

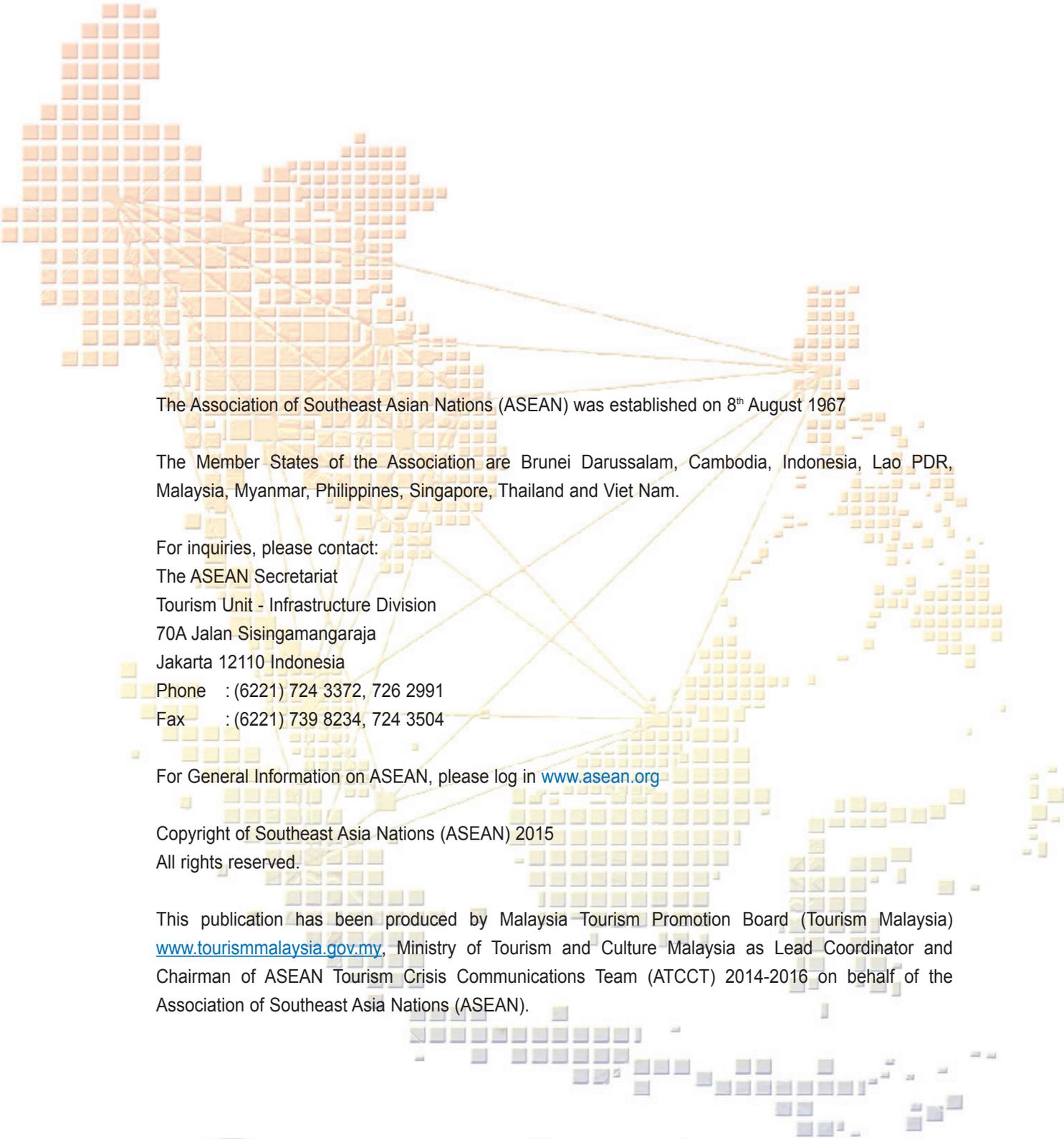
# ASEAN TOURISM CRISIS COMMUNICATIONS MANUAL

(INCORPORATING BEST PRACTICES OF PATA AND UNWTO)



Southeast Asia  
*feel the warmth*





The Association of Southeast Asian Nations (ASEAN) was established on 8<sup>th</sup> August 1967

The Member States of the Association are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam.

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# FOREWORD



**W**ITHOUT a doubt, tourism is a significant growth industry, especially in the ASEAN region. However, the industry is particularly vulnerable to external forms of disaster that may strike any destination, at any time - be it a calamity of nature, technology, politics or economics. A destination's well-being and popularity can be severely affected, as ASEAN countries have experienced at one time or another.

As John F. Kennedy once said, the Chinese character for crisis is made up of two characters, one representing danger, the other, opportunity. It is in this spirit that the ASEAN Tourism Crisis Communications Manual was developed and, with this latest edition, further improved. For within these pages, we are guided towards turning a crisis from an incident full of peril into one that teaches us to be strong, resilient, brave and fair.

Regardless of what the crisis may be, I believe that all unpleasant incidents are occasions to bring us closer together in ASEAN. We can certainly count on our alliances with each other, cemented by a deep-rooted regional history and similarities in culture and beliefs, to face challenges together.

With inputs and feedback from ASEAN member states and their NTOs, further guided by the deep insights offered by well-established supervisory bodies the likes of UNWTO and PATA, I am proud to present this labour of love by ASEAN. I hope this manual will become a trusted companion and invaluable compendium to all as we maneuver and map our way through difficult days, and rebound with confidence thereafter.

I sincerely thank all ASEAN Tourism Ministers, ASEAN NTOs, ASEAN Secretariat, PATA, UNWTO and all individuals who gave their support, comments and feedback for this publication to be made possible. We look forward to the effective implementation of this manual in all ASEAN Member States.

Thank you.

A handwritten signature in black ink, which appears to read "Mohamed Nazri Aziz". The signature is written in a cursive style.

**DATU' SERI MOHAMED NAZRI TAN SRI ABDUL AZIZ**  
Minister of Tourism and Culture Malaysia

# BACKGROUND & ACKNOWLEDGEMENTS

**T**HE first ASEAN Crisis Communications Manual was drafted by the ASEAN Marketing Task Force led by Singapore in 2006, following the signing of the ASEAN Integration Protocol for Tourism and the decision made during the 21<sup>st</sup> Meeting of the ASEAN NTOs held on 22 to 23 January 2005 in Langkawi, Malaysia.

The implementation of the ASEAN Tourism Strategic Plan (ATSP 2011-2015) and the formation of the ASEAN Tourism Marketing and Communications Working Group (ATMCWG), replacing the earlier ASEAN Marketing Task Force, gave focus to crisis management and communication, especially vital due to the frequent incidence of crises in ASEAN member states.

