning in practice. Case study of the tourism development strategy of the Wielkopolska Region until 2020**

For the purpose of this study, the authors test whether the assumptions of resilience planning were included in the selected case study. Desk research and the existing data method were used. The study is of a qualitative nature, due to the initial stage of the process of recognizing the research problem. According to previous research [14], it has been noted that higher levels of administrative division implement higher quality strategies, which is probably due to less stringent financial and technical constraints. To illustrate the assumptions of resilience planning, the Tourism Development Strategy of the Wielkopolska Region until 2020 was chosen as a case study. The choice of this strategy was determined by the facts that *tourism in the Wielkopolskie Voivodship has developed dynamically in recent years and there is a need to compile a new strategy for tourism development in the voivodship adapted to the changes taking place on the tourism services market* [30].

Therefore, it can be assumed that the regional authorities recognize changes in the tourism market as well as the need for a flexible response. The Tourism Development Strategy in the Wielkopolska Region until 2020 also takes into account the plan *EU-ROPE 2020: A strategy for smart, sustainable and inclusive growth conducive to social*

*inclusion* adopted by the European Union. In this regard, the document takes into account new challenges to development.

The authors assessed the use of resilience planning in the strategy of the discussed voivodeship on the basis of the concept of multidimensional resilience described in the previous part of this paper. At the same time, we examined whether aspects of scenario planning were taken into account when the strategy was created.

In the Tourism Development Strategy of the Wielkopolska Region until 2020, four priority areas of activities have been identified:

1. Development of tourist packages/attractions.
2. Human capital
3. New technologies
4. Infrastructure.

Priority area 1 indicates forms of tourism that may increase the chances of competing for potential tourists with other regions, e.g., business tourism (BT), cultural tourism (CT), nature tourism (NT), active tourism (AT), tourism in rural areas (TiRA). Table 2 presents those elements selected from the strategy, which correspond to the assumptions of resilience planning for the selected forms of tourism.

Table 2. Evaluation of specific priority actions of the strategy in the context of resilience planning and scenario planning<sup>a</sup>

Subject	Economic resilience	Social resilience	Environmental resilience	Multidimensional resilience	Scenario planning
Development of tourism products	0	2	1	1	0
Human capital	2	1	0	1	0
New technologies	1	0	0	0	0
Infrastructure	0	1	0	0	0

<sup>a</sup>0 – not taken into account, 1 – poorly (the issue arises, but without any description), 2 – intermediate (the issue appears and includes an explanation, but without methods or indicators), 3 – the issue appears, together with a description of the methods of implementation and indicators.

Source: authors' study on the basis of the strategy.

The analysis indicates that activities with varying degrees of detail are expected for particular forms of tourism and the text of the strategy shows a discrepancy between the treatment of those forms. The most detailed activities, from the point of view of the assumptions of resilience planning, are provided for active tourism and it is interesting that for this form of tourism the “social” activities are described in the most detail. The strategy for the development of cultural tourism does not mention any political or cultural cooperation (perhaps cultural tourism should be associated with cultural cooperation). The importance of supporting the sustainable development of nature tourism was emphasized and such action was named as an operational objective. However, the text

discussing specific activities for nature tourism did not indicate any element of resilience planning, i.e., there was no indication of the possibility of preserving resources through appropriate actions, or of ways to minimize damage to the environment. On the contrary, only the use of the environment was described. This approach indicates the descriptive nature of the strategy, without taking into account any actual possibilities of action. At the same time, Table 1 proves that the interdependence of sustainable development objectives has not been taken into account for the forms of tourism proposed in the strategy. Only in the case of active tourism, it is possible to identify simultaneous actions in the scope of the three groups of goals (economic, social and environmental). Such an incomplete approach may result from the fact that these strategies are not formal, only descriptive, and their quality depends on the skills and subjective assessments of the people preparing them. None of the proposed forms of tourism development for Wielkopolska, as a strategic plan, take into account all of the elements of resilience planning. There is no indication of possible reactions to the influence of changes. The description of activities is static.

