CATO

Council of Australian Tour Operators

# Tourism Risk, Crisis and Recovery Management Guide

**E Version**

***"Chance favours the prepared mind."***

- Louis Pasteur

**www.cato.asn.au**



© David Beirman 2016

# CONTENTS


| | | | |
|---|---|---|---|
| P | 3 | | Introduction to the CATO Guide |
| P | 4 | Part 1 | Defining a Tourism Crisis for Wholesalers |
| PP | 4-12 | Part 2 | Focus on Risk Management and Security |
| PP | 13-19 | Part 3 | Effective Tourism Crisis Management |
| PP | 20-22 | Part 4 | Crisis Management Template for Wholesale Tour Operators |
| PP | 23-25 | Part 5 | Ten Point Post Crisis Business Market Recovery Guide |
| PP | 26-29 | Part 6 | Tourism Recovery from Security Related Issues with a Focus on Media Relations |
| PP | 30-31 | Part 7 | Highlighting Social Media |
| PP | 32-33 | Part 8 | Resources and References for Risk, Crisis and Recovery in Tourism |
| PP | 34-36 | Appendix 1 | Ranking the Severity of Tourism related Crises |
| P | 37 | Appendix 2 | Quick Risk Management Template for CATO members |



Prepared for the Council of Australian Tour Operators by :



©Dr David Beirman 2016– Management Discipline Group Tourism, UTS Business School University of Technology-Sydney with material contributed by Bert Van Walbeek and Ken Scott



ISBN 978-0-9945587-1-8

For: Council of Australian Tour Operators





© David Beirman 2016

## Introduction to the CATO Guide

CATO members whether wholesalers or national tourist offices, are often in the front line of tourism crisis events. Almost half the tourists who book international trips from Australia will use the services of wholesalers for at least part of their travel itinerary. All tourists who travel internationally place a degree of reliance on destination management organisations through their offices or their websites along with wholesalers and travel agents to let them know about the risks which may apply to visiting their chosen destination. In those few cases where DMO's have no local or on-line presence, wholesale tour operators, travel agents or DFAT's *Smartraveller* website take on an increasingly important role as the key source of information about safety in destinations.

Within the travel industry, specialist risk management companies such as SOS International and Intelligent Travel have established services to travel agencies, wholesalers, cruised operators, hoteliers and corporations which focus on monitoring and travel risk information to their clients on virtually every destination in the world. Many wholesalers and retail travel agents work closely with such organisations. In Australia, The Department of Foreign Affairs and Trade through the site www.smartraveller.gov.au keeps a close watch on safety and risk as it applies to all destinations which Australians visits. CATO was among the founder travel industry organisations which established an ongoing relationship with DFAT in 2003 through the Consular Consultative Group.

The travel industry is one of the world's fastest growing industries. In 2015 the number of people travelling internationally around the world approached 1.2 billion. Of those just over 100 million were from China. Closer to home, according to the Australian Bureau of Statistics, out of a total of 24 million Australians, there were just over 9 million resident departures in 2015. Taking into account those who undertook more than one trip we can deduce that by 2015 one in three Australians were travelling internationally, one of the highest proportions of international travel participation in the world.

The overwhelming majority of those international travellers enjoy a trouble free trip and contribute to the testimonials of satisfied customers which often feature in wholesalers' brochures and web sites or online sites such as Trip Advisor. However, one quality which characterises CATO members is that all are committed to exercising a duty of care to their clients. This includes advising their clients of potential risk and being available to help out when things go wrong.

In a world of instant international communications through social media, the internet, 24/7/365 news media it doesn't take more than a few seconds for bad news to spread. Whether tourists are affected by external threats such terrorism, political instability, epidemics, natural disasters, building collapses, crime wave or internal problems such as service stuff ups, payments going astray, hotel bookings being dishonoured, delayed land, air or sea transport, lost luggage or poor meals it becomes the responsibility of the tour operator to address the problem for their clients and to do so quickly. At stake is the most precious asset of any business, your reputation. Unfair as it may be, your daily triumphs of providing your clients with great service and product are expected – that's why they pay to travel with you. Regrettably it's failures which tend to be noticed and publicised.

This guide does not enable you to prevent natural disasters or prevent security threats to your clients. What we at CATO hope it will do, is to give you some guidance on how to most effectively prepare your business and your staff to be conscious of risk and to sensitively communicate this to your clients. It will also hopefully help you manage those situations when your clients really need your assistance during a difficult situation whether that arises from external or internal causes.


© David Beirman 2016

# Part 1. The Broad Context of Crisis Management

**Defining a Tourism Crisis From a Wholesaler's Perspective:**

**A crisis is an event or set of circumstances which can severely compromise or damage the marketability and reputation of a tourism business, it's brand or an entire tourism destination region.**

There are two broad categories of tourism related crises which impact on tour operators:

**Category 1:** Crisis events which are beyond the control of management:

These include natural disasters, acts of war or terrorism, political upheavals, crime waves, epidemics and sudden global economic downturns.

**Category 2:** Crisis events which result from a failure of management action, process or lack of contingency measures taken to deal with predictable risks.

These include a business collapse due to management failure, inappropriate strategic management, financial fraud, loss of data, destruction of place of business due to fire or flood without adequate backup procedures or insurance cover, massive turnover or loss of management and staff. It can also include service or equipment failures which compromise the reputation of the business.

**Crisis and risk management is an integral part of overall tourism and hospitality management.**

**The Critical Role of Wholesalers as Risk Managers.**

One of the key marketing propositions of wholesale tour operators is that wholesalers are deemed to be and market themselves as experts in the destinations they service. In addition to being experts they also deemed to be the safest way for the traveller to experience that destination. Wholesalers have a twin role with regard to risk as professional tour operators and a protector of their clients whilst on tour. Your business reputation is largely contingent on your ability to shield your client from danger in to some extent from their own naivety. Remember, that one of the main reasons clients choose to travel with you, rather than travel independently because irrespective of whether they are a passive sightseer or an active adventurer they rely on you to shield them from risk.

.


© David Beirman 2016

# Part 2. Risk Management and Security

Defining Risk:

Risk is essentially the **likelihood** or probability of negative events and subsequent loss to a tourism business or destination arising from a negative event. Sometimes this can be measured statistically. Risk also factors in the **consequence** of a given risk occurring,

The risk of your home being robbed can be measured in accordance with crime statistics built up over a particular period applying to a specific area.

Risk assessments conducted by insurance companies are usually based on the mathematical **probability/ likelihood** of a specific event occurring in a specific location. The frequency and the **consequence or cost** of that event will be closely aligned with the premium charged,

Cunliffe (2006) defines risk as follows:

**Risk most commonly refers to the prospect of loss.**

**This loss is usually some form of unwanted outcome or undesirable consequence from a specific action or consequence.**

The Risk Management Process
(Cunliffe, Gurtner and Morgan 2006)

Wholesale tour operators face a wide variety of risks. Some risks to tourism destinations and travel businesses arise from events and circumstances beyond the control of management and many arise from management failures.

It is an increasingly common practice for businesses to develop a risk and security audit in order to understand the potential risks the business may be exposed to and to develop contingency measures to deal with the risk event when they occur.

The auditing approach also gives management the option to source insurance to cover the business from risk and to take protective measures and implement alternative or backup procedures should a negative event occur.

### Functions of Risk Management

Identify — **Identify** risks before they become realities.

Analyse — **Transform risk into decision-making information** by evaluating the probabilities, time-frames and potential impacts of each risk and then classifying and prioritising them.


© David Beirman 2016

| | |
|---|---|
| Plan | Use the decision making information to **formulate plans and contingency action plans** for mitigating the potential impact of each risk. |
| Track | **Monitor the effectiveness of those plans** by reviewing risk data. |
| Control | **Correct** deviations from the risk mitigation plans. |
| Treat | This could either involve **transfer of risk through insurance cover** or implementing **operational measures to manage negative** events when they occur. |
| Communicate | Provide internal and external information and feedback loops to monitor changes in the risk environment. Communication to staff and stakeholder is vital. |

There is a wide a range of risks to a business related to staffing. Vetting new staff and allowing for succession and substitution in the event as resignation or retirement, or absence (leave/ illness) are part of the internal risk management process. While we all want to trust our staff. We need to be aware of the possibility that criminal actions undertaken by staff or errors in customer service could result in loss of business.