Malaysia, as the lead coordinator (since 2012) and later as the Chairman for ASEAN Tourism Crisis Communications Team (ATCCT) (2014-2016), was given the mandate to organise the first ASEAN Tourism Crisis Management and Communications Seminar from 25 to 28 February 2013. One of the recommendations of the seminar, which was organised by Tourism Malaysia, was to review and standardise the ASEAN Crisis Communications Manual by taking into consideration the best practices upheld by the Pacific Asia Travel Association (PATA) and United Nations World Tourism Organisation (UNWTO).

This recommendation was further adopted in the meetings of the 35<sup>th</sup> Head of NTOs and ASEAN Tourism Ministers held from 16 to 20 January 2014 in Kuching, Sarawak, Malaysia. Led by Tourism Malaysia with assistance from the ASEAN Secretariat, PATA and UNWTO, the ASEAN Tourism Crisis Communications Manual Standardisation Workshop was subsequently organised from 5 to 9 May 2014, in Kuala Lumpur.

The proposed draft was deliberated in plenary sessions by the participants of the workshop. The revised version, renamed ASEAN Tourism Crisis Communications Manual, was subsequently reviewed and tested by each ASEAN NTO, who then gave their feedback. Throughout this effort, the original principles of the manual have been maintained - the focus is still on the importance of establishing a crisis team and identifying its structure in every NTO, such as a Crisis Management Team (CMT) and a Crisis Communications Team (CCT), as well as the integration of both teams for better preparation, coordination and implementation to face any crisis.

At the 8<sup>th</sup> ASEAN Marketing and Communication Working Group Meeting in Manila, Philippines, on 10 October 2014, it was decided that the deadline for the document evaluation be extended until 31 October 2014, after which Malaysia, as Lead Coordinator and Chairman of ATCCT, would then proceed to prepare the final draft for tabling and approval by the ASEAN Heads of NTOs and adoption by ASEAN members in 2015.

It has been a long and arduous process, one that could not have been completed successfully without the assistance and support from many quarters. As such, we would first of all like to thank the ASEAN Secretariat for their facilitation role in getting the support of PATA, UNWTO and ASEAN member states in this initiative. We also wish to express our appreciation to PATA and UNWTO for sharing and allowing us to use their best practices in crisis communications and management.

The deepest appreciation also goes out to Mr. Alexander Kesper, Team Leader of ASEAN-EU Emergency Management Programme, and Dr. Dirk Glaesser, Acting Director, Sustainable Development of UNWTO Tourism Programme, for providing their support, expert views and knowledge throughout this endeavour.

We would also like to convey our special thanks to the individuals, members of ATCCT, ASEAN NTOs and agencies' officials and ATMCWG members who gave their time, effort and feedback for this manual.

Malaysia as Lead Coordinator and Chairman of ATCCT (2014-2016) would like to extend our appreciation to the following:

- ASEAN Secretariat
- Ministry of Industry and Primary Resources, Brunei Darul Salam
- Ministry of Tourism, Kingdom of Cambodia
- Ministry of Tourism, Indonesia
- Ministry of Information, Culture and Tourism, Lao PDR
- Ministry of Tourism and Culture, Malaysia
- Tourism Malaysia
- Ministry of Hotels and Tourism, Myanmar
- Department of Tourism, Philippines
- Singapore Tourism Board
- Ministry of Tourism and Sports, Thailand
- Tourism Authority of Thailand
- Viet Nam National Administration of Tourism
- Pacific Asia Tourism Association (PATA)
- United Nations World Tourism Organization (UNWTO)

# PREFACE

**T**HIS manual is published to assist and provide guidelines to the ASEAN National Tourism Organizations (NTOs) and Destination Management Organisations (DMOs) in the use of effective communications tools to be alert of, plan for, respond to, recover and rebound from crisis events and emergency situations taking place in the respective states and their neighbouring countries.

In revising the original document, it was the intention of all members of the ASEAN Tourism Crisis Communications Team (ATCCT) to publish a manual that was both dynamic and flexible enough to respond to the various natures and types of crises. In essence, it is a tool to aid in communications with media and the public, as well as in the marketing recovery period in the aftermath of a crisis.

All ASEAN Member States are encouraged to use this manual as a reference and guide for implementation and adjust the method of implementation accordingly.

Two major sources are referred for the revision of the existing manual, namely: *Bounce Back - Tourism Risk, Crisis and Recovery Management Guide* by PATA (2011) and *Toolbox for Crisis Communications in Tourism: Checklists and Best Practices* by UNWTO (2011). A total of 16 best practices were extracted from both documents and have been incorporated in this revised ASEAN Tourism Crisis Communications Manual.

This manual will: -

- Provide an overview of crisis management and communications, and how it is relevant to the ASEAN Tourism Crisis Communications Team (ATCCT)
- Provide a generic crisis communications framework and plan as a guide to NTOs
- Provide a crisis communications framework and plan for ATCCT
- Outline the structure and protocol of engagement for parties within the ATCCT
- Provide a Communications Toolkit containing tools and templates that can be used in the event of a crisis

In times of crises, the most critical part is managing perceptions, and the manual emphasises the virtue of having a strong, duty-bound leadership handling a crisis situation in a patient, calm and professional manner.

The manual now guides users in categorising the types of risks to which tourism and tourism enterprises are susceptible; planning for crisis preparedness; and engaging in effective and responsible crisis communications.

It also contains references to crisis case studies and situations; a guide to the utilisation of social media; and model communications tool kits and templates.

In addition, this manual provides users with a criteria for the selection of a spokesperson, offers recommendations for types of media training, and gives a guide on crisis communications measurements and surveys, media monitoring and analysis. The use of geo-references, date and time in travel advice and event information is also recommended.

With the permission of the Center of Information and Public Relations of the Ministry of Tourism of the Republic of Indonesia, we have also included the “Manual Guideline - Indonesia Tourism Crisis Management” for reference and case study.

While no single manual can provide an action plan for every crisis, this document is a generic crisis communications manual containing principles on and broad Standard Operating Procedures (SOPs) to carry out effective crisis communications. The crisis communications plan contained within should be tailored to specific crises.

It is our hope that the ASEAN Tourism Crisis Communications Manual and the standard operating procedures will guide the NTO's and/or ATCCT's response to a crisis situation in the best possible way.

# INTRODUCTION TO CRISIS MANAGEMENT & COMMUNICATIONS

## 1. Key Definitions

### 1.1. Risks, Issues, Emergencies

Crises have often been considered interchangeably with risks, issues and emergencies. For the purpose of quickly identifying a crisis, it is important to note that they are different.

