Bounce Back

TOURISM RISK, CRISIS
AND
RECOVERY MANAGEMENT GUIDE

CONTENTS

The Broad Context of Crisis Management

Defining a Tourism Crisis:

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

There are two broad categories of tourism related crises:

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

Category 2:   *Crisis events which result from a failure of management 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.

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

Ranking the Severity of a 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.

Response: In a situation of this sort it is wise to advise tourists 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 in 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, 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.

Response: The key response is to isolate the actual problem area from the wider context. After the October 2002 Bali bombing, for example there was a media created panic that Jemaa Islamiya was planning attacks on tourists all over SE Asia. In such cases tourism authorities need to reassure travellers that security concerns are being addressed. In all cases of DESTCON 3 events the most significant task is to 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.

Response: SARS was a classic DESTCON 2 Crisis and what made it a crisis instead of health risk was 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 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.

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 series of security upgrades which are now standard worldwide. IATA' Crisis Communication Unit took a lead role in publicising those details which not compromise the more delicate details of the security upgrades.

Risk Management and Security

Defining Risk: Risk is essentially the prospect 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.

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 of a specific event occurring in a specific location. The frequency and cost of that event will be closely aligned with the premium charged.

Cunliffe (2006) defines risk as follows:

Step 1
Establish
the Context

Step 2
Identify the
risk

Step 3
Analyse the
risk

Step 4
Evaluate the
risk

Step 5
Treat the
risk

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)

Tourism destinations face a wide variety of risks. Some risks to tourism destinations and 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.

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.

Communicate Provide internal and external information and feedback loops to monitor changes in the risk environment.

There is a wide a range of risks to a business which involves the overall context of staffing. In addition to the example above there are possibilities such as resignation or retirement of key staff, criminal actions undertaken by staff, errors in customer service which 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 contingeny 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.

Key Risks to Tourism and Tourism Enterprises

Risk Category	Example
Economic	Currency fluctuations, economic downturn, increase in interest rates.
Health Related	Epidemics, Pandemics
Psychological/ emotional	Negative images and perceptions wich 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, sevice error, industrial action.
Natural hazards	Earthquakes, Volcano, Stroms, 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, misrepresentaion, failure to deliver contracted services
Public Liability	Danger to people who are on the property of the business
Security	Vandalism, theft, terrorism, vuluerable 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 sercice 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 an tourism destinations and business but they indicated 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 as the risk of such an event occurring. However, the same coverage for a ski resort in the Swiss Alps would be considerable as the risk may be considerable.

Tourism and hospitality businesses, event organisers and transport providers 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.

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).

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 and event organisers need to purchase insurance coverage with care.

It is good to consult with independent insurance organisations. The Insurance Council of Australia is a useful source of advice on insurance matters and is able to provide information on licensed insurance brokers who are qualified to

provide business with guidance on the coverage needed for each business or event. The ICA represents the Australian insurance industry but is in a position to provide general advice for insurance consumers including businesses. Similar organisations exist throughout the Asia Pacific region.
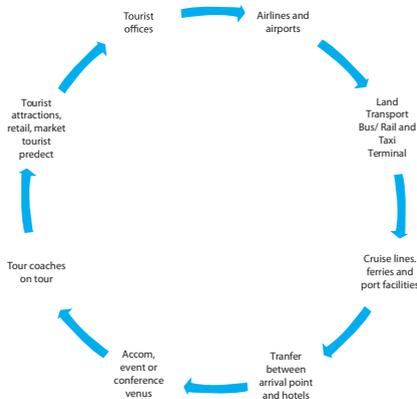
FOCUS ON SECURITY IN TOURISM

Safety and security issues have assumed a position of critical importance for the tourism industry globally. The viability of tourism destinations and tourism businesses have been compromised by actual and perceived failures in security. 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.

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 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.

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                    Tourist            Airlines and
                    offices            airports

         Tourist                                  Land
         attractions,                             Transport
         retail, market                           Bus/ Rail and
         tourist                                  Taxi
         predect                                  Terminal

         Tour coaches                             Cruise lines.
         on tour                                  ferries and
                                                  port facilities

                    Accom,             Tranfer
                    event or           between
                    conference         arrival point
                    venus              and hotels
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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 an airline computer system has the potential to make an airline inoperable if no manual backup systems are available.