An effective risk audit will take into account the effect of the risk, likelihood of occurrence and the remedial actions to be taken. In the following table are common risks which can impact on tourism destinations and businesses.

The core skill of effective risk management is the identification and prioritisation of those risks which impact on each specific business and destination. Too much professional time and money can be wasted on preparing for risk which will not really happen to you. Conversely, it is well worth taking the effort to think outside the square of obvious risks.

In April 2010 the eruption of the Eyjafajallajokull Volcano in Iceland resulted in a plume of volcanic ash which was expelled by the volcano. The ash clouds grounded airlines and closed air space over much of Northern Europe. This event caught most tourism businesses completely off guard with the sole exception of airlines (which had a contingency plan developed by the ICAO (International Civil Aviation Organisation).

As a result, hotels had no contingency plan for dealing with excess guests or mass cancellations, land transport had problems coping with extra demand and insurance companies had conflicting approaches to assisting stranded passengers.

Having identified the most likely risks, an audit should include the measures which will be taken to deal with the event and business should ensure that whenever possible they have insurance coverage which will financially protect the business should that risk eventuate.


© David Beirman 2016

## Key Risks to Tourism and Tourism Enterprises: All Apply to wholesalers

| Risk Category | Examples |
|---|---|
| Economic | Currency fluctuations, economic downturn, increase in interest rates. |
| Health Related | Epidemics, Pandemics |
| Psychological/ emotional | Negative images and perceptions which may have resulted from bad publicity, negative experiences from clients / visitors, malicious propaganda. |
| Environmental | Damage to environment through natural causes or through human pollution. |
| Financial | Overpricing, fraud, embezzlement, dispute over the contractual agreement between supplier and consumer. |
| Human | Riots, political instability, terrorism, war, crime waves, service error, industrial action. |
| Natural hazards | Earthquakes, Volcano, Storms and climatic related issues, forest fire, tsunami |
| Occupational health and safety | Inadequate safety measures, poor safety management, inadequate sanitation, poor water quality. |
| Product Deficiencies | Building and engineering design failure, mechanical breakdown in aircraft and transport, no delivery of services. |
| Property damage | Loss, injury and death due to design and construction faults. |
| Professional Liability | Failure in professional advice, negligence, misrepresentation, failure to deliver contracted services. |
| Public Liability | Danger to people who are on the property of the business. |
| Security | Vandalism, theft, terrorism, vulnerable computer and data systems. lack of protection for staff, guests and clients and attendees of events. |
| Technological | Airline, car, bus, vehicle or train crashes due to poor maintenance, failure of obsolete technology resulting in service failure, failure of computer systems and either loss, theft or corruption of data. |

The above risks are far from a comprehensive outline of the risks which can impact on tourism destinations and businesses but they indicate a representative range of risks which apply to the tourism industry.

## THE SIGNIFICANCE OF INSURANCE COVERAGE IN RISK MANAGEMENT

Insurance companies provide coverage and charge premiums based on the statistical calculation of risk as it applies to a wide range of specific circumstances. One would imagine that the premium which may apply to avalanche damage coverage for a hotel in the Australian outback would be as minimal the risk of such an event occurring. However, the same coverage for a ski resort in the Swiss Alps would be far higher as the likelihood of this risk is considerable.

Wholesale tour operators should take special care in ensuring they are financially covered for loss and damage which could arise from the most likely risks to them. In doing so a risk audit should factor in the likely cost involved in the destruction to premises by fire, loss of data and claims which may apply to injuries at an event or a litigious client who had an unhappy holiday and wants to blame the travel provider. **The minimum insurance cover for a wholesaler should include public liability and professional liability cover. Talk to your insurance provider about the range of coverage relevant to your business and the destinations you service. At the back of your mind you need to understand that you are legally deemed to exercise a duty of care wherever your clients travel to as your clients.** Wholesalers working with third party land operators should also ensure that they are covered by appropriate insurance in the countries or destinations in which they operate.

As a general rule, it is usually better to be over covered than purchase a policy which may not really cover the real cost of loss. This is especially true in the case of property damage in an environment in which property values and construction are subject to volatile price movements (usually upward).


© David Beirman 2016

For instance, in its *Smartraveller* web site (www.smartraveller.gov.au ) the Australian government's Department of Foreign Affairs and Trade urges Australians travelling internationally to purchase travel insurance policies to cover the duration of their trip. This should apply globally. However, each insurance company's coverage is different in terms of inclusions and exclusions. Even within the same company, varying rates of premiums will either add to or subtract from complete coverage.

Just as travellers need to be careful about the decisions they make on travel insurance, tourism businesses need to purchase insurance coverage with care. A reputable insurance broker is a valuable ally. **CATO Associate member Gow-Gates Insurance Brokers** has extensive experience in the travel and tourism industry. www.gowgates.com.au

It is good to consult with independent insurance organisations. The Insurance Council of Australia is a useful source of advice on insurance matters. The ICA represents the Australian insurance industry but is in a position to provide general advice for insurance consumers including businesses.

## FOCUS ON SECURITY IN TOURISM

Safety and security issues have assumed a position of critical importance for the tourism industry globally and especially for wholesalers. The viability of destinations and tourism businesses have been compromised by actual and perceived failures in security. **One of the key unique selling points of wholesalers is that as experts in a destination they guarantee the safest way for their clients of experiencing that destination whether their clients are adventure tourists or coach travellers.**

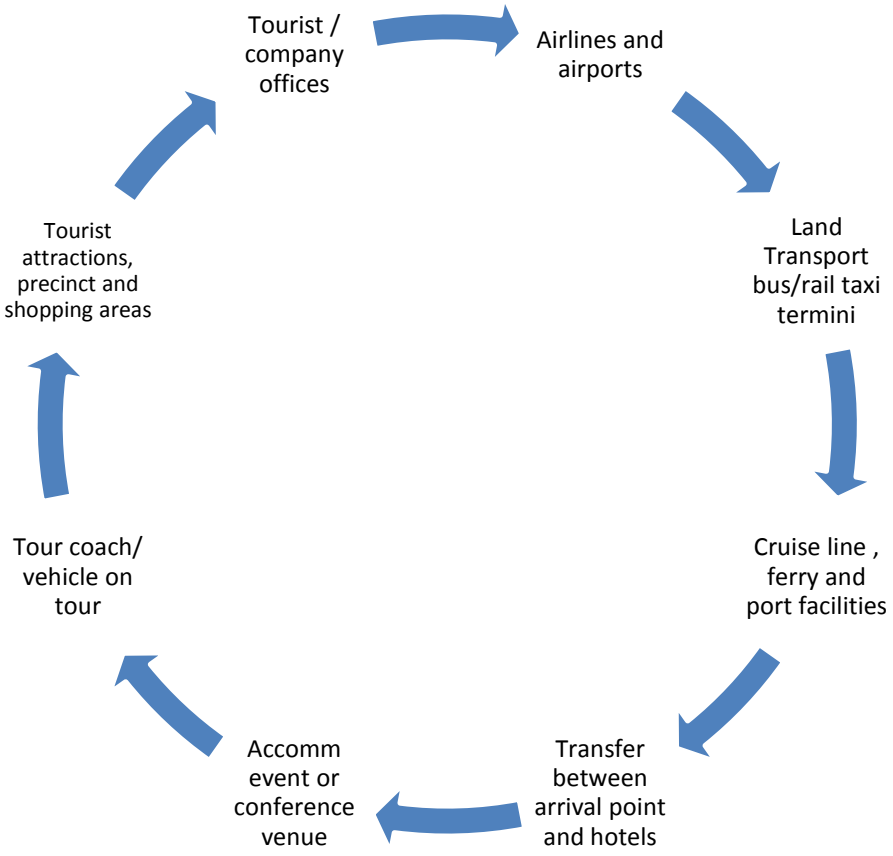
Terrorists and criminals frequently target tourism and tourists. **Terrorists see great value in the publicity their cause or their organisations receives from attacks which target tourists from many nationalities.** Criminals, especially in less developed countries view tourists as easy targets for opportunistic robbery or fraud or, in extreme cases, targets for ransom payments. **Wholesalers need to understand that tour groups are prime targets for terrorists.**

It is important to understand the distinction between terrorism and crime. As Dr Peter Tarlow (Tarlow 2005) explains the prime motivation of criminal activity is to incur loss on the victim and profit for himself without the action being traceable to the perpetrator.

