# For Crisis's Sake ...



# Destination Marketing Environment



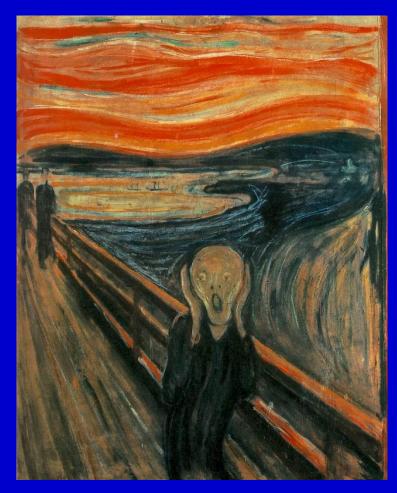


Safety Comes First !





# For Crisis's Sake ...



The scream, Edvard Munch

What else can go wrong ?

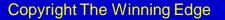


TOUGH

**DECISIONS** 

AHEAD

Interest in disaster preparedness is proportional to the recency of the last disaster !



# We have to face the challenges:



It won't happen to us ...

# Master of Disaster

**Effective Crisis Management offers** 

business opportunities and no one has any more excuse for not preparing

and planning for the worst !



# We have to face the challenges:

# Life is not about waiting





# for the storms to pass,

# It's about learning how





# to dance in the rain !











# Safety & Safety & Security in Destination

# The original 4 P's



# The original 4 P's



To meet the customers needs we must : develop product(s) to satisfy them, charge the right price, get the goods to right place and make the existence of the product known through promotion

# The original 4 P's



### Is it safe to travel to .....?





# **Teamwork as key :**



**Partnership Planning** 

# **Primary purpose** is to generate awareness for the country's, company's challenges.

Primary tactic should be the development, coordination and execution of collaborative safety & security programs,

delivered on behalf of all stakeholders in a country / region or an organization

**Co-opetition** 



# **Teamwork as key: Coordination and Partnerships**



#### **Safety and Security Committee**

#### **Crisis Prevention Teams**

**Public administration** 

Immigration

**Transportation** 

**Civil defense** Judiciary

Health

Police

Customs

**Foreign** affairs



#### Local / Regional associations

**Consumer groups** 

**Retail trade organizations** 

**Universities and Colleges** 



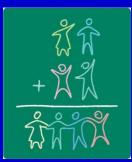
**Teamwork as key :** Coordination and Partnerships Risk Avoidance, it won't happen to me !

**Risk** avoidance mentality can result in :

- Decisions to avoid or ignore risks regardless of the information available and costs incurred in treating those risks
- Leaving critical choices/decisions up to other parties

**Governments** hold the main responsibility for their country / region, but risk avoidance is no longer an option for any association / organization either !

**Teamwork as key : Coordination and Partnerships** 



"RP&CM "Task Force of 5 - 6 members

Risk Mitigation and Crisis Management team

The safety and security of a company and its products / services will become an important marketing tool.

Decisions to use a product or a service , will not only be based on "value for money" but also on "feeling of security and/or safety "

### Leadership as key :







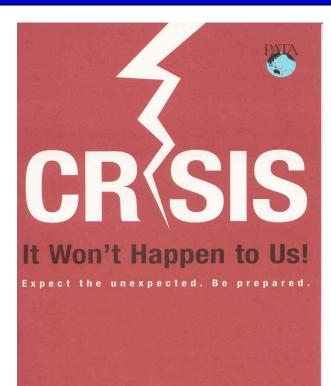


# PATA & Crisis Prevention & Recovery Management





# Moments of truth



Pacific Asia Travel Association

#### THE PATA BALI RECOVERY TASK FORCE



Ground Zero, Kuta, Sali REPORT AND RECOMMENDATIONS





#### BUILDS YOUR PEOPLE



BUILDS YOUR







**Pacific Asia Travel Association** 

PATA Rapid Recovery Taskforce

How can we also help in case a member needs to rebuild its business ?

# **PATA Rapid Recovery Taskforce**

#### Vision :

The Beijing declaration on April 10, 2011 by PATA's interim CEO reflects the vision of this taskforce :

- a) The impact of natural, economic, and political upheaval can adversely affect tourism flow and with it the sustainability of economic growth and employment creation, in both the affected destination and related economies.
- b) Our industry needs to collaborate better across all sectors, in the speedy dissemination of accurate information on the status of an event, and in coordination with international tourism bodies, to ensure the media and government travel advisories reflect accurate information on the status of any crisis.
- c) Information needs to be accurate and concise, and disseminated in real time.
- d) The outcome all must seek is, through the rapid implementation of standard operating procedures, and effective communication and promotional strategies, to stimulate the speedy recovery of tourism flows.
- e) PATA will establish a taskforce to devise a Rapid Response Strategy which will preindustry members with a pro-active action plan, and resources to speed their recovery crisis.
- f) PATA will unite with UNWTO and WTTC, and other industry bodies, in a global alliance to promote this principle and combine our efforts in time of crisis to exchange information and ensure a consistency of message across all our constituencies.