All sectors of the tourism and hospitality industry are subject to security threat and 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 illustrates the tourism security cycle which impact on the safety of tourists.

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 then, most attacks on Western owned hotels in Asia and the Middle East were perpetrated by intruders.

Terrorism impacts on entire destinations 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 have 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 lead 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 carried out by every tourism business. 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 will involve massive variations. The issue of perimeter defence may involve anything from the protection of the entrance of a small office in a multi story building to screening potential terrorists 2 kilometres from an airport or event venue.

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 would be advisable to seek an independent assessment of security needs.

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.

Key security issues to address in a security audit:

- Perimeter 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.

- 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.

- 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

- A security audit is a vital contingency management tool but it value is contingent on the audit findings being 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.

Effective Tourism Crisis Management

In 2003 PATA published a crisis awareness document called :

Crisis, it Won't Happen to Us !

Expect the unexpected. Be prepared

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

1. Reduction	1.1	Crisis Awareness
	1.2	Political awareness
	1.3	Standard Operation Procedures
2. Readiness	2.1	Crisis Management Plan
	2.2	Tourism planning
	2.3	Health and safety meansures
3. Response	3.1	Emergency response procedues
	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 assess strengths, weaknesses, opportunities and threats, Based on this they can evaluate the potential impact of a particular type of crisi 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 and destination begins 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.

1. **Reduction**

1.1	Crisis Awareness		1.1.1	Indentify risk & hazards
			1.1.2	Identify possible impacts
			1.1.3	Intelligence collection

1.2	Crisis Awareness		1.2.1	Secure political cooperation
			1.2.2	Increase political involvement
			1.2.3	Link Tourism and Peace

1.3	Crisis Awareness		1.3.1	Anticipate problems
			1.3.2	Revise procedures
			1.3.3	Enhance staff awareness
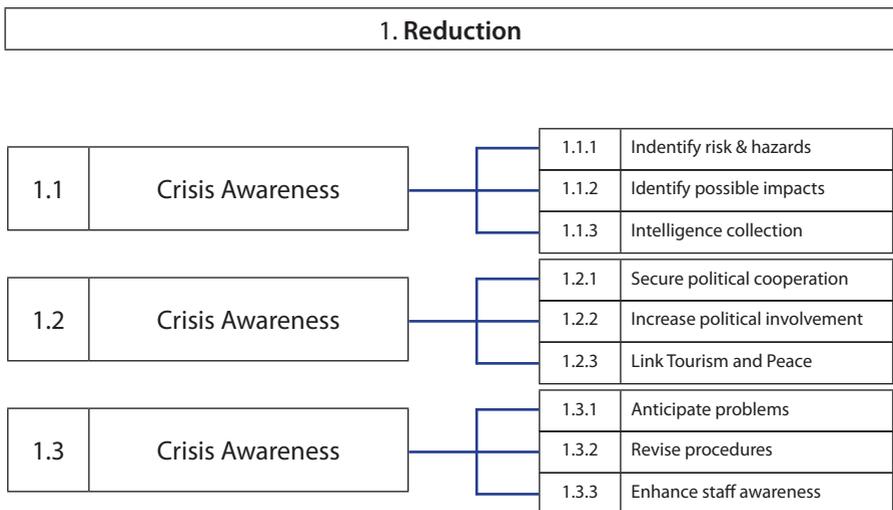
This is the stage in which there has been a full assessment of damage or loss and there is a need to put in place a recovery alliance. In the case of a destination which has experienced a crisis event this recovery alliance may involve government leadership and an alliance of all relevant sectors of 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. It is common especially after a natural disaster, for prospective travellers to avoid a destination because they believe that they may not be welcomed by the locals.

In some cases 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.

Ref.: Reduction, for sample checklists see pages 51 - 52, but please note these listings are only a guide, they do not contain all of the components, contingencies or options required by each organization or destination for its specific crisis planning process.

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 meansures		2.3.1	Establish local network
			2.3.2	Emergecy services
			2.3.3	Hazards handing 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 ?