Conversely, terrorists seek a high level of visibility for themselves, their particular cause and their actions. Financial profit is not necessarily a motivating factor. Many terrorist attacks, especially those targeting tourists, the targeting of multiple victims from diverse nationalities is integral to the core strategy of **maximising the publicity value of the act**. In some cases terrorists are prepared to risk their own safety and their own lives for political or ideological cause they espouse.

An extreme form of terrorist activity is the suicide bomber. The intention of suicide bombers is to cause the death of as many "targets" as possible in the process of the suicide attack. Not all terrorist acts are intended to kill. Hostage taking is sometimes seen as a viable alternative for terrorist groups to killing or injuring victims. The taking of hostages can have the impact of extending the duration of prime time publicity. Frequently, hostage taking has resulted in fatal consequences for victims and perpetrators.


© David Beirman 2016




**The Tourism Security Cycle**

In the high tech world of the 21st century terrorism, crime and security breaches can be as disruptive and fatal to businesses if they target computer technology as if they target people. Cyber-terrorism or cyber crime can compromise data, damage communications and destroy the records of business transactions, financial records and result in grand theft or completely close down an entire computer network. A cyber-attack on your business has the potential to severely damage your operation if no manual backup systems are available. Always back up your data and keep the backup in a safe place.

All sectors of the tourism and hospitality industry are subject to security threats. Generally speaking terrorists and criminals will target what they consider to be the weakest or most poorly defended targets, usually referred to in security parlance as “soft targets”.

This diagram above illustrates the tourism security cycle which impact on the safety of tourists.

Wholesale tour operators operate along all links of the security chain. **The Istanbul terrorist bombing in early 2016 which targeted a German tour group was a clear demonstration of the importance for tour groups to reduce their visible conspicuousness in high threat environments**.


© David Beirman 2016

The ongoing challenge for security professionals is that when defences have been developed to counter one form of attack, terrorists change tactics. In July 2009 the suicide bombing attack on the JW Marriott Hotel in Jakarta was conducted by a terrorist who was a registered guest of the hotel who assembled the explosive device in his room. Until this attack, most attacks on Western owned hotels in Asia and the Middle East were perpetrated by intruders.

Terrorism impacts on entire destinations, tour groups and individual businesses. Negative publicity and cautionary government travel advisories often work in tandem to deter foreign tourists from visiting a destination which has been subject to a terrorist attack. High profile events are obvious targets for criminals and terrorists and the cost of security for mega events such as the Olympic Games and the World Cup Football finals has escalated in recent years.

High rates of criminality, especially when tourists are targeted, present a major challenge to security professionals and the tourism industry, Criminal acts targeting tourists in developing countries leads to negative publicity and negative travel advisories. This trend has been especially notable in the Caribbean countries, most of which operate within economies highly dependent on tourism.

**This document highlights two key areas of security focus**.
The first is the development of a security audit which should be developed by every tourism business and the second issue will focus on a recovery program which emphasises cooperation with media and messages to stakeholders, the travel trade and consumers in key source markets.

## SECURITY AUDITS FOR TOURISM DESTINATIONS, EVENTS AND BUSINESSES

The auditing of security for any tourism destination, major event or enterprise involves massive variations. There are a number of common security issues which must be factored into the development of an audit. While many larger tourism and hospitality companies may employ a full-time security manager it is advisable to seek an independent assessment of security needs, especially for wholesale tour operators which operate in high risk destinations.

A critical part of an audit includes confirming or establishing rapid response contact points with private security contractors, government emergency services and police. In the case of some enterprises such as airports, sea ports and transport termini, contact with military authorities may need to be employed.

Security threats to a company may come from external or internal sources. Good human resource management is an essential part of security management. Disloyal, disgruntled or dishonest staff could potentially compromise the security of a company either through embezzlement of funds, facilitating intrusions of the company or in extreme cases facilitating attacks by terrorist or criminals. Entrusting a single individual to conduct or control all financial transactions is inherently risky.

Security involves deterrence, prevention and response. There is a strong case for visible security such as uniformed security personnel which represent a visible deterrence balanced by more discrete security procedures. In today's environment security is a marketable asset in tourism largely because safety is widely recognised as a key determinant in traveller's choices of destination and holiday type.


© David Beirman 2016

## Key security issues to address in a security audit for wholesale tour operators

- The state of security for the property of the business/attraction/ event venue.
- Prioritisation and coded identification of key assets.
- Effective screening of people, goods, vehicles, baggage, post.
- Data protection including backup and alternative data locations.
- Threat assessment of organisations or individuals who may be hostile to the enterprise or destination.
- Fire protection and fire drills.
- Security of financial resources.
- Security of protective clothing and equipment (for adventure travel operators)
- Protection of computer and IT equipment and access.
- Vetting of staff and the development of legally binding employment contracts.
- Protection of sensitive company information.
- Surveillance of entrances, public areas and key assets.
- Security audit of hotels, attractions and transport used in your programs
- Maintenance of emergency evacuation routes and procedures.
- Rapid response procedures for acts of violence against staff, guests or visitors.
- Maintenance of security and emergency systems and equipment.
- Periodic drills.
- A balance between visible and discrete security presence
- Maintenance of contact with police and emergency services.
- Maximisation of insurance coverage.
- Clear internal lines of security responsibility and roles.
- Media and PR spokesperson to deal with reputation issues.
- Next of kin or emergency external contacts for staff members.

While a security audit should address all the issues above, the audit requires several elements. It should include an assessment of the current situation and procedures, person or persons responsible for this category of security, suggestions for enhancements and updates and a timetable for these to occur. In essence a security audit works like a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. Some areas of security may require specialist attention. This would apply to computer and IT security in which the nature of threats is subject to daily changes.

## Selected computer and phone security audit items:

- Computer and network passwords with log of holders.
- Physical assets
- Records of physical assets
- Data Backup and storage
- Logging of data access
- Access to sensitive customer data and credit card information
- Access to client data
- Access to financial and banking data
- Email protection from external spam and internal misuse.
- Anti Virus and Trojan security, firewalls
- Data defence measures
- Web site security


© David Beirman 2016

## Summing up : :

- A security audit is a vital contingency management tool but its value is contingent on the audit findings are implemented.

- Security audits require periodic reviews.
- The nature of security threats frequently change.
- Security management and security threats have a dynamic which is accelerating.
- Security audits are vital for the internal security of the enterprise but, subject to audits being implemented also provide a sense of assurance for stakeholders and consumers.
- In matters of security, ongoing vigilance and business survival are closely linked.

## The Legal Dimension of Risk Management

Wholesale tour operators and travel agents not only have an ethical requirement to do all reasonably possible to protect their clients and deliver products and services as advertised but under the wide legal framework covered by **Duty of Care** there is also a legal obligation. It may come as an unpleasant surprise to some wholesalers but the fine print many wholesalers write in their brochures to absolve the company from a range of responsibilities for things that go wrong is unlikely to hold up in an Australian court if a passenger sues the company for injury, loss or damages arising from participation in a tour program.

Make sure the conditions section in your brochure is legally watertight. It's worth paying legal fees to ensure your brochures are legally compliant. Professional indemnity insurance is a necessary investment in an increasingly litigious society.