PRRT – PATA Rapid Recovery Taskforce The objectives of this taskforce are two-fold : Provide pro-active training and re-active communication



## **PATA Rapid Recovery Taskforce**



**Walt Judas** 



**Ken Scott** 

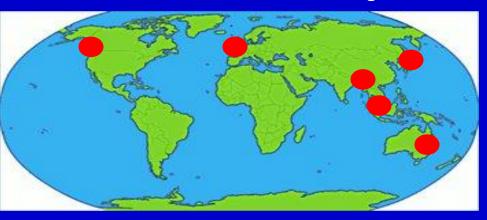




Emma Cashmore



**Rick Vogel** 





Alexander Kesper



**David Beirman** 





Bert van Walbeek



Melissa Figueroa

# PRRT – PATA Rapid Recovery Taskforce Pro-active training



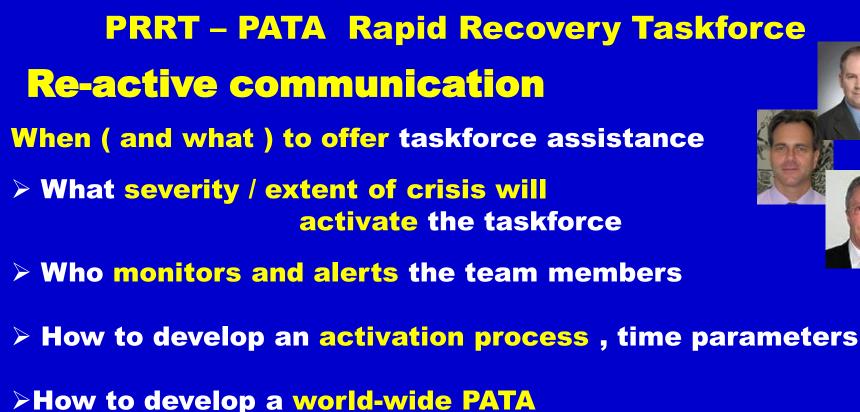
#### How to adapt PATA's 4 Rs towards Rapid Recovery Communication

- > When to start simulation exercises
- > Who has the final authority
- > What networks to develop



How to ensure cooperation of the UNWTO, WTTC, AAPA, etc .....

- How to approach the issue of Travel Advisories
- When and how to initiate training activities for PATA members and non-PATA stakeholders



ow to develop a world-wide PATA emergency management contact list

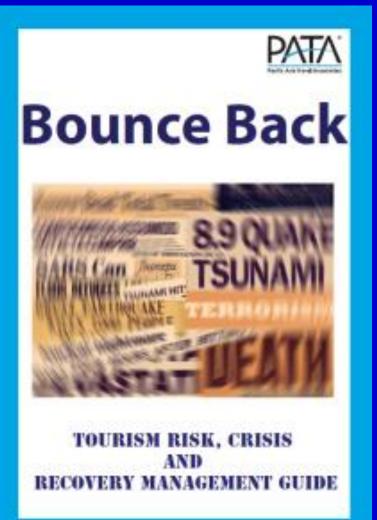
>Who controls contents of web communication, as well as releases to members and press

> Who is/are the spokes person(s)

> Who handles media queries



# **Revision of Key Content**









TOURISM RISK, CRISIS AND RECOVERY MANAGEMENT GUIDE



TOURISM RISK, CRISIS AND RECOVERY MANAGEMENT GUIDE

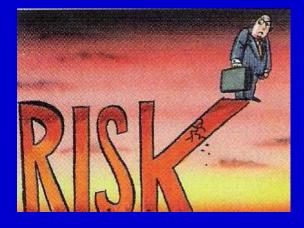
#### **Content :**



Part 1	Defining a Tourism Crisis Ranking the Severity of Crisis Events
Part 2	Focus on Risk Management and Security
Part 3	<b>Effective Tourism Crisis Management</b>
Part 4	Crisis and Recovery including Model: Post Tsunami Recovery
Part 5	Tourism Recovery from Security related issues with a focus on Media Relations
Part 6	Highlighting Social Media
Part 7	Resources and References for Risk, Crisis and Recovery in Tourism

# PRRT – PATA Rapid Response Taskforce Second result





# **Risk Prevention & Crisis Management**

#### **PRRT – PATA Rapid Response Taskforce 2013**



# Cooperate on travel advisories



**Governmental Organizations** 









Smartraveller Advisory Group





Travel industries

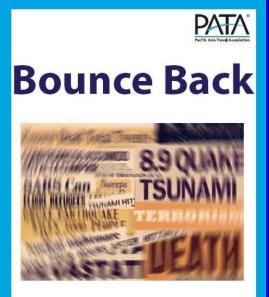




FCO Consular Stakeholder Panel

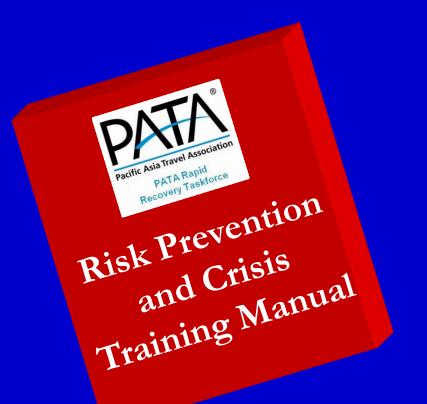
Impossible to stop, possible to make more specific ....

