

Developing a Risk Management Strategy for a Tourism Destination

SESSION 1 Welcome & Introduction

- ### Introduction
- This is the start of a learning process
 - Establish and maintain tourism risk management networks
 - Share knowledge, lessons & experiences.

- ### Tourism
- Generates incomes
 - Creates & sustains jobs
 - Encourages investment
 - Facilitates trade

- ### KEY POINTS
- The start of the learning process
 - Establish & maintain tourism related crisis management networks
 - Share knowledge, lessons and experiences

SESSION 2 Risk Management

The Tourism Risk Management Process

Provides a generic framework to identify, analyse, assess, treat and monitor risks to tourism destinations or businesses/organisations

The Tourism Risk Management Process

A proactive process which enables tourism destinations to minimise losses and take advantage of opportunities



Disaster

A serious disruption to community life which threatens or causes death or injury in that community and/or damage to property which is beyond the day-to-day capacity of the prescribed statutory authorities and which requires special mobilisation and organisation of resources other than those normally available to those authorities.

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Crisis

Any situation that has the potential to **affect long-term confidence** in an organisation or a product, or which may **interfere with its ability to continue operating normally**

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Crisis for a tourism destination may arise from:

- Internal (organisational) sources
- External (community) sources

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FOR EXAMPLE

Hurricane Katrina and the Bali Bombings

Affected **confidence in tourism** and interfered with its **ability to continue normal operations**

So these community disasters produced CRISES for tourism destinations to address

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Community Disaster

↓

Loss of confidence by visitors

↓

Visitor numbers fall

↓

CRISIS for tourism destinations

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KEY POINTS

- Tourism risk management is an important process for destinations
- Crises and disasters are different things
- Community disasters can cause crises for tourism destinations

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SESSION 3

Prevention & Mitigation

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SWOT

Strengths, Weaknesses, Opportunities, Threats

Provides a **STRUCTURE** to identify a destination's internal strengths & weaknesses and external opportunities & threats

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SWOT should focus upon:

- **Strengths** – resources and support available for crisis
- **Weaknesses** – which will affect your destination's ability to cope with crisis
- **Opportunities** – to enlist support for tourism
- **Threats** – risks to the destination and tourism

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Occupational Health and Safety

- Identify OH&S requirements consistent with national laws which will protect visitors
- Advise operators on plans and procedures

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Common elements of OH&S:

- Employers & employees liable for their actions
- Penalties for non-compliance
- Requirement for a safe workplace
- Provision of adequate facilities
- Safe access & egress
- Absence of risk in plant & substances
- Emergency procedures
- Training and testing regimes
- Information in different language

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Emergency Plans (SOPs):

- Evacuation
- Fire
- Bomb threat
- Civil disorder
- Armed intruder
- Hazardous materials
- Gas leak
- Building collapse
- Medical emergency
- External emergencies

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Identify & comply with national requirements

Which agencies can advise you.....?

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An integrated approach to tourism health and safety is your aim

A multi-agency approach to tourism is fundamental to its viability

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KEY POINTS

- A SWOT analysis is a valuable tool
- Destinations should identify national OH&S requirements to protect visitors
- Emergency plans are essential for tourism facilities
- Develop multi-agency partnerships

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SESSION 4 Preparedness

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Tourism Crisis Preparedness

Development of plans & program, systems & procedure, training & testing to ensure that when crises do occur, resources are used to best effect to reduce the effects of the crisis

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Preparedness includes:

Establishment of networks and liaison with government and community agencies.

You need a multi-agency, integrated approach to ensure the viability of tourism operations.

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Preparedness:

Networks and liaison with government and community agencies...

Those you will need to cooperate with during a crisis – those who can provide support and assistance

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Tourism Crisis Planning Committee

- Representatives of your tourism operators
- Government and community agencies

An integrated, multi-skilled committee....

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The tourism crisis planning committee will base its plans on the **sources of risk (hazards)** identified in the tourism risk management process

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Tourism planning committee responsibilities:

- Plans & procedures
- Allocation of roles & responsibilities
- Training needs & programs
- Exercises
- Monitoring, evaluation and amendment

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No two crises will ever be the same.....each one will present different problems needing different solutions

So....?

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You need a GENERIC tourism crisis management plan

One plan to apply to all crises.....