. **Risk Management Matrix ISO 31000- 2009 Emergency Management Australia**

Source: International Standards Association


© David Beirman 2016

# Part 3. Effective Tourism Crisis Management for Tour Operators

In 2003 PATA published a crisis awareness document called :**Crisis, it Won't Happen to Us !**

**Expect the unexpected. Be prepared . This material remains relevant to CATO members in 2016**

This booklet introduced the ' Four R ' concept of Crisis Management :

| | | |
|---|---|---|
| **1 . Reduction** | 1.1 | Crisis Awareness |
| | 1.2 | Political awareness |
| | 1.3 | Standard Operating Procedures |
| **2. Readiness** | 2.1 | Crisis Management Plan |
| | 2.2 | Tourism planning |
| | 2.3 | Health and safety measures |
| **3. Response** | 3.1 | Emergency response procedures |
| | 3.2 | Investigation |
| | 3.3 | Family assistance |
| | 3.4 | Communication |
| **4. Recovery** | 4.1 | Business Continuity Plan |
| | 4.2 | Human Resources |
| | 4.3 | Debriefing |

## Reduction

The concept of reduction can be defined in two ways:

1. The identification of a potential crisis and seeking ways and means to reduce its impact, this is closely aligned to risk management. Management need to perform a SWOT analysis on their business or destination which assesses strengths, weaknesses opportunities and threats, Based on this they can evaluate the potential impact of a particular type of crisis and devise appropriate contingency and continuity plans which can reduce the possibility and impact of a crisis.

2. The concept of reduction can also be defined as the beginning of the process in which the enterprise resumes functioning after a crisis has occurred. Services may be limited, access may be restricted but it is the beginning of the transition from crisis to recovery.


© David Beirman 2016

| 1. Reduction | | | |
|---|---|---|---|
| 1.1 | Crisis Awareness | 1.1.1 | Identify risk & hazards |
| | | 1.1.2 | Identify possible impacts |
| | | 1.1.3 | Intelligence collection |
| 1.2 | Political awareness | 1.2.1 | Secure political cooperation |
| | | 1.2.2 | Increase political involvement |
| | | 1.2.3 | Link Tourism and Peace |
| 1.3 | Standard Operating Procedures | 1.3.1 | Anticipate problems |
| | | 1.3.2 | Revise procedures |
| | | 1.3.3 | Enhance staff awareness |

This is the stage in which there has been a full assessment of damage or loss and there is a need to put in place a recovery alliance. In the case if destination which has experienced a crisis event this recovery alliance may involve government leadership and an alliance of all relevant sectors of the tourism industry.

**In the case of an individual enterprise this is the time in which there is a need to garner an alliance between the primary stakeholders and the staff.**

At this stage it is important to advise potential visitors or customers that the destination or business is operating and welcomes visitors and clients. It is common especially after a natural disaster for prospective travellers to avoid a destination because they believe that they may be unwelcome by locals.

In some case the re-marketing of visitors may be conducted as stratified marketing exercise in which solidarity and support is sought by that segment of the market which has the highest level of affiliation or commitment to the destination or business.

Many in the business may look at this stage as a soft re-launch.

Focus items may include:

- Positive focus reports on reconstruction and rehabilitation.
- Announcements of business resuming.
- Business continuity plans while repair is undertaken.
- A proposed time line for recovery.
- Plans for new initiatives which may avert or minimise the impact on a repetition of the crisis event.
- Prepare a full recovery campaign in key source markets.
- Avoid actions which would be deemed to be insensitive to victims.
- Engage local community in the process of recovery.


© David Beirman 2016

## Readiness/ Risk Preparedness:

Contingency Plans are well prepared documents dealing with the most likely risks and threats to a tourism business or destination

| 2 . Readiness | | | |
|---|---|---|---|
| 2.1 | Crisis Management Plan | 2.1.1 | Establish Crisis Management team |
| | | 2.1.2 | Crisis Management Plan |
| | | 2.1.3 | Simulation Exercises |
| 2.2 | Tourism planning | 2.2.1 | Create awareness among industry |
| | | 2.2.2 | Train staff |
| | | 2.2.3 | Advance decision making |
| 2.3 | Health and safety measures | 2.3.1 | Establish local network |
| | | 2.3.2 | Emergeny services |
| | | 2.3.3 | Hazards handling systems |

Contingency plans should be written up in a manual available to all relevant staff. It is imperative to stage drills or simulation games to cover these events as an integral part of company training.

They should contain the Following Elements:

- Assessment of the likely nature of threat/ risk
- Assign staff and management roles and record their emergency contact details for dealing with the risk or threat.
- Train in expertise and duties required to deal with specific roles.
- Scenario for managing the first hour of a crisis event.
- Scenario for handling each stage of a crisis process.
- The spokesperson and key crisis communication messages.
- SWOT analysis of the enterprise in terms of the risk/threat.
- Back-up procedures and personnel.
- Emergency contacts with police and emergency services.
- Sources and contacts for outside and emergency assistance.
- Know your key stakeholders.

### A few questions to ask for tourism/ hospitality businesses:

1. To what extent does the enterprise have insurance coverage for?
   - Property and contents.
   - Professional and public liability.
   - Fire insurance.
   - Accident insurance.
2. Is data backed up and stored in a secured place?
3. Is the filing system within the organisation standardised?
4. Are management and staff trained to back up colleagues in the event of illness, absence or resignation ?


© David Beirman 2016

5. Does the place of business have an emergency or back up power supply?
6. Is there a manual management option of work activities in the event of a computer breakdown?
7. Is there an evacuation plan?
8. Does the company have procedures and practices in place to minimise legal Threats.
9 Do you have contact details in Australia for next of kin of passengers ?

This is not a comprehensive list but selected elements of a risk audit.

-

## Response:

The key element of response to a crisis event is timing. If a contingency plan has been fully developed for a business or destination it is possible to respond immediately.

The first hour after an event has occurred be it an act of man or an act of nature is the most critical.

There is a need to establish to stakeholders and the media that the business operation is aware of events and is in the process of managing the situation even if not all of the pertinent facts are at hand.

| 3. Response | | | |
|---|---|---|---|
| 3.1 | Emergency response procedures | 3.1.1 | Leadership |
| | | 3.1.2 | Crisis response |
| | | 3.1.3 | Internal - External communications |
| | | 3.1.4 | External suppliers handling |
| | | 3.1.5 | Hospital(s) |
| | | 3.1.6 | Morgue(s) |
| 3.2 | Investigation | 3.2.1 | Crime |
| | | 3.2.2 | Legal & Political |
| | | 3.2.3 | Insurance |
| 3.3 | Family assistance | 3.3.1 | Information handling |
| | | 3.3.2 | Transportation |
| | | 3.3.3 | Accommodation |
| | | 3.3.4 | On site support |
| 3.4 | Communication | 3.4.1 | Media |
| | | 3.4.2 | Hospital(s) |
| | | 3.4.3 | Morgue(s) |
| | | 3.4.4 | Investigation |
| | | 3.4.5 | Government |


© David Beirman 2016

**Some Key Points in responding to a crisis situation.**

- A consistent message ideally with a single spokesperson.
- Brief key stakeholders and staff.
- Primary concern for victims and their welfare.
- Avoid blame.
- Assess damage and loss and be honest about it.
- Tell the truth but stress positives.
- Contextualise the crisis in terms of impact and time taken to recover.
- Maintain regular communication with stakeholders, victims, victims' families and media.
- Ensure the organisation's web site is fully updated and publicise the fact that it is available.
- Establish phone hotline contact numbers.
- Activate social media communication
- Recovery is more important than price.
- Seek and welcome help and offer support to other companies which have been similarly affected.
- Plan and develop a timetable for recovery.
- Maintain contact with relevant rescue, medical and police authorities.

## Recovery

The worst is over and your business/destination is ready to resume normal or close to normal business.

Apart from an intensive marketing campaign it is essential that a successful recovery program is economically, socially and environmentally sustainable.

Attracting a lot of extra airline passengers, hotel guests or visitors to destinations and marketing of tour programs doesn't constitute an effective recovery if incentive based discounts mean that businesses are losing money.