#### **PRRT – PATA Rapid Response Taskforce 2013**



**TOURISM RISK, CRISIS** AND **RECOVERY MANAGEMENT GUIDE** 

**ASEAN** languages' translation





PATA Training Session 4 Microsoft PowerPoint Present... 13.890 KB



PATA Training Session 3 Microsoft PowerPoint Present... 4.814 KB





PATA Training Session 2 Microsoft PowerPoint Present...



#### PATA Bali Task Force TF-001-03 Adobe Acrobat Document



# **Anatomy of a crisis :**



1. The Reduction stage : detecting early wark

n/ mals

2. The Readiness stage: preparing plans ind r ining exercises

3. The Rectionse state : execting operational and communication plans

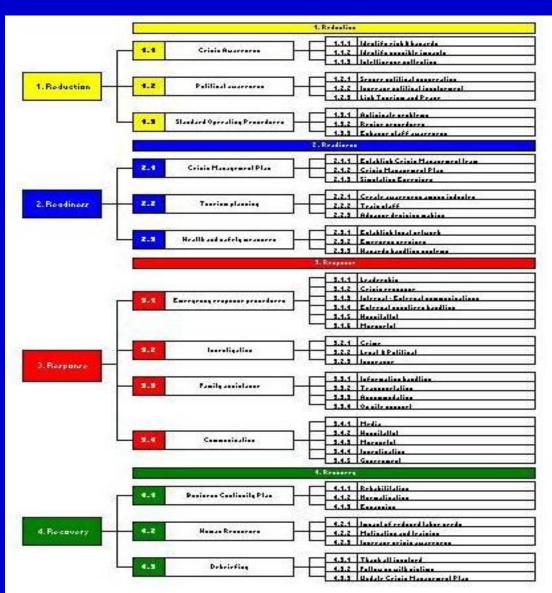
4. The Repovery stage : returning the organization to normal after a crisis

# Anatomy of a crisis :

#### The 4 phases :



# Anatomy of a crisis :





# To be adapted to own risks and challenges

# **Crisis Management** It won't happen to us ....



### Phase 1

#### **The Reduction Phase**

Crisis Awareness

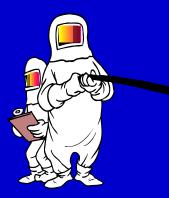
Political awareness

Standard Operating Procedures

A crisis puts 4 important assets at risk : Tangible : Employees / Guests Office / Building / Coach Intangible : Corporate reputation Brand Image







# Anatomy of a crisis Phase 1 :

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

# **Anatomy of a crisis :** Risk Crisis Disaster

# We are not prepared :



# We are not prepared :



# We have to learn to expect the unexpected



### " The time to win a fight is before it starts "

So.. be quick, be sure, be ready to deal with the hand that fate deals you



# Crisis Management It won't happen to us ....



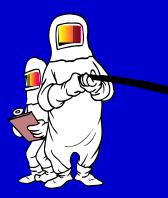


#### The Readiness Phase

Crisis Management Plan

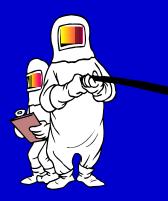
Tourism planning

Health and safety measures



# Anatomy of a crisis Phase 2 :

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



### **Lessons to learn** Phase 2: "Being Ready" Businesses > need to evaluate their crisis exposure >develop Strategic Plans, Operational & Media Action Plans >regularly audit those plans >conduct crisis response exercises >acquire crisis management skills Managers and staff need to be psychologically prepared for the impact and stresses that crisis events impose upon them

## What is Crisis Management

- It creates the need of emergency response.
- It hits without warning.
- It can irreparably harm an organization. HOWEVER

With proper planning and anticipation, the above could be avoided.