The entire document describing this strategy is focused on products/packages, especially on studying the adaptation of offers from the tourist industry to market demand in terms of the proposed forms of tourism.

Priority area 2 concerns human capital. The strategy sets objectives in line with the resilience planning approach. For example, the document states: *Flexible response to the challenges of the modern labour market requires the development of a modern system of its organization. The essential elements are to identify changes in the labour market and forecast labour demand and supply in relation to specific occupations in the tourism market, flexible forms of employment and working hours, including telecommuting and part-time path planning careers, cooperation between the sectors of science, tourism market and labour market institutions in the organization of internships, apprenticeships, training, including the development of the qualifications and skills of those working in tourism – lifelong learning. This should be targeted at social inclusion.* The strategy also indicates the objective of: supporting and promoting entrepreneurial attitudes that should contribute to increased employment, including self-employment. This goal concerns not only the element of social resilience, but also economic resilience. Indicators of the number of employees and entrepreneurs in relevant sections related to tourism and the number of supported projects and educational projects are used as measures of achieving strategic goals. This part of the strategy also points to activities related to the sphere of economic resilience: creating favourable conditions for the development of modern tourist and tourism-related businesses, in particular for small and medium-sized enterprises, and supporting cooperation between enterprises providing tourism services in the region.

Priority area 3, new technologies, focuses on the use of technology to attract tourists and make their visit enjoyable. It is only mentioned that the proposed destination management system (DMS system) should integrate all activities related to tourism in the

region, making it easier for tourists to search for information, businesses in their daily functioning, and tourism organizations to coordinate the activities of local entities and promote the area to those outside its borders. Further DMS functions can be introduced and developed gradually, depending on existing needs. It also indicates the need to develop the concept of a tourist traffic monitoring system in Wielkopolska using information and communication technology (ICT), which would enable the collection of current information on tourism in the region. However, these activities relate primarily to webpages with offers of tourist packages. Also, priority area 4 – infrastructure, primarily concerns promoting tourism through *support for the development of tourism infrastructure increasing the quality of service and improving the accessibility of tourism infrastructure, particularly to people with disabilities*. One element pointing to a resilience approach is the definition of the objective: *Supporting investments in accommodation infrastructure in areas of high attractiveness, but insufficient tourism development*. However, neither specific monitoring options nor different scenarios were indicated. An evaluation of individual priority actions is presented in Table 3.

Table 3. Elements of the strategy corresponding to the assumptions of resilience planning for selected forms of tourism

Area	Economic	Social	Environmental
BT	Indication of the need to support the development of tourism within the boundary of the voivodship	–	–
CT	Supporting active forms of encounters with culture (e.g., historical enactments, experimental archeology, fabularised tours, urban games, quests, geocaching, artistic spectacles)	Lobbying for increasing the availability of facilities located on tourist trails (e.g., convenient opening hours, real improvement in accessibility for visitors – particularly to facilities located in smaller towns Increasing the accessibility of facilities on tourist trails for people with disabilities and the elderly.	–
AT	Creating long-term programs for tourism development for individual areas, trails, lakes	Coordinating and integrating the activities of local government, entrepreneurs and non-governmental organizations for the development and promotion of the Great Loop of Wielkopolska Cooperation with non-governmental organizations working in the field of aquatic tourism Increasing the availability of recreational and tourism facilities for people with disabilities	Counteracting the lowering of water levels in lake districts, e.g., as a result of brown coal opencast mines Supporting water and sewage management and other ideas aimed at improving the quality of surface water in the region.