5. Does the place of business have an emergency / 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.

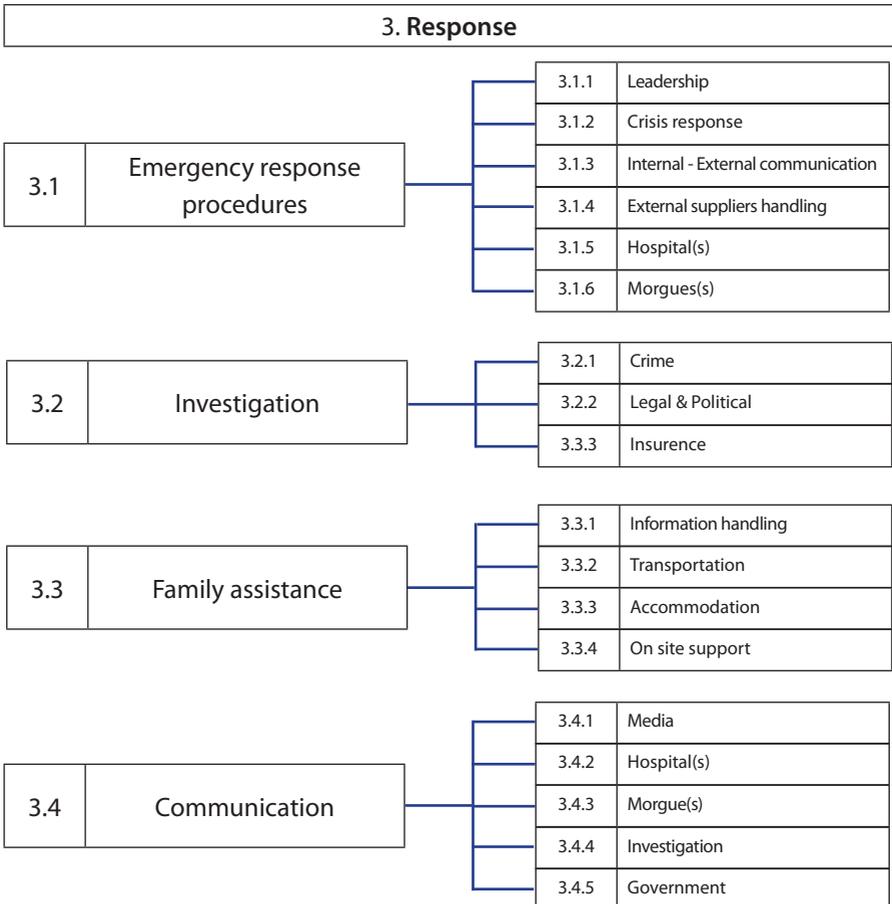This is not a comprehensive list but selected elements of a risk audit.

Ref.: Readiness, for sample checklists see pages 53- 54, but please note these listings are only a guide, they do not contain all of the components, contingencies or options required by each organization or destination for its specific crisis planning process.

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 communication
	3.1.4	External suppliers handling
	3.1.5	Hospital(s)
	3.1.6	Morgues(s)

3.2	Investigation	
	3.2.1	Crime
	3.2.2	Legal & Political
	3.3.3	Insurence

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

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' family and media.

•	Ensure the organisation's web site is fully updated and publicise the fact that it is available.

•	Establish phone hotline contact numbers.

•	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.

Ref.: Response, for sample checklists see pages 55 - 56, but please note these listings are only a guide, they do not contain all of the components, contingencies or options required by each organization or destination for its specific crisis planning process.
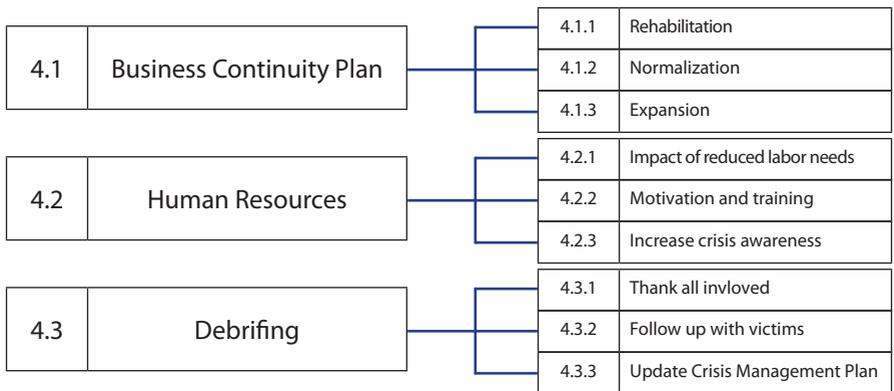
Recovery

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 does not 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.