# Crisis Management It won't happen to us ....





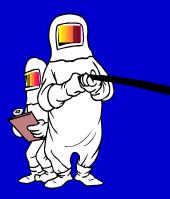
### Phase 3

#### The Response Phase

Emergency response procedures

Family assistance

Communication



# Anatomy of a crisis Phase 3 :

	Response				
			3.1.1	Leadership	
	Emergency response procedures		3.1.2	Crisis response	
2.4			3.1.3	Internal - External communications	
3.1			3.1.4	External suppliers handling	
			3.1.5	Hospital(s)	
			3.1.6	Morgue(s)	
			3.2.1	Crime	
2.0	la se fine fie e		3.2.2	Legal & Political	
3.2	Investigation		3.2.3	Insurance	
			3.3.1	Information handling	
2.2	<b>Formily oppintument</b>		3.3.2	Transportation	
3.3	Family assistance		3.3.3	Accommodation	
			3.3.4	On site support	
			3.4.1	Media	
			3.4.2	Hospital(s)	
3.4	Communication		3.4.3	Morgue(s)	
			3.4.4	Investigation	
			3.4.5	Government	



### **Response structure**

### **Media Communication guidelines**

# • Tell it all, Tell it fast, Tell the truth.

# • Pity, Praise, Promise



# "Good "example



### Did you ever notice .....?

# "Good "example



The London Emergency Services Liaison Panel (LESLP) was formed in 1973 and consists of representatives from the Metropolitan Police Service, City of London Police, British Transport Police, the London Fire Brigade, the London Ambulance Service, and local authorities. The Port of London Authority (PLA), Marine Coastguard, RAF, Military and voluntary sector are also represented.

The 'Major Incident Procedure Manual' provides summaries of the responses and responsibilities of each of the emergency services at a major incident in London, as well as an outline of the support role offered by local authorities.

The London Emergency Services Liaison Panel (LESLP) recognises that every major incident is different and has its own unique features. It is designed to offer a framework within which those who are responsible for the successful resolution of the incident are able to work together with maximum efficiency. MAJOR INCIDENT Procedure Manual

DESTP

Seventh Edition

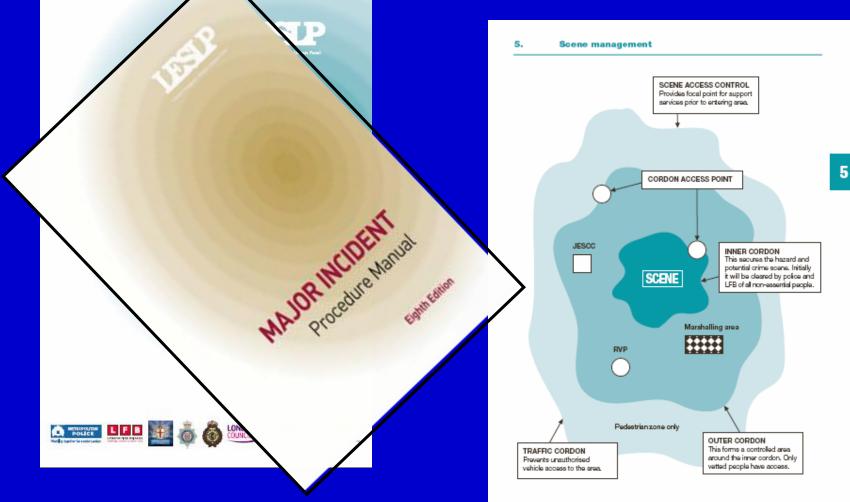


You can <u>download</u> a full copy of the 'LESLP Major Incident Procedury Manual' here for your own personal use. You will need Adobe's Acrobat Reader in order to view this file. If you do not already have Acrobat Reader you can download it from <u>Adobe's</u> <u>website</u>.(File size approx. 1,own)

A hard copy can be purchased from TSO Online Bookshop.

### www.leslp.gov.uk

# "Good "example



### www.leslp.gov.uk

Locations to be determined by wind direction where appropriate

# Crisis Management It won't happen to us ....





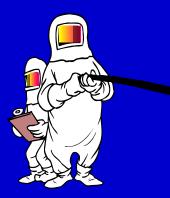
### Phase 4

#### **The Recovery Phase**

**Business Continuity Plan** 

Human Resources

Debriefing



# Anatomy of a crisis Phase 4 :

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

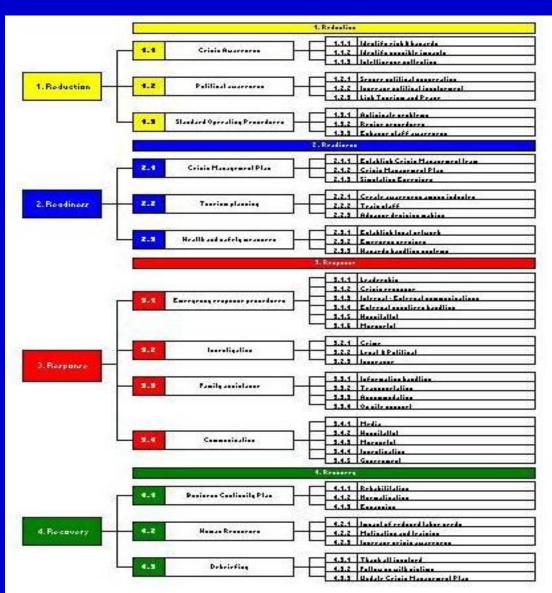
#### Recovery



The ultimate assessment can be made from four measures of recovery :