Table 3. Elements of the strategy corresponding to the assumptions of resilience planning for selected forms of tourism

Area	Economic	Social	Environmental
		<p>Information exchange/communication between entities (about plans and initiatives) and consultation about planned activities implemented on the basis of working groups, cyclical/occasional meetings, conferences, workshops, using electronic means of communication</p> <p>Raising the safety of people spending holidays in lake districts in the Wielkopolskie voivodship through cooperation with non-governmental organizations, local government units and the state administration</p> <p>Organizing a study tour for tour-operators, tourism agents, journalists and bloggers</p> <p>Supporting the organization of attractive tourist and sporting/recreational events in cooperation with local government and non-governmental organizations</p> <p>Promoting active and pro-active ways of spending free time among the inhabitants of the Wielkopolskie voivodship.</p>	
NT	–	<p>Cooperation and harmonisation (if possible) of activities undertaken with units of the State Forestry, Regional Directorate for Environmental Protection in Poznań, the directorates of national parks</p> <p>Cooperating with units carrying out activities in the field of nature tourism and ecotourism education.</p>	<p>Creating products of nature tourism in national parks, landscape parks, nature reserves, Natura 2000 areas and other areas of natural beauty.</p>
TiRA	<p>Supporting specialist and competitive products that emphasize authenticity, locality and culture (local traditions and customs), including so-called thematic villages</p>	<p>Supporting events promoting local culture traditions and customs of rural Wielkopolska and regional cuisine</p> <p>Enabling the offers of agritourism farms and rural tourism facilities in packages of business, cultural, natural and active tourism</p> <p>Raising the knowledge of those employed in rural tourism facilities and local government – training, conferences, seminars, workshops on the importance of agritourism and rural tourism, appropriate legal regulations, the quality of services provided, and the construction of tourism packages.</p>	–

Source: authors' study on the basis of the strategy

The last part of the analysed strategy is the part concerning monitoring, which should contain elements that fit into the concept of resilience planning. This part indicates the entities responsible for the implementation, scheduling and financing of the strategy. The need for evaluation was also pointed out. Such an evaluation, carried out in the middle of the strategy's term, will include assessment of the achievement of the strategy's objectives, as well as the effectiveness of its implementation. Conclusions and recommendations resulting from this evaluation study may be used to consider possible modifications of the provisions of the strategy or its implementation. This provision indicates the authorities' awareness of flexibility in planning, but no specific indicators or actions were identified.

## 5. Conclusions

The concept of sustainable tourism is the starting point for practical applications in a particular area of planning, but does not provide particular solutions for the development of tourism in any place or at any time. A fundamental issue in guaranteeing the successful implementation of sustainable tourism is appropriate, long-term planning of its development. This can be supported by strategic planning documents, provided that they are consistent between different levels of the administrative divisions of a country and take into account various fields of local development strategies.

Tourism cannot be treated as a field competing for access to resources. It should be seen as one of the possible options for development. It should also be remembered that a particular area may develop various forms of tourism and select the forms that are compatible with the conditions existing in the natural and cultural environment [15].

Making tourism destinations safer and more resilient will require the entire destination to better understand its vulnerabilities and the risk of disaster through scientific, multi-hazard mapping and risk assessments. All critical stakeholders must be integrated into the process, including local government officials; key companies in the tourism sector, such as hotels; representatives of assets of the local infrastructure, such as airports, ports, hospitals, telecommunications and utilities; relevant labour organizations; and others.

The uncertainty that comes with climatic variability and extremes reinforces arguments for better coordination and accountability within governance hierarchies and across sectors, as well as between generations, and for the protection of non-human species in development plans. Local, national, and international actors bring different strengths and tools to questions of environmental change and its relationship to trends in human development. Offering a range of specific practical approaches, both locally and nationally, to risk management can better meet the demands of flexibility in adaptation and resilience. If there is strong, accountable leadership, enhanced by systematic



experimentation, it is possible to support innovations by developing tools as part of planned approaches to adaptive risk management. International actors can help by providing an institutional framework to support experimentation, innovation, and flexibility. This can be part of national and local strategies to move development away from incentives that promote short-term gain and toward those that promote longer-term sustainability and flexibility.

The Tourism Development Strategy of the Wielkopolska Region until 2020, analysed here, indicates that the concept of resilience planning is not yet known or applied in the area studied. There are a few references to individual elements of sustainable development (economic, social, environmental), but there is no comprehensive approach. Above all, this strategy makes no attempt to find a scenario planning approach. This research indicates little awareness of the potential of the concept of resilience planning.

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Received 22 September 2017

Accepted 22 June 2018