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A best practice crisis plan is a starting point

Managing a crisis needs knowledge, skill and flexibility to adapt to the needs of the situation

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A tourism crisis management plan should:

- Describe activation procedures
- Allocate roles & responsibilities
- Identify control & coordination
- Include standard procedures
- Identify information requirements
- Establish communication methods
- Describe PR & media arrangements

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Tourism crisis management arrangements should ensure:

- Safety of all persons within, at or visiting a destination
- Minimal disruption to tourism operations
- Compliance with laws & regulations

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'What if' questions....

- What if....happened here.....what would it mean to us?
- What are the implications for tourism and the behaviour of travellers?
- What must we do to protect our tourism destination and to restore confidence?

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Training and exercising (testing) is fundamental to a high level of preparedness.

Crises require staff to carry out unfamiliar tasks in a stressful environment, so they need training and to **PRACTISE**.

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The fundamental purpose of training & exercising is to improve your destination's capacity to respond efficiently and effectively to crisis

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Tourism crisis management exercises can:

- Reveal planning weaknesses
- Expose resource gaps
- Clarify roles & responsibilities
- Improve performance
- Build confidence
- Develop proficiency
- Test plans systems & procedures
- Foster cooperation between agencies

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Importantly

Exercises provide the opportunity for personnel to work together and to develop an effective working relationship

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Two forms of exercises:

- **Discussion exercises**
 - Present a situation and problems to be discussed
- **Functional exercises**
 - Test a crisis management centre and decision-making

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Informal exercises
problems which occur at other destinations....

- What would we do if it happened here?
- What would be the implications for our destination?
- How would it affect potential visitors?
- What problems would we face?
- How would media & PR be managed?
- Do we need additional training, equipment, etc?
- How would it affect us if it happened near by?

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Crisis planning is an ongoing PROCESS

Planning continues during tourism crisis response & recovery.


SHORT-TERM TACTICAL PLANS
and
LONGER-TERM STRATEGIC PLANS
(24 – 48 hours)

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KEY POINTS

- Preparedness includes plans, training & testing
- Networks & liaison with Government and community agencies
- Need a tourism crisis planning committee
- Develop generic tourism crisis response & recovery plans
- Training & exercising is essential
- Conduct multi-agency exercises
- Use informal exercises regularly
- Crisis planning is an on-going process

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SESSION 5 Response

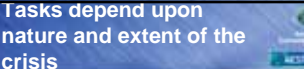
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Tourism crisis response includes actions leading up to and immediately after the impact of a crisis to:

**minimise its effects
and
manage the consequences**

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Tasks depend upon nature and extent of the crisis

In a disaster, disaster management agencies are responsible for lives and property

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Tourism destination personnel may be part of an **integrated** multi-agency response to disasters


- **Maintain visitors' confidence:**
 - Don't neglect normal services
 - Least disruption possible

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The key to effective response is trained, experienced, flexible personnel

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Initial information needs:

- How has it affected:
 - People – visitors & staff
 - Facilities
 - Infrastructure
 - Tourism operations

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Specific Information needs:

- For decision-making purposes:
 - Effects upon visitors
 - Damage to property & infrastructure
 - Disruption to services
 - Consequences for tourism
 - Resources needed

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Tourism crisis management team:

- Responsible for:
 - Briefing & management of staff
 - Processing operational information collecting, collating & evaluation, making decisions
 - Planning

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Keep a record of all actions taken and decisions

You may need to justify your actions later.....

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Tourism Crisis Management Centre Checklist:

- Main work area - space, lighting, low sound level
- Media briefing room
- Conference room
- Foyer/access control area
- Retreat/quiet room
- Rest and recreation area
- Tea and coffee making facilities
- Furniture & equipment

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You need a crisis management **TEAM**

One person can't do it all alone.....

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In tourism crisis response operations **information is a tool** which allows people to make timely, critical decisions.



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Operational information


- **Must be:**
 - Collected and recorded
 - Collated
 - Evaluated
 - Decided upon
 - Disseminated
 - Monitored



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Core Questions:

- What does this mean to us?
- What must we do as a result of this to protect visitors?



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Information has to be put together (collated), checked and assessed (evaluated) to establish relevance and reliability and to identify gaps.

Then it can be used for **decision-making purposes.....**

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This is what we know.....
now, what do we have to do about it?