- 1. the speed with which an organisation regains or continues full business operations
- 2. the degree to which an organisation recovers
- 3. the amount of organisational and operational improvement added during recovery
- 4. the amount of crisis-resistance added since the crisis arose

## Anatomy of a crisis :





# To be adapted to own risks and challenges

# Anatomy of a crisis :

### The 4 phases :

	1.1	Crisis Awareness			
<b>1. Reduction</b>	1.2	Political awareness			
	1.3	Standard Operation			
active					
		Standard Operative Pro-active			
2. Readiness	Tourism planning				
	2.3	Health and safety measures			
	3.1	Emergency response procedures			
3. Response	3.2	Investigation			
3. Kesponse	3.3	Re-active			
	21	Po-active			
		Ne			
		Business Continuity Plan			
4. Recovery	4.2	Human Resources			
	4.3	Debriefing			

The 3 keys to success ?

**Communication**,

# **Communication**,

## Communication

# **Communication**





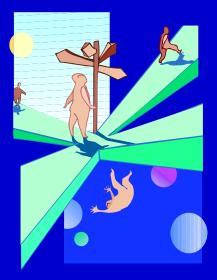
### **Example 1 : Proactive actions**







# Example 1 : Proactive actions Structuring the crisis center



**Example 1 : Proactive actions Structuring the crisis center** Three things are needed for any crisis communications center: It the equipment to operate it ✓ the personnel to staff it

## the rules by which it will operate

# Being prepared !

### 放遊危機處理辦公室 Gabinete de Gestão de Crises do Turismo (GGCT) Tourism Crisis Management Office

Copyright GGCT.



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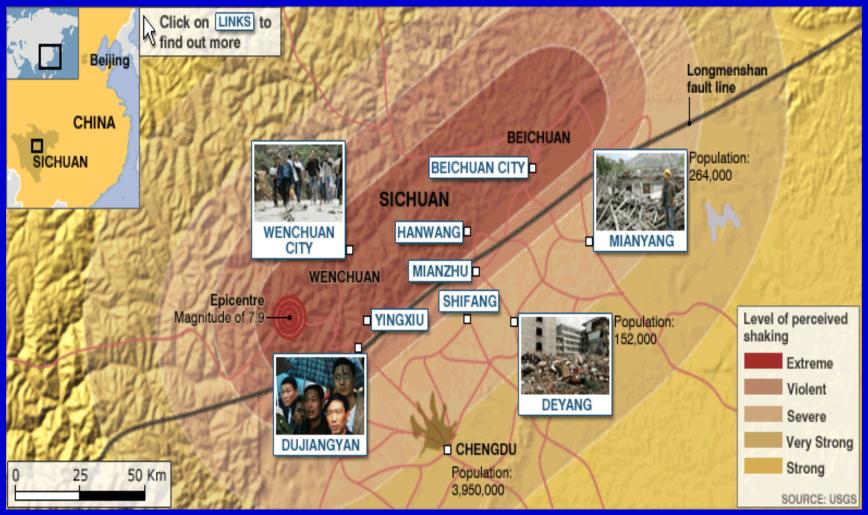
### **GGCT Website, new function**



### www.ggct.gov.mo

Copyright GGCT.

### **Example 2 : Re-active actions**



Source : www.bbc.uk.co

### Chengdu, is that in China?

# Where is the opportunity ?



# Chengdu, is Panda country !



#### Situation Update: Flooding in Thailand

Issued at Bangkok at 19:30 (GMT+7) on 28 October 2011

The flooding in Thailand is mainly af Including Bangkok and Ayuthaya. Of Pattaya, Hua Hin, Kabobapabud and K the south of Thailand also have not be-

#### **Situation in Bangkok**

Most areas of central Banokok where t Phraya River, which runs through Bang flooding at tourist attractions that are i during high tide periods.

Within the Bangkok Metropolitan Area River are experiencing flooding. As th are not normally visited by tourists. Th to the flooding.

The BTS Skybein and MRT subway a limited basis. Many BMTA bus route Express boat services on the Chao Ph

According to government officials. Oct flooding due to a combination of high the patheix provinces through the Ban

The government has announced holidi control measures. The Chatuckek Wee

Given the rapidly changing nature of th carefully consider visiting tourist attra areas affected by flooding, which could

Visitors should also check multiple s whether they should visit Bangkok at t



#### Alirports

Transportation

Bangkok is served by two aliports. Suverticitute), Aliport, the main gateway to Theiland with 120 international and domestic airlines, remains open. It has considerable flood protection measures in place and is operating normally, handling around \$00 flights per day. Suvainablyumi, Alicort is also the main connector for international arrivals to domestic flights serving tourist destinations throughout Thailand such as Phuket, Chiang Mai and Suits Thank. Domestic fights are operating as per normal between Suuamaphumi, Airport and all other airports in Thailand.

