



Developing a Risk Management Strategy for a Tourism Business/Organisation

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SESSION 1 Welcome & Introduction

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Introduction




- This is the start of your learning process
- Share knowledge, lessons & experiences

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KEY POINTS



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

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SESSION 2 Risk Management

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The Tourism Risk Management Process

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

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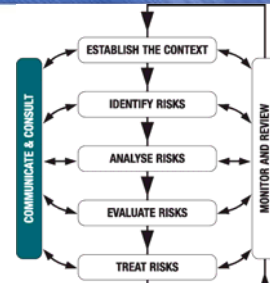
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The Tourism Risk Management Process



A proactive process which enables a tourism business/organisation to minimise losses and take advantage of opportunities

Tourism Risk Management Model



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

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**

Crises for a tourism business/organisation may arise from:



Internal (organisational) sources

External (community) sources

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 businesses to address

Community Disaster

↓

Loss of confidence by visitors

↓

Visitor numbers fall

↓

CRISIS for tourism businesses

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KEY POINTS

- Risk management is an important process for tourism businesses/organisations
- Crises and disasters are different things
- Community disasters can cause crises for tourism businesses/organisations

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SESSION 3

Prevention & Mitigation

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SWOT
Strengths, Weaknesses, Opportunities, Threats

Provides a **STRUCTURE** to identify internal strengths & weaknesses and external opportunities & threats.

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SWOT should focus upon:

- Strengths – community resources & support available for crises
- Weaknesses – which will affect visitor's ability to cope with crisis
- Opportunities – to enlist support for tourism
- Threats – risks to tourism businesses / organisations

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Occupational Health and Safety

Identify OH&S requirements consistent with national laws which will protect visitors

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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 languages

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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 whole-of-community approach to tourism is fundamental to its viability

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KEY POINTS



- A SWOT analysis is a valuable tool
- Identify national OH&S requirements to protect visitors
- Emergency plans are essential for tourism facilities
- Develop community and 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 community agencies

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

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Preparedness:



Networks and liaison with 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 business
- Representatives of community agencies

An integrated, multi-skilled committee....

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The 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
- Informal exercises
- Monitoring, evaluation and amendment of plans

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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

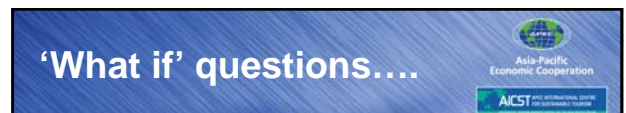
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Tourism crisis management arrangements should ensure:

- Safety of all visitors and staff
- 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 attitudes of visitors?
- What must we do to protect our tourism business and to restore visitor confidence?


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

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**The fundamental purpose of
training & exercising
is to improve the
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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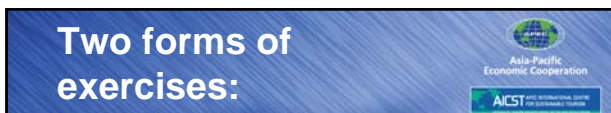


Importantly

**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 for tourism
business/organisations**

Examine problems which occur at other tourism places

- What would we do if it happened here?
- What would be the implications for our business?
- 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 community agencies
- Need a tourism crisis planning committee
- Develop generic tourism crisis response & recovery plans
- Training & exercising is essential
- 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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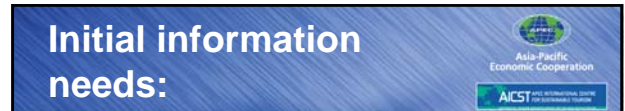
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The key to effective response is trained, experienced, flexible personnel

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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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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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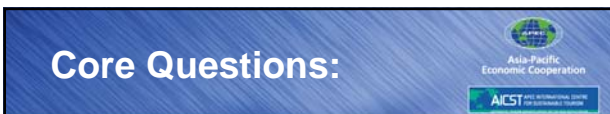
Operational information

- **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 and our tourism business / organisation?



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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 & 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 agencies
- 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 tourism and our tourism business?
- What must we do to return tourism to normal?

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You will need information on:



- Residual effects on tourism
- Damage
- Causes of service disruption
- Consequences for tourism
- 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 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 businesses 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.

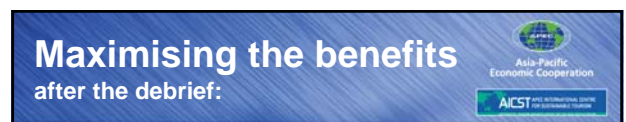
How can we do better?

- Can our plans be improved
- Do we need different or more training
- Do we need improved liaison with community agencies
- Was 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:

- 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 businesses?

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

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KEY POINTS



- Need information on how the crisis has affected the tourism business
- Community perceptions should be monitored
- Debriefing is essential to identify lessons
- Share lessons

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SESSION 7 Media and 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 your tourism business as quickly as possible after a crisis.

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1. BEFORE A CRISIS Preparing for the worst



- Designate a spokesperson
- Establish media section/capability
- 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 Minimising Damage in a Crisis



- Highlight positive aspects
- Place information on your website
- Network with other media liaison officers
- 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 tours for journalists
- Remember anniversaries
- Create news outlet on your website
- Increase visits for tour operators

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

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 risk management is an on-going process
- Share information & experiences in crisis management
- A crisis affecting tourism will have flow-on effects to the community
- Crises affecting tourism need a whole-of-community approach

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