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Decisions then have to be **disseminated via the media** to those who need to know:

- Visitors
- Government agencies
- Community agencies
- General public

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Business Continuity Issues

- Identification of visitor' needs
- Priorities for restoration
- Resources & budgets
- Business issues
- Media management
- PR issues
- Consultation with government and community
- Alternate sites of operation

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KEY POINTS

- Response tasks depend upon the nature and extent of a crisis
- Most important objective is maintaining visitors' confidence

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SESSION 6

Recovery

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Establish what's left:

- How has affected our destination?
- What must we do to return business to normal?

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You will need information on:

- Residual effects on tourism
- Damage
- Causes of service disruption
- Consequences for tourism and the community
- Resources needed

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Tourism crisis recovery management tasks include:

- Setting objectives
- Identifying priorities
- Identifying needs and assistance
- Communicating with tourism operators
- Liaising with government and community agencies
- Briefing media & agencies
- Monitoring restoration of services
- Planning
- Decision-making

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MONITOR AND EVALUATE COMMUNITY PERCEPTIONS OF THE CRISIS

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Community support is essential to restore tourism

Government and community agencies should be part of the recovery team

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Debriefings

Lessons should be **shared** so that all tourism destinations can benefit.....

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Purpose of debriefing:

To gain the information necessary **to improve** plans, procedures, systems and training of personnel.....

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Aide-memoire

What happened ?

- Type of incident

What did we do?


- Sequence of actions by personnel

Was that what we planned?

- Reasons planned systems & procedures weren't followed or appropriate.

How can we do better?

- Can our plans be improved
- Do we need different or more training
- Do we need improved liaison with Government and community agencies
- As our media management effective
- Did we identify & meet visitors' needs
- Do we need better communications
- Do we need a different tourism crisis management system
- Was our tourism risk management process effective?



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Maximising the benefits

- After the debrief the planning committee should:
 - Analyse findings
 - Identify planning, training & operational needs
 - Identify timelines
 - Allocate responsibilities
 - Revise the tourism crisis management plan
 - Organise training
 - Test & evaluate revised plans & procedures

Identify lessons and **act upon them**....

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How can we share the lessons with other tourism destinations?

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Send debriefing reports
 Guest speakers at conferences
 Observers at crisis exercises
 Newsletter dedicated to tourism crisis management
 Workshops, etc.

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KEY POINTS

- Need information on how the crisis has affected the destination
- Community perceptions should be monitored
- Debriefing is essential to identify lessons
- Share lessons with other destinations

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SESSION 7 Media & Communications

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Why is the media interested?

Disasters are usually:

- Spectacular
- Action Orientated
- Focused on human suffering or courage or both

From a media perspective they are:

- Relatively easy to cover
- Guaranteed to attract an audience and sell newspapers etc

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Principles

- The media will always be there!
- The media should be managed rather than controlled
- Cooperation with the media is better than confrontation
- The media is a vital communication medium

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Stages of media reporting of disasters

Stage 1

- Nature and extent of crisis or disaster

Stage 2

- Heroes and hardships

Stage 3

- Scape-goating and fault finding - who's to blame?

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Crisis Management of Media and Communication

The goal is to have visitors returning to the destination as quickly as possible after a crisis

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1. BEFORE A CRISIS Preparing for the worst

- Designate a spokesperson
- Establish media & communications section
- Communicate regularly with the media
- Pay attention to local media

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2. DURING A CRISIS Minimising Damage in a Crisis

- Be honest and transparent
- Don't impose a news blackout
- Establish a media centre
- Act fast
- Remember the victims
- Avoid speculation
- Put the crisis into context
- Challenge untrue media statements

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DURING A CRISIS (cont.) Minimising Damage in a Crisis

- Highlight positive aspects
- Place information on destination website
- Network with other media liaison officers
- Seek increases in promotional budgets
- Establish hotline
- Monitor safety & security
- Coordinate with agencies for media access
- Communicate to staff

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3. FOLLOWING A CRISIS Restoring Visitor Confidence

- Be proactive in communications
- Increase trips for journalists
- Remember anniversaries
- Create news outlet on destination website
- Increase trips for tour operators

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What other measures can you implement to restore the confidence of visitors in your destination?

Which other agencies can assist?

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KEY POINTS

- Work cooperatively with the media
- Anticipate media focus & needs during crises
- Develop media & communication strategies for before, during and after a crisis

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KEY POINTS FOR THE WORKSHOP

- Tourism is vital to the economic viability of all countries
- Tourism risk management is an on-going process
- Share information & experiences in tourism crisis management
- Tourism operators share the responsibility for the safety of visitors

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