- **Risks** are ventures taken that can be good or bad. A badly managed risk can result in a crisis situation, but risks in themselves are not crises. Effective risk management can prevent the risk from escalating into a crisis.
  - Examples of risks: Sponsoring a major event or undertaking a tourism development project that may potentially affect the environment or local community.
- **Issues** are situations which are being contemplated in order to arrive at a resolution. Being issues, it is implied that there is time to gather resources and evaluate best course of action. Proper issue resolution at source can prevent the issue from escalating into a crisis.
  - Examples of issues: Dengue or haze pollution
- **Emergencies** are sudden, unforeseen incidents that call for immediate responses. Very often, emergencies can be counteracted with routine procedures for coping with an emergency. Proper emergency management can prevent it from escalating into a crisis.
  - Example of emergencies: Floods, earthquakes, tsunamis

However, communications should not take place only when a crisis hits a country. In managing risks, issues and emergencies, communications with stakeholders should still take place to ensure that all stakeholders are apprised of what is being done to prevent or mitigate any negative impact and maintain confidence in the destination.

### 1.2. Crisis

A crisis is an undesired, extraordinary, often unexpected and timely limited process with ambivalent development possibilities. It demands immediate decisions and counter measures in order to influence the further development again positively for the organisation (destination) and to limit the negative consequences as much as possible.

A crisis situation is determined by evaluating the seriousness of the occurring negative events, which threaten, weaken or destroy competitive advantages or important goals of the organisation<sup>1</sup>.

<sup>1</sup> UNWTO, *Toolbox for Crisis Communications in Tourism*, pg 5

### 1.3. Crisis Management

Crisis management is a framework of strategies, processes and measures that are planned and implemented to prevent and cope with crisis<sup>2</sup>.

### 1.4. Crisis Communications

Crisis communications is the process of communicating, once a crisis has started, to minimise its negative consequences for the organisation and the stakeholder that the organisation is responsible for. It requires immediate decisions and countermeasures using all the communication tools at its disposal in order to influence and steer its development in as positive a direction as possible<sup>3</sup>.

## 2. Risk Management

Risk is essentially the prospect or probability of negative events and subsequent loss to a tourism business or destination arising from a negative event that sometimes can also be measured statistically.

Tourism destinations face a wide variety of risks that may arise from events and circumstances beyond the control of management or also due to 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<sup>4</sup>.

### 2.1. Functions of Risk Management<sup>5</sup>

- |                       |   |
|-----------------------|---|
| <b>1. Identify</b>    | Identify risks before they become realities   |
| <b>2. Analyse</b>     | Transform risk into decision-making information by evaluating the probabilities, time-frames and potential impacts of each risk and then classifying and prioritising them. |
| <b>3. Plan</b>        | Use the decision-making information to formulate plans and contingency action plans for mitigating the potential impact of each risk.                                       |
| <b>4. Track</b>       | Monitor the effectiveness of those plans by reviewing risk data.  |
| <b>5. Control</b>     | Correct deviations from the risk mitigation plans.  |
| <b>6. Communicate</b> | Implement internal and external information and feedback loop to monitor changes in the risk environment.   |

<sup>2</sup> UNWTO, *Toolbox for Crisis Communications in Tourism*, pg 5

<sup>3</sup> UNWTO, *Toolbox for Crisis Communications in Tourism*, pg 5

<sup>4</sup> PATA *Bounce Back Tourism Risk, Crisis and Recovery Management Guide*, pg 5

<sup>5</sup> PATA *Bounce Back Tourism Risk, Crisis and Recovery Management Guide*, pg 6

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

*Source: PATA Bounce Back Tourism Risk, Crisis and Recovery Management Guide, pg 8*

Table 2.2: Key Risks to Tourism and Tourism Enterprises

### 3. Recognising a Crisis

#### 3.1. How a crisis can happen

- 3.1.1 A crisis can be avoided if proper monitoring systems are in place or if the risks that lead up to a crisis had been carefully assessed and managed, before they are allowed to escalate into a crisis.
- 3.1.2 In other instances, a crisis can hit without warning and the only solution is to control the damage, manage it effectively and prevent the crisis from growing in intensity or magnitude.
- 3.1.3 Quick and effective management of a crisis is critical. If handled correctly, a crisis can enhance the reputation and credibility of the organisation. Mishandled responses to crisis can have long-term negative impact on the organisation.

#### 3.2. Key Attributes of a Crisis

##### 3.2.1 A situation is a crisis if it exhibits these characteristic symptoms:-

- Routine procedures are inadequate to cope with demands of the situation
- Demands of the situation exceed resources (including time, information, manpower, technology etc.) on-hand
- General support of stakeholders (majority are not in favour of you and the situation)
- Extensive media interest and public scrutiny
- An immediate, coordinated response is needed to minimise any long-term negative impact

##### 3.2.2 A situation is also a crisis if it could result in these consequences:-

- Normal tourism businesses and systems or life in general are seriously disrupted
- Widespread negative media coverage and public sentiments on travel to the country
- Negative impact on reputation of organisation e.g. NTOs/ ASEAN and/or long-term public confidence

##### 3.2.3 A relatively minor incident can blow up into a public crisis (as perceived by the public). Media can play a part in escalating incidents into crises through their coverage. If the situation displays the following attributes, you can anticipate that there is potential for huge media interest.

##### Media triggers:-

- a) Number of people involved
  - The greater the number, the bigger the 'perceived' crisis
- b) Type of people involved
  - The media are far more aggressive in reporting stories where children, underprivileged, minority groups are made victims
- c) Prominence of people involved
  - A high-profile personality, or one with significant connections can guarantee high media interest

