Investigation Disaster Resilience within the Hotel Sector:
An Integrative Conceptual Framework

Disaster resilience can aid in recovery [1], allowing hotels to move more quickly to an operational state after a disaster. A first step toward building disaster resilience within the hotel sector requires an understanding of the components that can be used to measure resilience. This research develops a framework that illustrate components of disaster resilience for the hotel sector.

Method:
A systematic literature review using key words of disaster, resilient, and/or hotel identified frameworks and theories of disaster resilience. Resilience to disaster may rely on various forms of capital existing prior to a disaster [3].
These articles were thematically analysed, revealing a case for a capital-based approach [2].

Capital-based approach
Capital can be thought of as a set of resources that can be leveraged to acquire or create additional resources [4;5]. Resources can be tangible items (money in the bank), services (utilities), potential resources that may become available (line of credit), human beings, and intangible constructs such as trust and leadership. This view of capital combines both potential and actual resources to contribute to adaptive capacity; the ability of an organisation to withstand and recover from shocks.

Discussion
- The framework illustrates capital groups, which are further broken down into the predictors for each capital. These work together to create a basis for building disaster resilience for hotels.
- While the hotel, capitals, and resilience rings are all connected, the individual capitals are independent of each other to illustrate that building capital resources for a predictor results in improved resilience.
- Competition for economic and human resources and a lack of management bandwidth for additional tasks beyond day to day operations have been identified as reasons organisations may not prioritize disaster resilience topics (6;7;8).
- By providing multiple ways to build resilience, management can enter into resilience building tasks from many different avenues

References: 1.Bruneau, M., et al., *A framework to quantitatively assess and enhance the seismic resilience of communities.* Earthquake Spectra, 2003. **19**(4): p. 733-7521. 2. Mayunga, J.S., *Understanding and applying the concept of community disaster resilience: A capital–based approach.*, in *2007 Summer Academy Megacities: Social vulnerability and resilience building, 22-28 July.* 2007, United Nation University Institute for Environment, and Human Security: Munich, Germany. p. 16. 3. Cochrane, J., *The Sphere of Tourism Resilience.* Tourism Recreational Research, 2010. **35**(2): p. 173-185. 4. Miles, S.B., *Foundations of community disaster resilience: well-being, identity, services, and capitals.* Environmental Hazards, 2015. **14**(2): p. 103-121. 5. Norris, F.H., et al., *Community resilience as a metaphor, theory, set of capacities, and strategy for disaster readiness.* American Journal of Community Psychology, 2008. **41**(1-2): p. 127-50. 6. Lee, A.V., J. Vargo, and E. Seville, *Developing a tool to measure and compare organizations' resilience.* Natural Hazards Review, 2013. **14**(1): p. 29-41.
7. McManus, S., et al., *Facilitated process for improving organizational resilience.* Natural Hazards Review, 2008. **9**: p. 81-90. 8. Orchiston, C., *Tourism business preparedness, resilience and disaster planning in a region of high seismic risk: The case of the Southern Alps, New Zealand.* Current Issues in Tourism, 2013. **16**(5): p. 477-494.