Value added incentive with high perceived value and low costs are as effective an incentive tactic as price discounting and a lot less painful on the bottom line.


© David Beirman 2016

| 4. Recovery | | | |
|---|---|---|---|
| 4.1 | Business Continuity Plan | 4.1.1 | Rehabilitation |
| | | 4.1.2 | Normalization |
| | | 4.1.3 | Expansion |
| 4.2 | Human Resources | 4.2.1 | Impact of reduced labor needs |
| | | 4.2.2 | Motivation and training |
| | | 4.2.3 | Increase crisis awareness |
| 4.3 | Debriefing | 4.3.1 | Thank all involved |
| | | 4.3.2 | Follow up with victims |
| | | 4.3.3 | Update Crisis Management Plan |

**Essential Elements in recovery:**

- Establish recovery objectives and time line.
- Involve stakeholders and local community in a recovery alliance.
- Stratify and prioritize your target markets, stalwarts, waverers, discretionary.
- Ensure that key prospective customers and the media are witness to the recovery process and that the enterprise/destination is open for tourism.
- Co-operate with government and emergency services.
- Establish negative and false perceptions and target them.
- Ensure visitors from your source markets, especially hosted visitors provide testimonials and report.
- Host people who have clout in your source markets.
- Offer incentives for customers to return to your destination or business but do so based on a financially sustainable strategy.
- Be positive and honest and communicate positive developments.
- Treat the media as a prospective ally rather than an enemy.
- Demonstrate appreciation to your supporters.
- Rebuild, developing an improved infrastructure.
- A crisis presents an opportunity to re-image your business and destination.
- Consult, monitor and review progress with staff and key stakeholders.
- Recovery is a team effort.


© David Beirman 2016

## Debriefing

Debriefings can occur as part of the monitoring process of a crisis situation but once the recovery process is well in train this should be an essential activity.

- Established what occurred and the sequence of events which caused the crisis.
- Assess response to the crisis event and evaluate the effectiveness of the response process.
- What did we learn?
- What can we do better?
- How well did we cater to the needs of victims, clients and stakeholders who were affected by the crisis?
- What changes are required for contingency plans?
- How effective was our training and preparation and what is required to improve them?
- Assess liaison with emergency services and government departments.
- Was our media management effective?
- How can we improve our media management and communications?
- Do we need a different or amended crisis management system?
- Was our tourism risk management process effective?

**Lastly and most importantly**:

**Have we effectively used this crisis event as an opportunity to improve our business/destination's infrastructure, operation, image, reputation and marketability?**

**BUILD BACK BETTER**

**In Mandarin, the 2 characters defining the word " CRISIS " stand for threat and opportunity.**


© David Beirman 2016

# Part 4. Crisis Management Template for Wholesale Tour Operators

The following guide is based on the plan published by The National Tour Association (USA). 2013 as published in Peter Tarlow's book *Tourism Security* (2014). The author has made some changes to adapt to Australian circumstances.

**Coordination Team: Internal leader/External Leader .**

- **Wholesalers should have decided on a crisis management unit for this plan to work**
- Develop holding statement immediately
- Contact team leaders. Ideally one who will liaise with your staff and one who will liaise with external stakeholder and the media
- Meet with the team either in person or electronically- time is of the essence
- Determine current situation(identify known situation and issues requiring verification)
- Assign tasks to team leaders and team members (ideally this should be pre-determined)
- Determine if "on-site" team needs to go
- Prepare statements with the advice of legal/financial advisors. Legal does not have the final say. The team leader does.
- Alert all staff members and ensure all are informed of developments
- Maintain record of all actions/ statements. One staff member should be assigned to this task
- **Develop succession plans when and if key team members are unavailable,**
- Always keep looking forward. ANTICIPATE questions and response of victims & families
- Ongoing evaluation of process
- Wrap up sessions when crisis or critical stages of the crisis come to an end.

**General Inquiries (anticipate the nature of enquiries in according to the situation)**

- Immediately tell employees and front line staff how to respond (initially this may state that there is a situation and we are investigating details and will get back to you.) Follow up on inquiries as more is known.
- Appropriate messages of concern and condolence.
- **As facts become known develop official statements for customer enquiries.**
- Prepare and disseminate written statements for e mail and social media enquiries.
- Coordinate with agency team as agents are certain to call reservations for information on behalf of their clients and family of clients.
- Coordinate with front line staff and media teams for key messages and ensure they are clear, accurate, verifiable and consistent.
- Develop shifts for frontline staff to allow for rest periods.
- Monitor DFAT's Smartraveller site.
- In the event of the crisis affecting large number of people an electronic message or free hotline number may be appropriate.


© David Beirman 2016

**Media team (This will apply to larger Wholesalers or DMOs)**

- Engage external PR assistance
- Establish media site. This can be close to your central office but in an area suitable for press conferences.
- Establish main spokesperson and reserve
- **Remind all staff that calls from media be it trade or public media should be directed to the media spokesperson.**
- Review and revise statements as facts become known.
- Utilise social media to initiate situation updates rather than responding to questions.
- Ensure that you have correct phone/ email/ social media contacts for key media contacts.
- Be sure that all staff are informed and instructed to either have a consistent response.to media questions or refer them to the media spokesperson.
- Monitor news and social media and be prepared to issue corrections to misinformation.

**On site team (management, staff or their representatives who are at the site of the crisis)**

- The company should have a go bag ready with passports, cash, credit cards, laptop, mobile
- Ensure arrival to the site is as expeditious as possible. In some cases wholesalers may work with their international ground operators to take on this role.
- Coordinate with relevant suppliers on site. Coach company, cruise line, hoteliers attractions, emergency services.
- Establish location and health status of all members of the tour party.
- Communicate to head office and media team.
- Provide or organise counselling, medical treatment and other relevant assistance to those passenger affected by the event. This could also include altering existing travel arrangements or repatriation.

**Operations/ Logistics Team (Fact Checkers, Logistics, Resources)**

- Identify with on-site team who in the immediate area, can help.
- Identify other resources in the area. In the event of a natural disaster competitor operators may work together.
- Share information with DFAT, especially the identity of people who may be injured or deceased. Most travellers do not register with DFAT
- Brief all head office staff and the media team.
- Keep a manifest for the clients involved
- Verify facts and once verified, communicate them to stakeholder on a need to know basis
- Ensure all internal and external communication is consistent and accurate
- Family and next of kin must be advised first in the event of death or injury and releasing names to external stakeholder is dependent on their permission being granted.
- **Coordinate logistics for key people to get to the site.**


© David Beirman 2016

**Legal/ Contract/Finance**

- Review supplier contracts
- Establish who, from a legal standpoint actually owns the crisis
- Review insurance forms and cover
- Review passenger manifest. Have all your clients been accounted for ?
- Brief your legal representative and insurance provider/ broker.
- **Coordinate with operations team on potential liabilities arising from the situation.**
- **Establish whether due diligence was observed with driver, vehicle maintenance, accommodation provider, contracted tour operators and guide, equipment, supplier compliance to local laws.**
- Instigate a full investigation
- Assess loss to passengers which was not covered by travel insurance.
- Obtain police or emergency services incident report
- Investigate future impacts of this incident in such areas as higher insurance premiums.

**Related Issues:**

**1. Ensure the all information disseminated to external and internal stakeholders is accurate and verifiable. There is always a possibility that the incident may have been filmed by a mobile device and disseminated via social media. Dishonest or inaccurate statements are likely to be exposed.**

**2. The crisis management teams need to be on 24/7 call for the duration of the crisis.**

**3. A crisis is when it is most important for a wholesaler to exercise a duty of care to your clients irrespective of whether you own the crisis. Your reputation will be heavily dependent on how you are seen to be assisting your clients.**

**4. Support, praise and acknowledge the support your own staff. They are all going to be under a heightened level of stress.**

**5. Ensure all actions by your company during the crisis period taken are properly documented.**


© David Beirman 2016

# Part 5. Recovery Marketing A Ten Step Process

The underlying intention of a successful tourism business recovery program is not merely restoring or getting back to where things were before the crisis event but to **build back better.** This is designed to result in a more marketable destination and business and to improve infrastructure to the point that a similar event in the future may be less destructive.