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	Debrifing		4.3.1	Thank all invloved
			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 communities in a recovery alliance.

- Stratify and prioritize your target markets, stalwarts, was 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.

Ref.: Recovery, for sample checklists see pages 57- 58, but please note these listings are only a guide, they do not contain all of the components, contingencies or options required by each organization or destination for its specific crisis planning process.

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.

- Establish 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 and our clients who were effected 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

危机

In Mandarin, the 2 characters defining the word " CRISIS " stand for DANGER / THREAT and for OPPORTUNITY.

CRISIS AND RECOVERY CASE STUDIES

The following is the process the author prepared and which was adopted by PATA in its approach to recovery by tourism businesses affected by the Dec 26, 2004 Indian Ocean tsunami, and is relevant to tourism busineses affected by major natural disasters including hurricanes, tornados, forest fires, floods, earthquakes, volcanoes and storms.

This recovery model has been adapted for a wide range of subsequent tourism crises.

TOP Priority Issues at the Time of the Disaster:

• Contact of victim families and relevant authorities.
• Rescue, treatment, rehabilitation and registration of victims.
• Emergency provision of shelter, food, medical aid
    and evacuation transportation.
• Inform families, stakeholders and relevant government authorities
    of current situation of victims, brief media.
• Communicate with relevant tour companies and travel agents.

Cost Assessment:

• Destination authorities require an overall assessment
    of the financial cost of the disaster.
• Assess immediate loss on jobs, revenue and infrastructure.
• Businesses need to assess loss to their business
    and cost of restoring property and material assistance.
• Breakdown of cost per enterprise.
• Businesses to supply data to government destination authorities.

Check List for Hotels and Resorts: Immediate Priority Issues

- Location and condition of all registered guests and staff.
- Damage assessment and costings.
- Mobilisation of crisis management team (with good contingency management this should be immediate).
- Remember central point of contact and spokesperson.
- Issue update and situation report to all relevant stakeholders as soon as possible, hour 1 is critical.
- Utilise Social Media (if operable) as a major communication tool.

Primary Stakeholders Hotels and Resorts

- Guests, staff and their next of kin or emergency contact points.
- Booking agents and wholesalers of guests (where relevant).
- Local and regional police, emergency and rescue authorities and foreign legations in cases where guests are foreigners.
- Head office of your chain (if applicable).
- Regional and national tourism marketing authority.

Crisis Communications with Media:

- Ideally one primary spokesperson managing communications with media.
- Establish an agreed and consistent line throughout the organisation.

- MAINTAIN HONESTY AND ACCURACY.

- Avoid blame and recriminations.

- Keep an updated website.

- Control interviews in terms of timing and information released.

- Cooperate closely with regional and national tourism authorities.

Timing the Commencement of Recovery Marketing

- During the crisis period suspend marketing to areas directly affected by the natural disaster.
- Market and promote areas unaffected by the crisis.
- ISOLATE and identify the areas affected by the Crisis.
- The timing of re-marketing for an affected area will depend on the time taken to stabilise the situation,
- Respect prime sensitivity for victims and local community.
- When the region is ready to receive and welcome back tourists then it is time to promote.

Pointers for Cruise and Tour Operators, Hotels, Airlines and Travel Agents

- Maximise flexibility of cancellation and change policy.
- Offer alternative destination for clients booked in the disaster zone.
- Cooperation between all principals especially hoteliers, ground operators, wholesalers and airlines, to have consistent policy towards clients booked to the affected area.
- Set a time limit for concessions and relaxations in cancellation and change policies.
- Clearly communicate the above.

RECOVERY MARKETING: A TEN STEP PROCESS

The underlying intention of a successful tourism 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:

•   We are open for business.
•   Tourists are welcome and wanted.
•   Incentives for visitation. Value-adding in preference to deep discounting.
•   Solidarity messages especially for domestic or 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 destinations/hotel/tour/ attraction/flights are operating.
•   Explain what clients/visitors CAN do.
•   Outline 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, land tours and air links.
•   Joint or club advertising and promotion.
•   Value – added arrangements between complementing 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.
* 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.