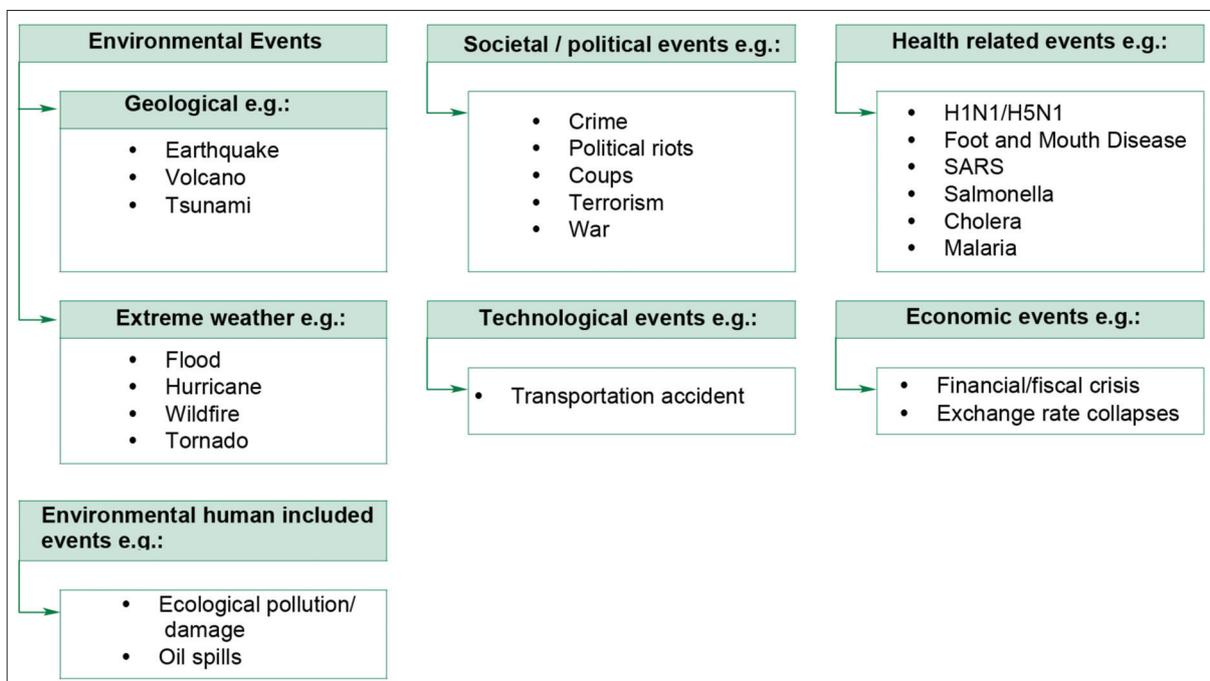
- d) Nature of the incident
  - Repeat incidents, or incidents that are follow-ups or results of a previously mishandled incident are likely to attract attention
  - Incidents that cast doubts on the honesty, integrity of the government or threatens sovereignty of country are likely to attract attention
- e) Visibility
  - Availability of vivid and graphic pictures can encourage unnecessary media attention and spread of rumours within minutes
  - Total black-out of information can also create unnecessary alarm and fear
- f) Fear appeal
  - The higher the fear factor is for the public, the bigger the crisis
- g) Conflicting opinions from voices of authority
  - Confused authorities cast doubts on credibility of information provided

### 3.3. Broad Categories of Crises

There are countless potential crises that could affect the tourism sector of any country in ASEAN. There are two broad categories of tourism-related crises:

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

Examples include natural disasters, acts of war or terrorism, political upheavals, crime waves and epidemics<sup>6</sup>. The list below is by no means exhaustive, but gives an indication of the most common crises an NTO is likely to face and therefore needs to prepare for:



Source: PATA Bounce Back Tourism Risk, Crisis and Recovery Management Guide, pg 8

Table 3.3: Broad Categories of Crisis

<sup>6</sup> PATA Bounce Back Tourism Risk, Crisis and Recovery Management Guide, pg 1

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

Examples 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<sup>7</sup>.

### 3.4 Ranking the Severity of a Crisis

	CRISIS LEVEL	EXAMPLE	RESPONSE
1.	<p><b>DESTCON 1</b>                      A crisis of this magnitude has widespread global implications for world tourism impacting on the desire to travel anywhere.</p>	<p>The best example in the recent times is 9/11. Although the 9/11 attack actually targeted the World Trade Centre and the Pentagon, the use of civilian aircraft as weapons of mass destruction was unprecedented and this created a global fear of flying.</p> <p>More recently, the Icelandic volcanic eruption of April 2010 and the grounding of flights to and from Europe constituted a global tourism crisis.</p>	<p>A crisis of such a magnitude requires a global response. Since 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.</p>
2.	<p><b>DESTCON 2</b>                      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.</p> <p>In a Destcon 2 situation tourism to nearby countries or regions can be affected.</p>	<p>Indian Ocean Tsunami 2004, SARS 2003, invasion of Iraq 2003, Gulf War 1991. Potential Avian Flu, H1N1 in 2009-10. The Chilean volcanic eruption band ash cloud which disrupted airline movements throughout the Southern Hemisphere in June 2011.</p>	<p>SARS was a classic DESTCON 2 Crisis and what made it a crisis instead of a health risk was that the media, and to a large extent the WHO, publicized SARS as a major epidemic, resulting in many parts of Asia being perceived as tourism no-go zones.</p> <p>The most important part of dealing with 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.</p> <p>The recovery process for the Indian Ocean Earthquake/Tsunami involved a mixture of global support and a regional tourism alliance which focused on restoration of the region and tourism marketing recovery.</p>
3.	<p><b>DESTCON 3</b>                      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 impact on tourism to neighbouring countries.</p> <p>A Destcon 3 situation may arise in which a crisis event nearby may have negatively affected perceptions of a destination.</p>	<p>9/11 and its impact on USA. Acts of terrorism in Central London 7/7/2005, Bali bombing 2002, and its impact on perceptions of SE Asia as a dangerous tourism destination. Mumbai attack Nov 2008 and its impact on perceptions of India and Hurricane Katrina in New Orleans.</p>	<p>The key response is to isolate the actual problem area from the wider context. After the October 2002 Bali bombing, there was a media created panic that JI was planning attacks on tourists all over SE Asia. In this instance, tourism authorities needed to reassure travellers that security concerns were 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.</p>
4.	<p><b>DESTCON 4</b>                      Isolated and 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.</p>	<p>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.</p>	<p>It is best 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.</p>
5.	<p><b>DESTCON 5</b>                      Normal destination marketing conditions. This involves perceived threat to marketing of a destination.</p>	<p>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.</p>	

Source: PATA Bounce Back Tourism Risk, Crisis and Recovery Management Guide, pg 2

Table 3.4: DESTCON - Destination Condition Scale

<sup>7</sup> PATA Bounce Back Tourism Risk, Crisis and Recovery Management Guide, pg 1

## 4. Social Media: The Game Changer

### 4.1 Be First. Be Right. Be Credible

- No one can deny that travel and tourism is highly dependent upon Word-of-Mouth (WoM) for credibility. Research confirms that WoM endorsements have been and remain by far the most trusted endorsements for consumers, particularly if delivered by a family member, friend or business associate.
- The advent of social media has dramatically transformed the landscape of crisis reduction, readiness, response and recovery. The old traditional media of TV, newspapers and radio are no longer the creators and disseminators of vital information in a crisis. Now, anyone with a smartphone or any mobile device with internet connection is the purveyor of breaking news.
- Responsible use of social media can have a very positive effect on mitigating the negative effects of a crisis by influencing the behaviour and actions of travellers and the industry, thus minimising impact.
- Agencies at the centre of a crisis must respond via social media and uphold the first universal rule of crisis communication: *Be First. Be Right. Be Credible*. In fact, not only are citizen journalists breaking news before the media, they are becoming the first credible sources of information, not officials or traditional media.