### Step 1 : Prime Messages:

- Our tour programs are open for business.
- Tourists are welcome and wanted.
- Incentives for coming on board. Value-adding in preference to deep discounting.
- Solidarity messages especially for the stalwart market.
- Principals need to form a working alliance to spread the benefit of returning tourism to the businesses in the destination.

### Step 2 Setting out the facts:

- Our wholesale programs to this destination are operating.
- Explain what clients/visitors CAN do.
- Outline and restrictions and limitations.
- Benefits for visiting now.
- Outline improvements, enhancements and changes.

### Step 3 Complementary Alliances with Principals.

- Joint arrangements with hoteliers, resorts, restaurants, attractions, and air links.
- Joint or club advertising and promotion.
- Value – added arrangements in concerts between complementary principals.
- Joint ventures between tourist authority and principals.

### Step 4 : Restoring Confidence in Source Markets.

- Travel agents and travel writers' familiarisation trips. Choose opinion leaders.
- Seek eyewitness testimonials from opinion leaders in source markets.
- Use google images and you tube to show the situation in real time
- Ensure travel industry stakeholders are fully briefed.
- Demonstrate flexibility to travellers who cancel or postpone because of concerns.
- Ensure your representatives and GSAs in source markets are fully briefed.

### Step 5: Alliance Marketing Models to emulate

- TAG Tourism Action Group Fiji, an alliance of tourism industry leaders activated during crisis situations in Fiji.
- PATA's Project Phoenix, post SARS recovery for SE Asia in 2003
- Thailand's Post Tsunami recovery 2005.
- Alliances between wholesalers and their destination partners


© David Beirman 2016

### Step 6 : Protecting Profitability during Marketing Recovery.

- Offer incentives which will enable your business to sustain profitability.
- Value Add rather than discount. Avoid the "financial striptease" of dropping prices so low they expose your bottom line.
- Offer incentives in conjunction with travel industry partners (allied incentive programs) which may combine benefits for accommodation, dining, tours and visits to attractions.

### Step 7 : Re-imaging the Business

- A crisis event presents an opportunity to upgrade and re-image the business.
- Completely re-theme advertising and promotion.
- Focus on the future.
- Focus on benefits for doing business with us now.
- Highlight features and benefits which may have previously been ignored or under-promoted.

### Step 8 Incentives which Attract Customers and Travel Agency Support

- Value added products: packages with free added product for consumers such as bonus meals, sightseeing, entry to attractions.
- A thank you gift/recognition for the visit.
- Special welcome.
- Hospitality touches
- Incentives for travel agents who book clients with us.

### Step 9 : Publicise the Positives.

- Specials guest arrivals, especially celebrities.
- Positive news of resurgence of tourist arrivals, rebuilding and enhancements of infrastructure,
- Develop a re-opening or a re-launch event.
- Testimonials which are meaningful to source markets.
- Statements from visitors saying the visit exceeded their expectations.
- Visuals of visitors enjoying their visit/stay.

### Step 10: Reporting and Monitoring Progress.

- Then and now analysis, comparing the state of enterprise/ destination at time of disaster to advanced recovery phase.
- Publicise the changes and enhancements made.
- Promote to stakeholders and media how tourism has contributed to revitalizing the destination.


© David Beirman 2016

## Allies at Home and Abroad during Crisis and recovery:

- National, State, Provincial and Regional tourism Offices
- Regional Tourism Authorities.
- PATA, APEC, IATA, World Travel and Tourism Council.
- Travel Industry Associations in the counties in which you operate
- AFTA in Australia
- Your GDS Services.
- UN World Tourism Organisation
- Travel Industry media in your country and E Turbo News Globally.
- Emergency Management Australia
- Local police, rescue, medical and fire fighting authorities.
- National, Provincial/ State Emergency Management Agencies
- Foreign Ministries (DFAT in Australia)
- Travel industry media
- Mass Media Tourism Lifestyle programs and features
- Mass Media News
- Risk management specialists such as Intelligent Travel and SOS International


© David Beirman 2016

# Part 6. Tourism Recovery Strategies From Negative Security Related Events With A Focus On Working With Media

Acts of terrorism or criminal violence against a tourism business or destination engender fear in stakeholders, travel sellers and consumers to a far greater extent than natural disasters.

Unlike natural disasters, disease or economic meltdown where the threat is random the deliberate nature of an act or attempted act of violence engenders a sense of vulnerability and such acts frequently tend to be heavily publicised because they are seen as a threat to tourists who do have the choice of alternative destinations or holiday experiences.

At its heart any recovery campaign after acts of terrorist or criminal violence is focussed on restoring the reputation of a business or destination through building confidence, trust and security in the affected destination or business. PATA's *Project Phoenix* in 2003 which was the post SARS recovery campaign is the ideal template for a media orientated recovery campaign because it successfully involved the media. However part of the success of the PATA recovery campaign was predicated on the fact that SARS ceased being a threat by June 2003 and the impact of SARS was random.

The most effective way to work with the media in a recovery campaign is to give invited journalists, TV Crews and radio journalists as much freedom of possible with one important rider.

The journalists the destination hosts are responsible, have a high degree of credibility with their audience and have a high level of empathy with tourism. Inviting tabloid TV "news" programs is a recipe for disaster.

Too many tour operators and destination authorities host a group of journalists who do the same things, see the same places, interview the same people, are fed sumptuous meals and the hosts are surprised when no stories eventuate.

Sanitised media hostings never work in restoring the reputation and confidence in destinations or tourism businesses because they are inherently phoney. They engender mistrust or negative questions. It's a professional requirement for a journalist to be sceptical. Most journalists have well developed bullshit antennae. For your operators, inviting a journalist to be part of the tour with real paying tourists is the most authentic approach. The only proviso is that this may not work a few primma donna journalists.

The following are some key guidelines to effective hosting of media from, source markets. It should be added that CATO members should become familiar with and engage with members of the Australian Society of Travel Writers.


© David Beirman 2016

## Media Hosting Guide for Destinations and Tourism Businesses Recovering from Security Related Crises:

### Step 1: Choosing Media

- Audience size and demographic in relation to destination/ business customer profile.
- NTO and ground operator offices should have well established media contacts.
- Ideal if audience extends beyond one country.
- The veracity and reliability of the journalist/ TV radio program to report issues responsibly and fairly.
- Affinity of the journalist, blogger or TV/ Radio program with tourism.
- Do not host tabloid TV journalists or crews.
- High quality of output.
- Degree of journalist and program recognition and respect in own country.

### Step 2: Agreed Ground Rules

- Agreed timetable for publication, broadcast or screening of output after hosting is completed.
- Host to facilitate the work of the journalist/ film crew not set the agenda.
- Journalist/ film crews to deal with security issues within a wider context of their report and interview all people on their wish list (subject to availability).
- Host to provide accommodation, meals, guide vehicle/ driver and assist with air travel.
- Guides need to be of the highest calibre and speak language of the guest fluently.
- Host to make it clear what their media objectives are from the hosting.
- Guest to send minimum number of people to achieve the task.
- Film crew should be required to refrain from celebrity style demands such as 5 star hotels and business class air fares.
- For TV Crews, waiver of unaccompanied baggage costs.
- TV crew require patience and extra time to film scenes and interviews compared to journalists from other media.
- Program/ article should include at least one interview with senior personnel in Tourism authority.
- Host should minimise any barriers to entry of tourism sites
- Host and the guest journalists jointly work on the program.
- Set a time limit for the provision of hosting and hosts have the right to be aware of the program they are facilitating.
- Agree to the overall thrust of the story.