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 and the Destination.

- 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 visiting now.
- Highlight features and benefits which may have previously been ignored or under-promoted.

Step 8 : Incentives which Attract Tourists

- 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.

Step 9:   Publicise the Positives.

- Special guest arrivals, especially celebrities.

- Positive news of resurgence of tourist arrivals, rebuilding and enhancements of infrastructure,

- Develop a re-opening 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.

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 Association (in the USA)

•   Travel Industry Association of Canada.

•   Caribbean Tourism Organisation in the Caribbean.

•   Your GDS Services.

•   UN World Tourism Organisation   crisis site: www.sos.travel

•   UNWTO Tourism Emergency Response Network TERN

•   Travel Industry media in your country and E Turbo News Globally.

•   FEMA (in the USA)

•   Homeland Security in the USA.

•   Local police, rescue, medical and fire fighting authorities.

•   National, Provincial/ State Emergency Management Agencies

•   Foreign Ministries.

•   Travel industry media

•   Mass Media Tourism Lifestyle programs and features

•   Mass Media News

TOURISM RECOVERY STRATEGIES FROM SECURITY RELATED EVENTS WITH A FOCUS ON WORKING WITH MEDIA

Acts of terrorism or criminal violence against a tourism business or destination cause 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. 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 confidence, trust and security in a destination or business which has been violated. 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.

After the Bali bombing attacks of 2002 and 2005, destination Bali undertook a slow and difficult recovery of tourism. The recovery was hampered by source market governments who were reluctant to moderate negative travel advisories. There was a lack of certainty, despite a monumental effort on the part of Balinese tourism business and local authorities that the threat of repeat terrorism acts had been eliminated.

The Balinese tourism marketing authority produced promotional videos which sought to reassure travellers that security had been upgraded at hotels, resorts and public places, and the videos correctly included testimonials from visitors who stated they felt safe to visit Bali. However, such campaigns, especially when produced by government tourism marketing authorities are often dismissed as propaganda, irrespective of their veracity.

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 as possible with one important rider.

Destination hosts should understand that the journalists they are hosting have a high degree of credibility. Inviting tabloid TV programs is a recipe for disaster.

Too many 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 tourism reputation or confidence because they are inherently phoney and engender mistrust or the negative questions from professionally sceptical journalists of what are you trying to hide.

The following are some key guidelines to effective hosting of media from source markets.

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 office 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 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

- The hosting should include two unexpected wow factor experience: 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 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, and if and 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 company 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, 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 business need to be as transparent as possible in their dealings with the media in addressing security concerns and remedial measures taken to address them.

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 be targeted equally to the end user consumer and business stakeholders.

Destinations, events and tourism businesses in a destination region depend on tourism businesses from tourism generating regions or source markets having the confidence to market and operate tours, events, flights, cruise and land transport to and within the destination.

Parallel to this, is the important task of rebuilding confidence in consumers to return. The building of a recovery alliance, as discussed earlier is as important to a destination as it is to individual businesses.

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 which occur when businesses ultimately seek to raise prices to sustainable levels.

At this point they encounter consumer resistance. Sustainable incentives which offer tangible benefits to stimulate consumer demand need not necessarily involve deep discounting. Increasingly tourism businesses are 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 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.

However, the learning process is ongoing and while it is not always possible to predict the next major challenge it is certain that there will be new challenges to test the resilience and ingenuity of tourism professionals.

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 and Google+ all bring extra challenges and opportunities.

The old media of TV, newspapers and radio are no longer the creators and disseminators of vital information in a crisis. The public is -- anyone with a iPhone, iPad, Blackberry, 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 organisations such as NTOs, airlines, hotels and associations 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 agencies such as NTOs, provincial or city offices do?

- The agency'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 #thaiflooding.
    Hashtags are keywords prefixed with the # symbol that allow users to filter updates of interest.