### 4.2 Practical Tips on Using New Media<sup>8</sup>

- Develop a social media strategy that determines which targets will be pursued, what measures should be taken and what resources are required.
- It is very important to determine through which platform you want to communicate, what you want to communicate, when you want to communicate and who communicates from your organisation. This should be compiled in the form of “Social Media Guidelines”, which should then be made known to all staff members.
- Connect your social media accounts to each other. Many social media applications allow you to push content from one application to another.

**For example**, if you create a new post in your organisation's blog or website, your Twitter account could be updated instantly and automatically with news about that post. Your Twitter and Facebook accounts could also be linked to each other.

## 5. Crisis Management & Crisis Communications

### 5.1 Objectives of Crisis Management

In the context of tourism and the work undertaken by NTOs, the objectives of crisis management are:-

- i) To minimise the negative impact of a crisis on a destination and the organisation
- ii) To enable the destination to quickly recover to the pre-crisis situation

<sup>8</sup> UNWTO, *Toolbox for Crisis Communications in Tourism*, pg 47

## 5.2 Objectives of Crisis Communications

To use communications as an effective tool to protect the reputation and credibility of the organisation and/or destination, by proactively providing accurate and timely information to key stakeholders.

## 5.3 Communication Challenges in a Crisis

- Inaccurate, contradictory, and incomplete information, especially in the initial stages (reliable information will kick in after some time)
- Constantly changing information and new developments or information
- Breakdown of normal communication channels
- Too much unnecessary information (noise)
- Constant pressure for timely information from all stakeholders
- Spreading of rumours, leading to misinformation

## 5.4 Core Rules of Effective and Responsible Crisis Communications<sup>9</sup>

No two crises are exactly the same, nor are the specifics of each crisis known in advance. There almost always will be a need to modify communications to address special circumstances and produce the best possible outcome for your organisation.

There are core rules for effective and responsible crisis communications, however, that should always be followed. Whether developing a crisis communications plan or handling an actual crisis, those responsible for communications should ask if their strategy and actions adhere to these rules:

- **Do not assume communications responsibility if your organisation is not the most appropriate source.** Do not automatically assume you need to take a high profile position. Other entities more directly related to the crisis may be the most appropriate communications lead.
- **Establish credibility with audiences by identifying the relevant channels in advance.** Establish credibility with audiences through regular engagement in specific communications channels. Do not wait for a crisis to enter a new channel; be a recognised presence and respected source.
- **Respond in the same medium.** Respond to visuals with visuals, blogs to blogs, tweets to tweets, etc. Meet your audience where they are.
- **Stay on message.** Once goals and messages have been established, repeat them in all your communications vehicles and at all venues as frequently as possible. Do not deviate from the original message.
- **Disclosure.** Provide all relevant and verified information.
- **Clarity.** State your messages clearly and concisely. Fewer words will always be more effective.

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<sup>9</sup> UNWTO, *Toolbox for Crisis Communications in Tourism*, pg 11

- **Accuracy.** Always be accurate. Make sure you have the correct facts before you communicate. Inaccurate statements will destroy your credibility and make restoring your organisation's reputation and image more difficult.
- **Transparency.** Be open about your sources and who is involved in decision making. Un-sourced information makes your statements appear unreliable.
- **Honesty.** Credibility is based on the perception of honesty. Never say "no comment" - it makes you look like you are hiding something that is potentially negative. If you do not know the answer, say so and promise to find out.
- **Accessibility.** Be accessible to the media on very short notice. They are on a deadline and it is better for you to speak "on message" with facts than for them to create their story without you.
- **Know your audience.** Different media have different needs and requirements for story angles, deadlines, length of story, interviews. Try to customize your approach to maximize your effectiveness.
- **Respond quickly.** Issue a standby/holding statement within the shortest time possible. Always respond quickly to questions and requests for information. If you are silent, someone else will most likely say something, perhaps providing erroneous information. Media are on deadline and delays can make you appear to be hiding something.
- **Update frequently.** Establish a schedule of frequent updates and do not deviate. The media will pursue other information sources but providing frequent updates gives you a better chance of controlling the story, rather than it controlling you.
- **Cooperation.** Cooperate with all media and do not take favourites. Building relationships based on respect, trust and credibility is an investment in your organisation's future.
- **Stay Cool.** Project an image of professionalism that reflects well on your organisation. Never lose your temper or treat a member of the media with disrespect. It can ignite a battle which you may never win.

## 6. Crisis Management Team vs. Crisis Communications Team

- 6.1 Crisis management is the overall handling of a crisis. This usually overseen by a **Crisis Management Team (CMT)**.
- 6.2 The CMT forms the nerve centre for all actions and responses undertaken to resolve or alleviate the crisis at source.
- 6.3 Crisis Management Team: Identifying Responsibilities and Procedures<sup>10</sup>
  - 6.3.1 Identify the members

At a minimum, the following positions or their equivalent within the organisation should be represented:

- chief executive officer;
- senior operations manager;

<sup>10</sup> UNWTO, *Toolbox for Crisis Communications in Tourism*, pg 14

- senior marketing manager;
- senior communications manager;
- senior financial manager;
- senior human resources manager;
- senior legal manager;
- senior IT manager;
- senior safety/security manager.

Each member country should assemble its own crisis management team based on its specific requirements.

#### 6.3.2 Prepare the written objective and responsibilities of the members

Define the specific objective of the team and its parameters. Clarify as much as possible the limitations of the team in both scope and timing in order to reduce overlap with normal functions of the organisation and their possible disruption. For example, define the line between normal operations and the authority of the team to implement operational changes.

Develop specific written responsibilities for each team member so that each individual will have a clear understanding of what his or her duties are, and are not. This is to ensure that during the heat of a crisis, effective action can be undertaken to secure the organisation's success and possible survival.

Generally crisis management team responsibilities should be assigned based on normal functional responsibilities such as operations, marketing, safety/security, etc. A team chair with clear authority for final decisions should be designated, however, in order to ensure quick action.

#### 6.3.3 Prepare written procedures for the team when a crisis occurs

Develop written procedures for how the crisis team should operate during a crisis. Backup options should be prepared for the following items:

- where the team will meet;
- when the team will meet;
- who will chair the meetings;
- who will communicate results;
- mobile phone and internet availability 24 hours a day throughout the crisis.

### 6.4 Crisis Communications Team

6.4.1 Crisis communications is a critical component of crisis management. It is usually overseen by a sub-team of the CMT, called the **Crisis Communications Team (CCT)**.

6.4.2 The CCT is integrated within the CMT. It focuses on the communications aspect of crisis management and managing the flow of information within the CMT and to key stakeholder groups in times of a crisis.