Transportation from the airport into central Bangkok including taxis, buses and the Airport Rall Link have not been affected by the floods and ere operating normally. Highways from the airport to tourist destinations southeast of Bangkok such as Pattava, Rawono and Ko Chang are open. Travelers should allow additional time to travel to the almost due to traffic concestion

Don Musang Airport, the old International airport, has been closed until November 1st due to flooding. The two domestic alitines operating from Don Musang have temporarily switched their operations to Suparticiplumi, Airport,

#### State Railway of Thailand and Inter-provincial but services:

State Reliway of Thailand (SRT) and inter-provincial bus services are operating as per usual in areas that are not affected by the floods. In Bangkok and other areas affected by the floods, the BRT and inter-provincial bus service operators are adjusting their routes to best servic passengers given the disruptions caused by the flooding. Travelers are advised to check in advance with these operators and may want to consider fiving to their destinations within Thailand.

information sources:

#### English-language sources:

•

People's lives get disrupted by these whales. o o

The Government Public Relations Department: http://thailand.ord.go.th/ BMA Announcement on Flooding Situation in Banckok: http://www.bangkokpis.com/food/index.php?option-com\_content5/riew-article5/d-240 announce ment-on-fooding-situation-in-bangkok-28-oct-2011-1100-am&catid=34 information-inannula b E Barrid - Of



ring continuous updates on the flooding situation: reast com media.com



#### IOME > NEWS > FLOOD UPDATE: WATERS STARTING TO RECEDE IN SOME BANOKOK AREAS AND AYUTTHAYA

#### Flood Update: Waters Starting to Recede in Some Bangkok Areas and Ayutthaya



In many parts of Bangkok and Ayutthaya flood waters have started to recede. Central Bangkok has remained dry throughout. See and hear from tourists on the ground in Bangkok what the situation is REALLY like for tourists.

Please check the Tourism Authority of Thailand (TAT) website regarding the ongoing flood crisis that has affected much

> DISCOVER WHAT YOU'VE THANKARD REEN MISSING IN THAILAND

Weekly Chapter Update: Chapter Awards, Cambodian Chapter Book and Hub City Forum in

Awards Competition for Best Chapters I

Chapter Awards Competition. To enter, please submit a report (less than three ...

PATA Opinion

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ngkok

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of central Thailand and parts of Bangkok. Bangkok Situation

As of Thursday November 24 (2 pm local time), central Bangkok remains dry, although some As of Hundard Action and Action a Airport, sky train and underground and airport link trains are operating normally.

ourism districts such as Silom, Sukhumvit Road and Siam all remain unaffected. All major downtown hotels are open, including the major ones along the Chao Phrava Biyes

This weblink has dozens of (almost) live webcams of traffic conditions and roads throughou Bangkok, It is an excellent resource and shows the true picture on the ground across Bangkok

In most areas of Bangkok, convenience stores are starting to catch up again with supplies of of

#### Upcountry areas

Upcountry, places NOT affected are Chiang Mai, Chiang Rai, Lampang, Sukhothai, Kanchanaburi, Ratchaburi, Pattaya, Ko Chang, Rayong, Phuket, Krabi, Trang, Ko Samui, and all other southern provinces.

These places all have normal transport and weather conditions.

water, noodles, soft drinks and similar products.

ever, there are still difficulties in numerous central provinces such as Ayutthaya. Similarly, Pathum Thani province to the immediate north of Bangkok has been impacted. However, these areas are improving.

#### Transport

Suvarnabhumi International Airport in Bangkok is operating normally as are all upcountry airports. Don Muang Airport in north central Bangkok, which handles some domestic flights, has been closed due to localised flooding. You may find this Bangkok Post of interest – Suvarnabhumi Open, Image Misleading.

All BTS "skytrain", MRT "underground" and Airport Express trains are currently operating normally. Cross-river ferries on the Chao Phraya are operating, but not the Riverboat Expre Shopping malls, restaurants and offices are all open for business. There are plenty of taxis, but

#### Traine

The State Railway of Thailand (call 1690 within Thailand) says that travellers travelling to the South will be transferred by bus to Nakon Pathom 60 km west of Bangkok where they ca board trains to the South

Train services to Chiang Mai (the North) and Northeast Thailand (Isan) have resumed since

#### General Advice

Tourists planning to travel to anywhere in Thailand are strongly advised to check transport conditions for their destination and confirm arrangements with their transportation providers

Tourists are advised to check if their Governments have travel advisories in place regarding travel to Bangkok

The flood situation in and around Bangkok is highly varied. Be aware that local conditions ould change. Stay up to date on media and social media reports. Follow #ThaiFloodEng on