- 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. Nine Things Government Agencies Can Do to Improve Emergency Response

http://problogservice.com/2009/05/12/9-government-agencies-improve-emergency-response/

4. Twitter and Natural Disasters: Crisis Communication Lessons from the Japan Tsunami

http://www.sciencedaily.com/releases/2011/04/110415154734.htm

5. Twitter and Crisis Communications

http://www.slideshare.net/tmgstrategies/using-twitter-for-crisis-communication

RISK, CRISIS & RECOVERY MANAGEMENT RESOURCES FOR DESTINATIONS AUTHORITIES AND TOURISM BUSINESSES:

PATA 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 an awareness booklet called :

Crisis, it Wont Happen to Us', which is 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.sos.travel, 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

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

Wilks J, Pendergast D, Leggat, P. 2006 Tourism in Turbulent Times, Towards Safe Experiences for Visitors, Elsevier Amsterdam

Selected Useful Tourism Risk, Crisis and Recovery Websites:

Pacific Asia Travel Association   www.pata.org
UN World Tourism Organisation Tourism Crisis site www.sos.travel
Australian Department of Foreign Affairs and Trade www.smartraveller.gov.au
Asia-Pacific Economic Cooperation www.apec.org

No.	Reduction checklist	Done	To be done
This checklist is only a guide, it does not contain all of the components, contingencies or options required by each organization or destination for its specific crisis planning process			
1	We agree that prevention is better than cure		
2	We have defined "crisis" for our organization / destination		
3	We made a business impact analyses for each anticipated crisis		
4	We have identified all potential hazards and their particular locations		
5	We involve suppliers, vendors, channel partners in crisis reduction activities		
6	We train specific stakeholders / staff in security awareness		
7	We train stakeholders / staff in standard crime prevention behavior		
8	We educate stakeholders / staff in preventive crisis reduction techniques		
9	We have pro-active Standard Operating Procedures that take the avoidance of possible hazards and crises into consideration		
10	We are soliciting advice from emergency agencies to reduce possible hazards and crises		
11	We have assured pro-active cooperation with the relevant insurance companies		
12	We have adapted disaster procedures for application in routine emergencies		
13	We have taken out, reviewed and/or updated our crisis related insurance policies and covered all potential liabilities		

No.	Reduction checklist	Done	To be done
14	We have created awareness among elected and appointed officials and organizational leaders about community involvement during a disaster		
15	We have set up an emergency services liaison panel		
16	We have organized meetings to promote informal contact between all those that are likely to be involved in a major crisis		
17	We have communicated the need to have a crisis management plan to all stakeholders		
18	We have initiated a steering committee to assist all stakeholders to develop crisis management plan(s)		
19	We have produced public or organizational education material		
20	We, in our destination, have the full cooperation of all political parties and movements		
21	We, in our destination, are actively linking tourism with the peace movement		
22	We, in our destination, have the full cooperation of all tourism associations and organizations		
23	We, in our destination, have created community, consumer, retailer and wholesaler awareness of our pro-active efforts through public relations		
24	We have introduced legislation to increase awareness for the need to pro-actively reduce the chances for crisis		
25	We have introduced legislation to increase the readiness of the organization or destination		

No.	Readiness checklist	Done	To be done
	This checklist is only a guide, it does not contain all of the components, contingencies or options required by each organization or destination for its specific crisis planning process		
1	We have a crisis management plan		
2	We identified crisis management coordinator and alternate		
3	We assigned responsibilities to each stakeholder and alternates		
4	We have a multi network notification system in place to alert all stakeholders		
5	We have a trained crisis response team		
6	We established a law enforcement-, fire department and emergency services liaison		
7	We are aware of the law enforcement-, fire department- and emergency services command and control structure and their crisis-scene managements plans		
8	We established a media liaison and plan for communication		
9	We have an inventory of internal and external skills that may be helpful		
10	We placed crisis management toolboxes (necessary items assembled in advance) in several easily accessible locations		
11	We have an emergency "dark" website designed that can be activated on short notice		
12	We developed all necessary forms to assist in crisis management		
13	We made suppliers, vendors and channel partners aware of the plan		
14	We designated a safe and secure crisis center (and an alternative area)		