6.5 The CMT and CCT must complement each other. Without effective management of the crisis, no amount of communications can fully restore the situation to normalcy. On the other hand, effective crisis communications can help to instil confidence in or facilitate the efforts of the CMT.

## 7. Integration of Multi-level Crisis Management & Communications Teams

7.1 In a major crisis, different CMTs and CCTs can be formed at various level:-

- i) CMTs & CCTs at the national level
- ii) CMTs & CCTs at the NTO / government agency level

7.2 Depending on the level at which the CMT is formed, the primary objective of the CMT is to minimise the negative impact at that level. The CCT formed at a certain level will then focus on the communications aspects of the crisis for that particular level.

7.3 Within each country, the CMTs and CCTs at both the national and NTO Level should be integrated for alignment and coordination.

7.4 Integration of CMT & CCT at the national level (by Function)

7.4.1 Depending on the type and scale of the crisis (e.g. Avian Flu Pandemic which may have a region-wide impact), a CMT may be formed at a National Level.

7.4.2 The CMT will usually comprise teams looking into a particular function. Crisis communications would be one of these functions.

The public relations representatives from relevant government bodies should be involved in this CMT at the national level.

7.4.3 If the crisis affects more than one country, the CMTs at the national level may need to establish contact with its fellow counterpart (the CMT of another country) to see how the two countries can collaborate.

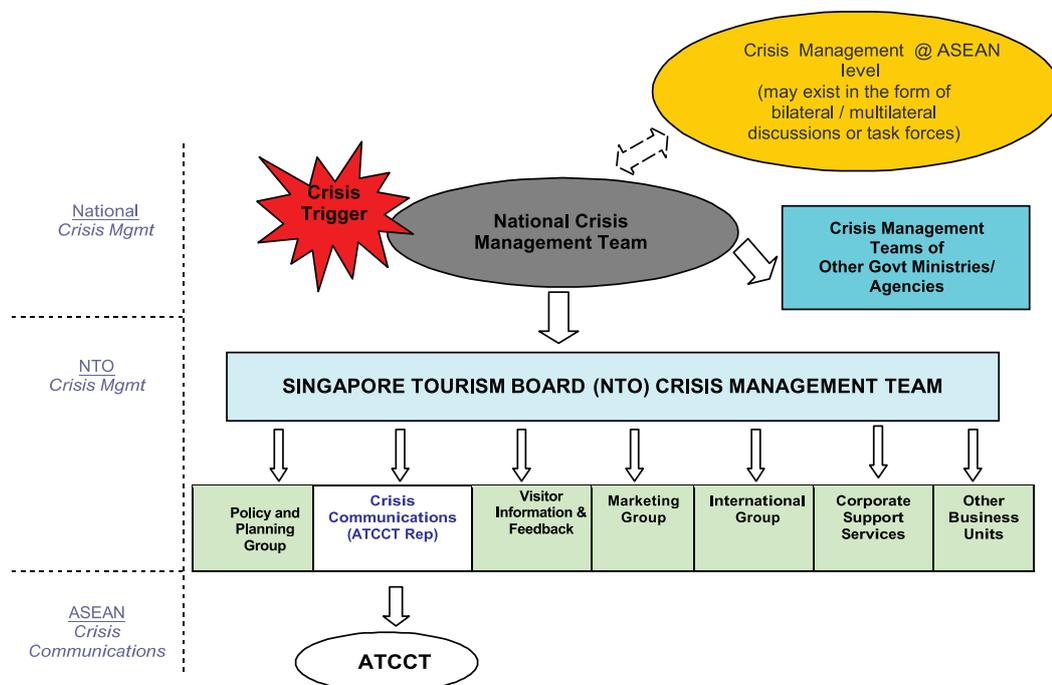


Figure 7.4: Integration of CMT & CCT at NTO Level (STB model as Case Study)

## 7.5 Integration of CMTs at NTO vs national level (by Agencies)

The CMT at the national level should involve the CMTs of all relevant government agencies. This will ensure that the CMT at the NTO and national level are aligned and well-coordinated.

An example of how this will work in Singapore is given in Figure 1.2.

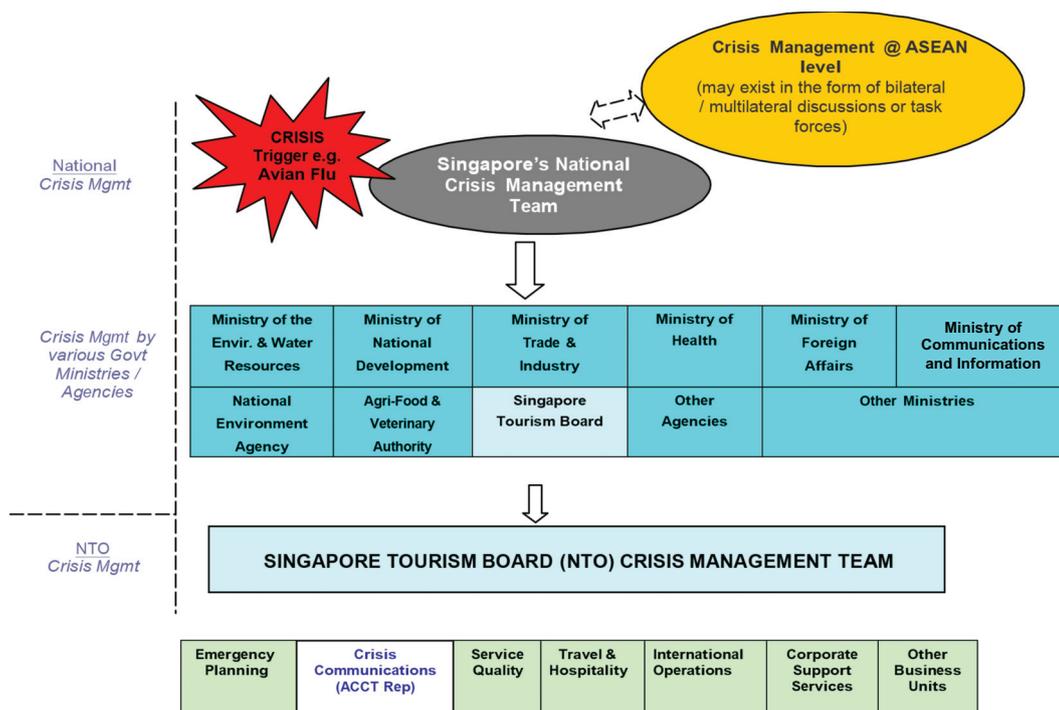


Figure 7.5: Integration of National & NTO CMTs (by Agencies) in Singapore

## 7.6 Integration of CMT and CCT at NTO Level

7.6.1 The CMT within the NTO will primarily be responsible for coordinating the country's comprehensive response to the crisis in the area of tourism.