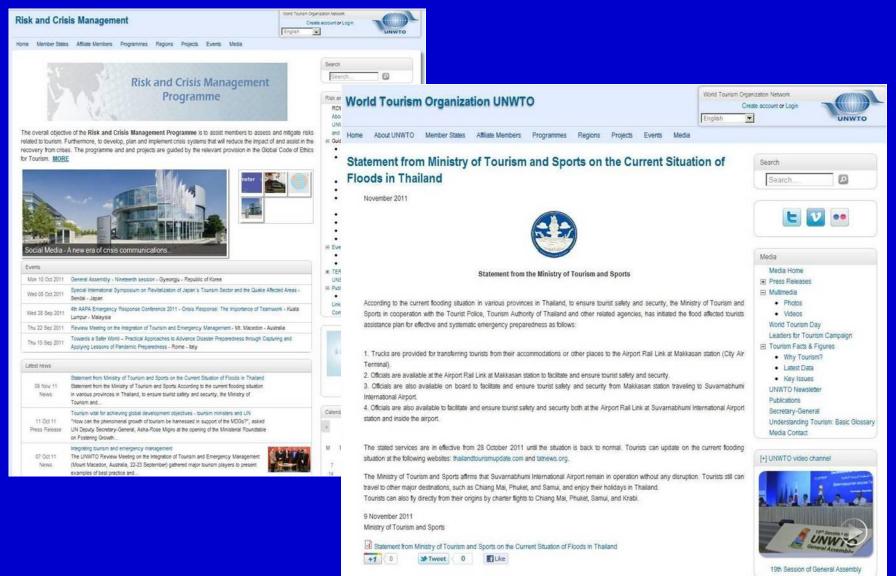
PATA is monitoring the situation closely in association with TAT and will keep members

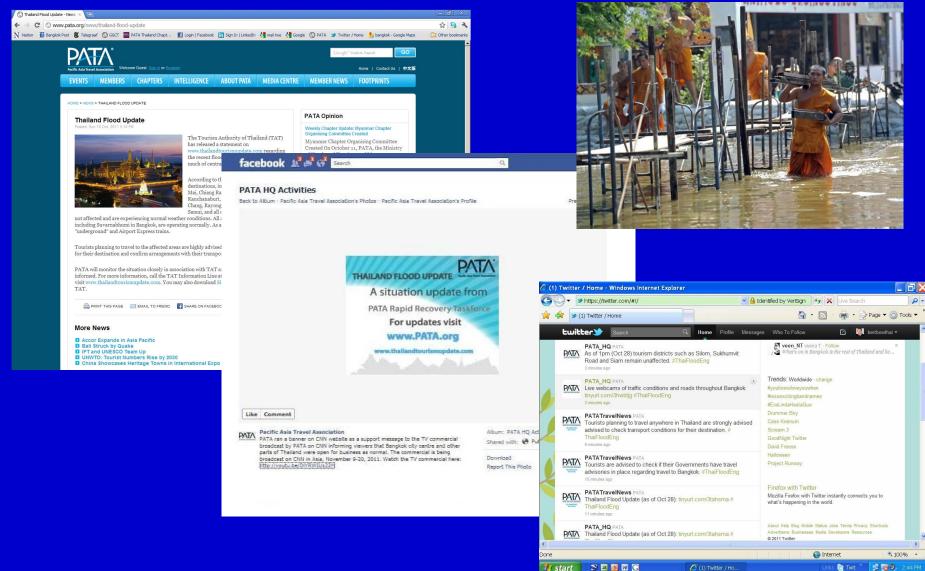
#### Copyright PPRT - PATA



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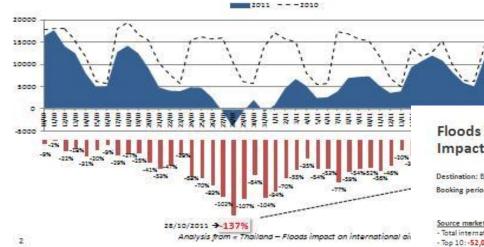




#### Floods impact on international air reservations: Bookings during crisis period (vs 2010)

#### Destination: Bangkok

Booking period: from 10-october 2011 to 25-november 2011 (vs equivalent period in 2010)





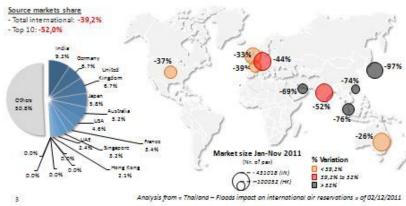
#### Floods impact on international air reservations: Impact on Core Source Markets



Destination: Bangkok

orwardKey

Booking period: From 10-october to 25-november 2011 (vs equivalent period in 2010)





### **PATA Rapid Recovery Taskforce**





throughout.

See and hear from tourists on the ground in Bangkok what the situation is REALLY like for tourists.

Please check the Tourism Authority of Thailand (TAT) website regarding the ongoing flood crisis that has affected much of central Thailand and parts of Bangkok.