### Step 3: The Hosting

- Ensure a warm welcome and minimise any bureaucratic issues at arrival point.
- Ensure the journalists and TV crews meet their guides and the hosting organisers from day 1.
- In the spirit of facilitation jointly check the hosting program as soon as possible after arrival.
- Host should offer a meeting with the Minister of Tourism or an exclusive interview with chief of police or military


© David Beirman 2016

- The hosting should include two unexpected wow factor experiences one early on the hosting and towards the end of the hosting.
- Flexibility is required especially for TV crews who may have issues about light or climate
- Farewell event which may involve all journalists/ TV Crew hosted by tourism in conjunction with the tour provider ministry from the country/region.
- During the hosting give journalists a reasonable amount free time as they need to be able to develop individual stories.
- Conduct a debriefing before departure.

### Step 4: Post Hosting

- Follow up with journalists post hosting to ensure the hosting was satisfactory.
- Debrief among the hosting providers and stakeholders.
- Maintain periodic contact with guests.
- Ensure host have copy of the final output of the journalist/ film crew.
- Assess the output from the hosting and provide feedback to journalists or TV crew.
- Accentuate the positives. If an when criticism is warranted criticise the content not the journalist.
- If the output is considered positive ask permission for it to be used in the host country.
- If the output is perceived as positive, journalists should be invited to speak at functions organised by the NTO or wholesaler in source markets.

Media, when treated with maturity and respect have the potential to be a critical ally in reshaping positive perceptions about a destination or business in recovery in key source markets.

However, it is vital to understand that the media should not be manipulated and if media perceives that it is being manipulated, the response will be hostile and harmful.

In the case of a business or destination which has suffered a loss of reputation due to security related issues tourism destination authorities and tourism businesses need to be as transparent as possible in their dealings with the media in addressing security concerns and remedial measures taken to address them.


© David Beirman 2016

## IMPLEMENTING A BALANCED RECOVERY STRATEGY

The essence of any post-crisis tourism recovery program is the rebuilding of trust, confidence and the rehabilitation of the reputation of a destination, business or event. A successful recovery program must to be targeted equally to the end user consumer and business stakeholders.

The tourism industry has traditionally stimulated demand by undertaking the "financial striptease" dropping prices (often to unsustainably low levels) and exposing the bottom line.

While this strategy is understandably popular with consumers, it imposes many strains on businesses when businesses ultimately seek to raise prices to sustainable levels.
Sustainable incentives which offer tangible benefits to stimulate consumer demand need not necessarily involve deep discounting. Increasingly tourism businesses are increasingly favouring value added deals for airfares, tours and accommodation.

Recovery involves the creation of a balance between positive perception and a verifiable reality which is visible to consumers and business stakeholders. Enabling key opinion leaders from stakeholder businesses to witness destination or business rehabilitation and report back to their stakeholders and market is usually more effective than a glossy advertising campaign.

Finally, the timing of a recovery campaign is critical. Timing a major recovery campaign in the midst of a crisis event is financially wasteful and perceptually suspect.

A successful recovery marketing campaign requires the confidence and support of stakeholders operating in key source markets and receptiveness from consumers in those markets.

The global tourism industry has learned a great deal about risk, crisis and recovery management during the first decade of the 21st century. We still have a lot to learn.


© David Beirman 2016

# Part 7. Social Media: A Game-Changer - Some Practical Tips

The advent of social media has radically changed crisis reduction, readiness, response and recovery. In short, the advent of Twitter, Facebook, YouTube, LinkedIn. Instagram and Google+ all bring extra challenges and opportunities.

The old media of TV, newspapers and radio are no longer the sole sources and disseminators of vital information in a crisis. The public is -- anyone with a iPhone, iPad, Blackberry, smart phone, Android or an internet connection.

Information – accurate, hugely misinformed or deliberately biased -- is now disseminated, without fact checking, across the globe in seconds to hundreds of millions of people.

Before tourism businesses organisations such as CATO have decided how to respond, the public perception battle is all but over. But that same social media power to go viral around the world in seconds, can also be put to good use in a crisis.

Here are some practical tips (much of it from www.problogservice.com)

## Be first. Be right. Be credible.

1. The first rule of crisis communication is to "Be first. Be right. Be credible."
2. Agencies at the centre of the crisis must leap on to social media and be first, right and credible
3. If you're not first, you'll spend your time playing catch up for hours, days, or even weeks.
4. If you're not right, your mistake will be repeated, or worse, cited as the truth.
5. And if you're not first or right, you will never, ever be credible
6. Not only are the citizen journalists breaking news before the media, they are becoming the first, right, credible sources of information, not crisis officials or traditional media.

What should CATO members do?

- The company's Public Information Officer or Communications Director needs to have a smart phone in hand and be tapping away with every new update
- Official agencies must use social media to immediately correct false information
- The days of depending on emailed press releases written by committees and regularly rescheduled press conferences are OVER
- If official crisis communicators want to stay on top of a situation, rather than being third in the race, they need to remember their roots. They need to use the technology that will make them first. They need to learn how to be right *without committee* approval.
- Call the emergency what other people are calling it
- Use a hashtag so your tweets can be found e.g. #tsunami, #lonriots. Hashtags are keywords prefixed with the # symbol that allow users to filter updates of interest.


© David Beirman 2016

- The use of hashtags allows for regional, topical and issue-specific focus with multiple authors using multiple accounts all on the same topic – for example:

- Respond to all questions
- Use your employees to cover more issues – all using the same hashtag

Using social media for crisis reduction, readiness, response and recovery is a huge subject. Here are a few online resources to help you build or refine your crisis social media skills:

1. Crisis Communications Needs Social Media to Be First, Be Right, Be Credible
http://problogservice.com/2011/08/22/crisis-communications-needs-social-media-to-be-first-be-right-be-credible/

2. Video: A Desk is a Dangerous Place -- Why Crisis Communication Needs to Include Social Media, Now
http://donkincaid.wordpress.com/2011/08/22/why-crisis-communication-needs-to-include-social-media-now/

3. Twitter and Natural Disasters: Crisis Communication Lessons from the Japan Tsunami
http://www.sciencedaily.com/releases/2011/04/110415154734.htm

4. Twitter and Crisis Communications
http://www.slideshare.net/tmgstrategies/using-twitter-for-crisis-communication


© David Beirman 2016

# Part 8 . Risk, Crisis & Recovery Management Resources For Destinations Authorities And Tourism Businesses:

CATO warmly recommends the following resources to tourism professionals:

1. Pacific Asia Travel Association PATA
   Risk and Crisis Management Training Module.

   To apply to receive one contact www.pata.org ,
   it comes in the form of a CD Rom disk.

PATA also produced two awareness booklets called :
*Bounce Back-Tourism Risk, Crisis and Recovery Management Guide (2011)*

*Crisis it Wont Happen to Us',* both are available free of charge and downloadable on:

www.pata.org/patasite/fileadmin/docs/general/Crisis

2. APEC Tourism Risk Management Guide: Available Free of Charge to all tourism businesses in English, Mandarin, Thai, Vietnamese and Indonesian. Spanish and French versions are in preparation.

This was completed in December 2006 by the APEC International Centre for Sustainable Tourism. Download:
www.apec.org/content/apec/publications/all_publications/tourism_working_group.html

3. UN World Tourism Organisation Destination Alert. www.unwto.org
Navigate to programs Risk and Crisis

### Recommended Books

Beirman D.(2003) *Restoring Tourism Destinations in Crisis* CABI Publications Wallingford UK and Cambridge Mass.

Henderson J. (2006) *Tourism Crises: Causes, Consequences and Management.* Butterworth Heinemann. London.

Laws E. Prideaux B and Chon K. (2007) *Crisis Management in Tourism* Cabi Publications Wallingford UK and Cambridge Mass.

Mansfeld Y and Pizam A (2006) *Tourism Security and Safety* Elsevier Amsterdam

Pforr C and Hosie P eds., (2009) *Crisis Management in Tourism* Ashgate Publishing London

Ritchie BW (2009) *Crisis and Disaster Management for Tourism. Channel View Publications ,* Bristol UK.