7.6.2 One of the teams that must be set up under the NTO's CMT would be the NTO's CCT. This CCT will focus on *managing the flow of information within the NTO's CMT and to other external stakeholder groups, including the what, who, how and when to communicate.*

7.6.3 Due to the integration in 7.4 and 7.5, the CCT's communications plan at the NTO level will be aligned with the CMT and CCT crisis response plans at the national level.

7.6.4 Ideally, the ATCCT representative of each member country should be involved in the CCT in his own NTO. This is to ensure that the ATCCT has access to facts of the crisis at source and the NTO's crisis management / communications plans.

## 7.7 Integration of NTO's CCT & ATCCT

- 7.7.1 In the event that an incident (deemed as a potential crisis for tourism in the region) hits an ASEAN country / countries, the ATCCT representative should inform the ATCCT.
- 7.7.2 The role of ATCCT is then to minimise impact of the crisis, if and where possible, on ASEAN tourism through effective communications.
- 7.7.3 Crisis management is beyond the purview of ATCCT. Individual government(s) and its agencies acting individually or collectively with other government(s) or external agencies have to manage the crisis at source.

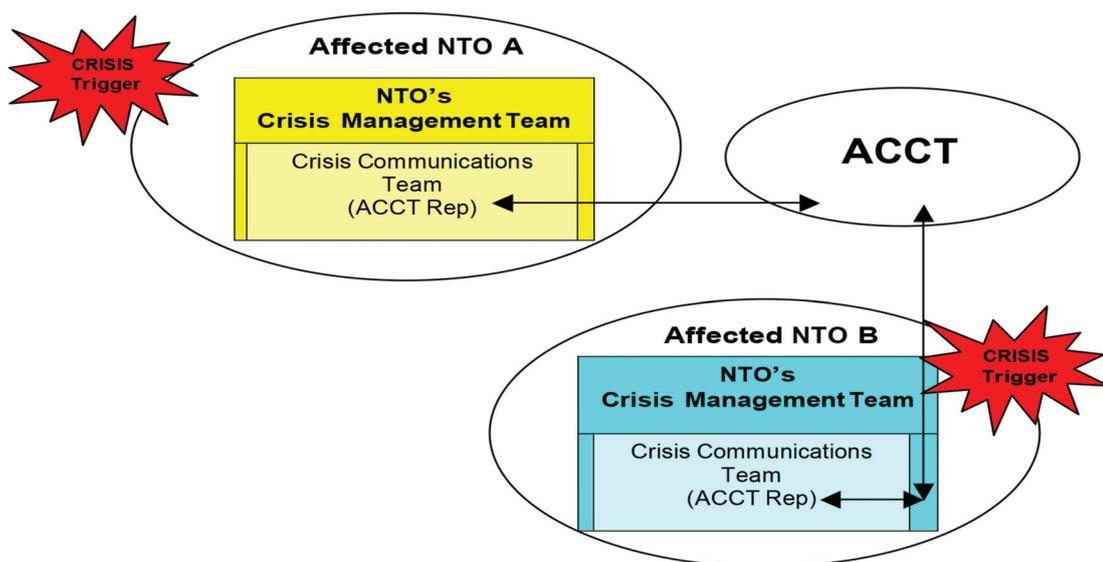


Figure 7.7: Integration of NTO's CCT & ATCCT

## 7.8 Overall Integration of Multi-level CMTs and CCTs

- 7.8.1 Due to the complexity of crises, there is often a need for collaboration between the CMTs and CCTs within the various levels and across different levels, for example:-
- i) between the CMT and CCT at the national level
  - ii) between the CMT and CCT at the NTO level
  - iii) between the CMT of country A and CMT of country B
  - iv) between the CCT of country A and CCT of country B
  - v) between the CMT of NTO A and CMT of NTO B
  - vi) between the CCT of NTO A and CCT of NTO B

The above assumes that only two countries are involved in the crisis. As more countries get involved in the crisis, the cross-collaborative relationship then becomes more complex.

7.8.2 In summary, for the ATCCT to function effectively, it must be well integrated into the CMT and CCT at the national and NTO level of each country. Only then can the ATCCT ensure that its communications are well aligned with the countries' position on the crisis.

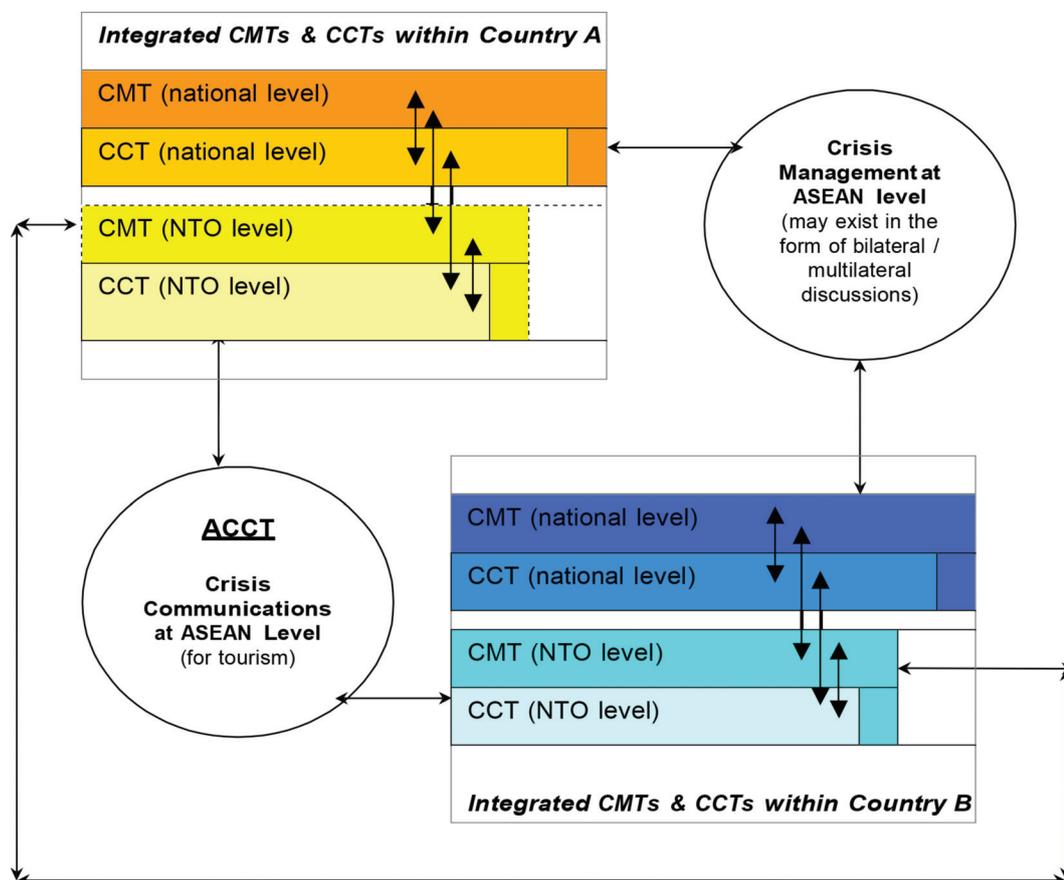


Figure 7.8: Overall Integration of CMTs & CCTs at ASEAN, National and NTO levels

## 8. Developing a Crisis Management System

8.1 There are 4 stages to consider when building a crisis management system. During each stage, the Crisis Management Team (CMT) should work closely with the Crisis Communications Team (CCT) to manage and communicate the situation accordingly.