#### Bangkok Situation

As of Thursday November 24 (3 pm local time), central Bangkok remains dry, although some streets in outlying

areas of city centre remain partially flooded. The flood situation in most parts of suburban Bangkok seems is easing. Central Bangkok remains dry. Suvaranbhumi Airport, sky train and underground and airport link trains are operating normally.

Tourism districts such as Silom, Sukhumvit Road and Siam all remain unaffected. All major downtown hotels are open, including the major ones along the Chao Phrava River.

This weblink has dozens of (almost) live webcams of traffic conditions and roads throughout Bangkok. It is an excellent resource and shows the true picture on the ground across Bangkok.





### **Recovery improvement debate** November 2011



## The bottom line Turning crises in opportunities !



### National Plan for Risk & Crisis Management in Tourism



## Vision

e 成都文族 CHENGDU CULTURE & TOURISM— 让美好发生

# To make Sichuan's tourism destinations as safe as humanly possible !



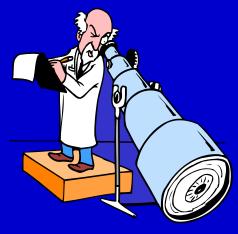
### National Plan for Risk & Crisis Management in Tourism

#### Mission



To create safety and security for all business and leisure travelers through risk & crisis management by means of never-ending stakeholders education and teamwork.

## National Plan for Risk & Crisis Management in Tourism



#### Values

Foresight in risk management,

distinction in pro-active crisis management



and competence in re-active crisis management

through



comprehensive stakeholder- and media-communication

and relentless control and review.

#### Is it safe to travel to .....?



#### What is the destination's reputation ?

## Reputation Management Newest Marketing Tool Crisis Management

## Crisis Prevention

#### **Reputation Management**



#### **Take away suggestions**



#### It won't happen to us .....

#### The first 10 steps towards a Crisis Management Plan :

- **1. Formation of a Risk Prevention** 
  - **& Crisis Management Team**
- 2. Contact all Emergency and Civil organizations
- 3. Coordinate the key players so it is clear who acts when
- 4. Start, or ensure, that your RP&CMT is empowered
- 5. Determine what risks are important to deal with

#### **Take away suggestions**



#### It won't happen to us .....

#### The first 10 steps towards a Crisis Management Plan :

- 6. Develop the " what-if " plans to serve as templates
- 7. Ensure that instructions are clear, current and rehearsed
- 8. Encourage incorporation of crisis management into all stakeholders plans
- 9. Train members of the RP&CMT in some form of media crisis communication

10. Identify individuals with expertise; have them on call in the event of a crisis







## Destination Marketing Environment







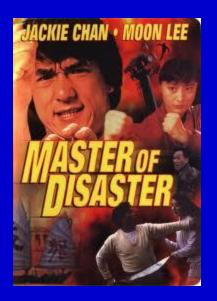








Interest in disaster preparedness is proportional to the recency of the last disaster



Effective Crisis Management offers business opportunities and no one has any more excuse for not preparing and planning for the worst !













### Life is not about waiting for the storms to pass, It's about learning how to dance in the rain !



Expect the unexpected but never forget you live in a WONDERFUL WORLD

## I wish you further success in this wonderful world



## Thank you for your attention!



## Destination Marketing Environment

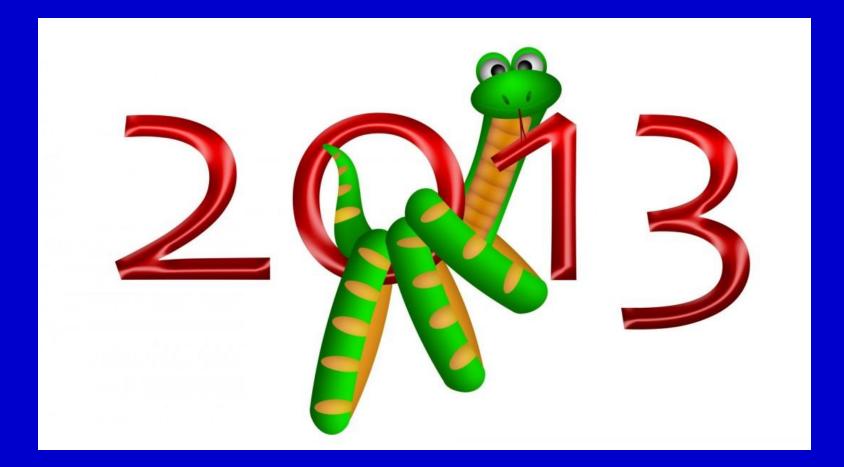




Safety Comes First !







## 新年好

#### Our goal is simple ... to help you reach yours ! **The Winning Edge :** 473, Soi Uahwatanasakul 3 **Pacific Asia Travel Association** Pattanakarn 58 Road **Bangkok**, 10250



Fax

E-mail

Web site

Telephone : 0 2321 0522 - 3

- : 0 2722 7195
  - : bert@twe-winningedge.com
    - : www.twe-winningedge.com