Tarlow P. (2014) *Tourism Security.* Elsevier, Amsterdam

Wilks J, Pendergast D and Leggat P Eds. (2006) *Tourism in Turbulent Times* Elesvier Amsterdam.


© David Beirman 2016

## References used in this document and further reading:


Avraham E, Ketter E., 2008 *Media Strategies for Marketing Places in Crisis,.* Elsevier Amsterdam

Asia-Pacific Economic Cooperation Eds: Kean I, Moore S, Gurtner Y, Holcombe C, Wilks J., 2006, *Tourism Risk Management- An Authoritative Guide to Managing Crises in Tourism.* APEC International Centre for Sustainable Tourism Brisbane

Beirman, D. 2003, *Restoring Tourism Destination in Crisis,.* Allen & Unwin Crows Nest NSW Australia

Glaesser, D;, 2003, *Crisis Management in the Tourism Industry*., Elsevier Amsterdam.

Henderson J,. 2007, *Tourism Crises- Causes, Consequences & Management.,* Elsevier Amsterdam.

Laws, E, Prideaux, B , Chon K., eds. 2007 *Crisis Management in Tourism.*
Cabi Publishing, Wallingford UK

Mansfeld, Y , Pizam A, Eds. 2006 *Tourism Security and Safety – From, Theory to Practice.* Elsevier Amsterdam.

Nielsen, C. 2001, *Tourism and the Media,* Hospitality Press Melbourne

Pacific Asia Travel Association, 2003, *Crisis, it Won't Happen to Us,* PATA Bangkok.

Pforr, C. Hosie P. Eds. 2009,. *Crisis Management in the Tourism Industry-Beating the Odds.* Ashgate, Farnham UK

Ritchie. BW, Campiranon K. Eds., 2015. *Tourism Crisis and Disaster Management in the Asia Pacific.* Cabi Wallingford. Oxford. UK

Tarlow, P. 2002, *Event Risk Management and Safety.* John Wiley and Sons New York City.

Tarlow, P. 2014,*Tourism Security- Strategies for Effectively Managing Travel Risk and Safety.* Elsevier, Amsterdam


### Selected Useful Tourism Risk, Crisis and Recovery Websites:

Pacific Asia Travel Association www.pata.org
Australian Department of Foreign Affairs and Trade www.smartraveller.gov.au
Asia-Pacific Economic Cooperation www.apec.org
Intelligent Travel http://intelligenttravel.com.au
International SOS (Australasia) www.internationalsos.com


© David Beirman 2016

## Appendix 1. Ranking the Severity of a Destination based Crisis: DESTCON Destination Condition Scale

Destcon 5: Normal destination marketing conditions.

This involves minimal perceived threat to marketing of a destination.

Examples:
Airline and tour operator business collapses which strand tourists, fires or building collapses which result in multiple casualties in hotels or event venues due to poor construction or emergency procedures.

Destcon 4: Isolated localized problems (more hazard than crisis) within the destination.

This could include isolated and specific areas of heightened criminal activity or areas of social and political instability or unrest, health problems.

Examples: Criminal hot spot areas in cities. This also involves limited civil disturbances such as political violence in Southern Thailand. It could also include regions prone to malaria or other localised disease or epidemics.

Response: In a situation of this sort it is wise to advise tourists and tour groups to avoid such areas and marketers should identify and isolate such areas from a more positive wider context. This should be treated more as a hazard than a crisis.

Destcon 3: There are major problems within specific areas within identifiable destination regions involving large parts of one country and as such they present credible threat to tourists. Such an event may have impacts on tourism to neighbouring countries.

A Destcon 3 situation may arise in which a crisis event nearby may have negatively affected perceptions of a destination:

Examples: 9/11 and its impact on USA. Acts of terrorism in Central London 7/7/2005, Zika Virus 2016 Brazil, Bali bombing of 2002 and its impact on perceptions of SE Asia as a dangerous tourist destination, Mumbai attack Nov 2008 and its impact on perceptions of India and Hurricane Katrina in New Orleans (2005) More recently the Japan earthquake/tsunami of 2011 and the Nepal earthquake of 2015 had a perceptual impact on both countries well beyond the areas directlyaffected by these disasters.

Response: The key response is to isolate the actual problem area from the wider context. After the October 2002 Bali bombing example there was a media created panic that Jemaa Islamiya was planning attacks on tourists all over SE Asia. In such cases tourism authorities needed to reassure travellers that security concerns are being addressed.


© David Beirman 2016

In all cases of DESTCON 3 events the most significant task is starkly and honestly draw the distinction between perception and reality.

Destcon 2 A crisis of this magnitude places a large part of a country or a geographical region at or under imminent threat from a natural disaster, epidemic, war or terrorist conflict.

In a Destcon 2 situation tourism to nearby countries or regions can be affected.

Examples: Indian Ocean Tsunami 2004, SARS 2003, Invasion of Iraq 2003, Gulf War 1991. Potential Avian Flu, H1N1 in 2009-10. The Chilean volcanic eruption and ash cloud which disrupted airline movements throughout the Southern Hemisphere June 2011.Arab Uprisings 2011- ongoing in Libya, Syria, Iraq, Yemen

Response: SARS was a classic DESTCON 2 Crisis and what made it a crisis instead of health risk is that the media and to a large extent the World Health Organization publicised SARS as a major epidemic resulting in many parts of Asia and Toronto being perceived as tourism no-go zones . the 2016 Zika virus has the potential to escalate to a Destcon 2 crisis as it affects more tropical countries throughout the world.

The most important part of dealing with the SARS Crisis as exemplified by PATA's *Project Phoenix* was the reversal of negative and distorted perceptions. It is noteworthy that many countries in SE Asia which experienced few if any cases of SARS were affected by the SARS scare and the associated negative perceptions.

The Indian Ocean Earthquake/ Tsunami of 26 Dec 2004 was a classic DESTCON 2 Crisis which impacted on several countries in SE Asia, the

Indian subcontinent, Maldives and Sri Lanka. The recovery process in this crisis involved a mixture of global support and a regional tourism alliance which focussed on restoration of the region and tourism marketing recovery.

Destcon 1: A crisis of this magnitude has widespread global implications for world tourism impacting on the desire to travel anywhere.

Examples: Clearly the best example in recent history is 9/11. Although the 9/11 attack actually targeted the World Trade Centre and the Pentagon, the use of civil aircraft as weapons of mass destruction was unprecedented and this created a global fear of flying.

More recently the Icelandic volcanic eruption of April 2010 and the grounding of flights to and from Europe constituted a global tourism crisis.


© David Beirman 2016

Response: A crisis of such a magnitude requires a global response. As the primary tourism issues which arose from 9/11 were airline and airport security, IATA (International Air Transport Association) took the lead in revamping globally enforceable security measures for all its member airlines.

Simultaneously with the leadership of the US Federal Airports Authority global airports examined an implemented a series of security upgrades which are now standard worldwide. IATA' Crisis Communication Unit took a lead role in publicising those details would not compromise the more delicate details of the security upgrades.


© David Beirman 2016

## Appendix 2. Quick Risk Management Template for CATO MEMBERS

| Risk Descriptor | Priority Ranking | Likelihood | Consequence | Treatment | Staff Responsible |
|---|---|---|---|---|---|
| Name the risk type<br><br>E. External Risk<br>I Internal risk | A High<br>B Med<br>C Low | A High<br>B Medium<br>C Low | A High<br>B Medium<br>C Low | A Transfer Risk<br>B Accept risk & develop an operational response<br>C Ignore Risk | Name:<br>Position:<br>Responsibility |

Recommended Australian Risk Management Sites:
http://www.risksense101.com.au
www.internationalsos.com;
http://intelligenttravel.com.au

Prepared for CATO by: Dr David Beirman
© 2016 Dr David Beirman: Management Discipline Group University of Technology-Sydney.
Includes material provided by Bert Van-Walbeek- The Winning Edge and Ken Scott on behalf of the Council of Australian Tourism Operators
ISBN 978-0-9945587-1-8

CATO

Council of Australian Tour Operators

**www.cato.asn.au**


© David Beirman 2016