No.	Readiness checklist	Done	To be done
15	We have back up procedures for critical information in an off-site location		
16	We make sure that the crisis plan avoids trying to change how people normally behave in crisis situations		
17	We are convinced that all those that are involved in the design of the plan accept it and assisted in the development		
18	We have made sure that the emergency organizations in our area have adopted standard terminology and procedures		
19	We ensured with all stakeholders that the responsibility for common disaster tasks is now predetermined on a mutually agreed basis		
20	We practice crisis alerts periodically through the year		
21	We established procedures for annual inclusion of new staff / stakeholders		
22	We established procedures for annual update / review for all stakeholders		
23	We obtained an professional review of crisis response procedures		
24	We obtained a legal review of crisis response procedures		
25	We have introduced legislation to increase the readiness of the organization or destination		

No.	Response checklist	Done	To be done
	This checklist is only a guide, it does not contain all of the components, contingencies or options required by each organization or destination for its specific crisis planning process		
1	We have plans to consult with families on memorial services and markers		
2	We will stay in contact with recovering victims and with the families of the deceased		
3	We will designate a leading executive as the " Destination Maker "		
4	We have a strategic recovery plan draft involving all stakeholders		
5	We recognize the importance of the aviation industry as (reversed) distribution system and work closely with them		
6	We will concentrate all possible political efforts on the reduction of travel advisories		
7	We will update our overseas representatives on a regular basis		
8	We will adopt branding as platform of the joint marketing efforts		
9	We have a recovery sales action plan draft		
10	We will target the travel consultants in our main markets		
11	We will consult our key customers and work together to reduce the impact of the crisis for both parties		
12	We will use this opportunity to start relationships in new markets		
13	We have a public relation plan on stand by		
14	We can activate on- and off-location family assistance center(s) within 30 minutes		

No.	Response checklist	Done	To be done
15	We have a designated person (and/ or alternate) in charge of the family assistance center		
16	We have activate sensitive family notification procedures		
17	We have an emergency budget available for family assistance		
18	We have religious support for the victims and their families available		
19	We can issue an initial press statement in local language and English within 90 minutes after the crisis		
20	We can activate an off-location media center within 2 hours		
21	We can have first press briefing with basic details of crisis and planned / ongoing response activities within 3 hours		
22	We have a designated person (and/ or alternate) in charge of the media center, as well as a designated main spokesperson		
23	We have linked the webmaster(s) of the emergency website with the media center for simultaneous updating		
24	We have secured an (emergency) budget to handle our response activities		
25	We will ask the PATA Rapid Response Taskforce to support us on an advisory basis		

No.	Recovery checklist	Done	To be done
This checklist is only a guide, it does not contain all of the components, contingencies or options required by each organization or destination for its specific crisis planning process			
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9	We have a recovery sales action plan draft		
10	We will target the travel consultants in our main markets		
11	We will consult our key customers and work together to reduce the impact of the crisis for both parties		
12	We will use this opportunity to start relationships in new markets		
13	We have a public relation plan on stand by		
14	We will prepare a new media and community relation plan		

No.	Recovery checklist	Done	To be done
15	We will target the end-user in our main markets as recipients of these media efforts		
16	We will invite (and host) as many credible journalists as we can		
17	We have a system to review press clippings and to evaluate if perceptions in these articles were correct or incorrect		
18	We will survey the affected public, either formally or informally to evaluate the effects on the image of the organization or destination		
19	We will intensively with all employees to create awareness of the importance of making our organization or destination as safe as humanly possible		
20	We will organize internal and external seminars on recovery activities for all staff		
21	We will use the recovery period for intensive skill training for our staff		
22	We will counsel and motivate all employees to overcome the emotional stress		
23	We have plans for intensive debriefing sessions with all concerned		
24	We will analyze the recovery efforts and use the "lessons learned" to improve our crisis management plan		
25	We will recognize and thank those who has helped, both internally and externally		

Bounce Back

PATA

Pacific Asia Travel Association

PATA PREMIER PARTNER

VISA
www.visa-asia.com

PATA PREMIER MEDIA PARTNERS

CNN
GO **BEYOND BORDERS**
www.cnn.com/international

FORTUNE
www.fortune.com

TIME
www.time.com

PATA PREFERRED PARTNERS

IATA | Airport IS
when insight becomes strategy

sinotechgroup

comSCORE®

STR
GLOBAL

Dragon Trail
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