### i) Reduction

- Detect risks / incidents at source to improve preparedness / prevent crisis or to detect any residual / new risks arising at the tail-end of a crisis

### ii) Readiness

- Prepare plans and run simulation exercises

### iii) Response

- Execute operational and communication plans in a crisis situation

### iv) Recovery

- Implement plans and initiatives to return to normalcy after a crisis and conduct a post-mortem

The 4 stages form a continuous cycle - **The 4R Loop**. To build a robust crisis management and communications system, the CMT and CCT should continuously engage and refine the actions taken in the first two stages so as to be well-prepared for the last two stages.

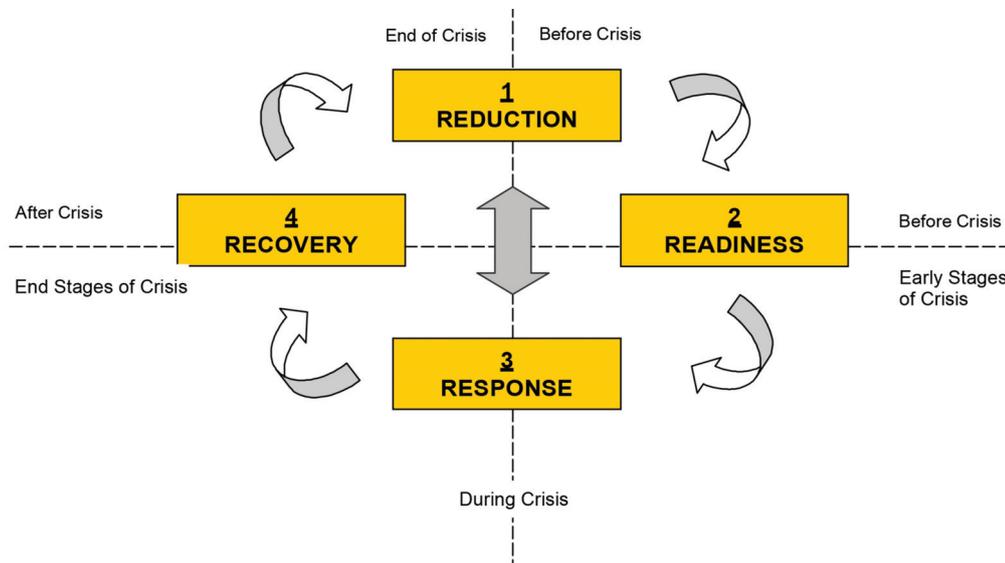


Figure 8.1: The 4R Loop

## 8.2 Stage 1 - Reduction

Key Actions:-

- Monitor and detect any emerging risks / incidents
- Establish clear and open lines of communications with the agency managing the risk at source to enable accurate and timely flow of factual information when risks develop
- Use the *Risk Register (Appendix 1)* to map out the possible consequences of the risk and what can be done to mitigate the risk
- Undertake risk / incident management where necessary
- Use the *Crisis Identification Checklist for NTOs (Appendix 2)* to perform first assessment on whether the situation is a potential crisis for the country

## 8.3 Stage 2 - Readiness

Key Actions:-

- Initiate the formation of a crisis management and communications team i.e. CMT & CCT. The team should comprise senior officials and representatives of the private sector empowered to make and implement decisions during a crisis
- Designate the roles of the CMT & CCT, including nominating the CMT & CCT leader, alternate CMT & CCT leader, support and administrative staff. Please see Appendix 3 for a template to list the contact details of members of the NTO's CMT & CCT
- Train members of the CCT in crisis communications and media relations, especially the spokesperson(s)

- Ensure that the command structure, protocols of engagement, instructions and assignments are clear, current and rehearsed
- Key CCT members should be contactable within short notice and are privy to the crisis communications plans of the CCT
- Identify and approach individuals with specialist skills and knowledge in the crisis-related subject matter so that they can be quickly brought in to assist in the crisis communications response
- Encourage the incorporation of crisis communications activities into the plans and priorities at the national level
- Develop a contingency crisis communications plan, complete with the crisis communications manual for use in communications during an actual crisis
- Run simulation exercises to test the CMT's procedures and crisis communications plan

Please see *Crisis Communications Plan for NTOs in page 22* for more details

- Recognise that extraordinary times call for extraordinary measures and ensure that there is a budget that can be activated during a crisis
- The Crisis Management and Communications Plans must be updated every six months to one year and kept current

#### 8.4 **Stage 3 - Response**

Key Actions:-

- At Stage 1, if a risk / incident is deemed to be a crisis, each country should activate its CMT to implement crisis management at source. As part of Stage 2, it would also have initiated the formation of a CCT.
- The country will then undertake the following 5 steps in response to a crisis.

**Step 1:** To gather and establish the facts of the incident, and share the information with CMT members, including:-

- What happened to whom, where, when, how and why
- Scale and scope of impact
- Next steps taken by affected country
- Impact on and “advice” to potential visitors
- Impact and measures taken for visitors already in the country
- Analysis of overseas media coverage and travel advisories
- Regular updates on new developments

**Step 2:** To assess the situation and determine if the incident is a crisis for the country

CMT can use the *Crisis Identification Checklist for NTOs* (Appendix 2) as an aid to identify a crisis

**Step 3:** If it is deemed a crisis by CMT, CCT will be activated.

**Step 4:** CCT to implement the crisis communications plan, including:-

- Developing communications materials e.g. holding statements, key messages, Q&As, fact sheets for stakeholders and general public
- Identifying the specific target audiences and activating the appropriate channels to reach the target audiences
- Disseminating information to local and international stakeholder groups

**Step 5:** To monitor the media and advisories against travel to the country and the region.

Please see more details in *Crisis Communications Plan for NTOs* in page 22 & *Communications Toolkit* in page 42

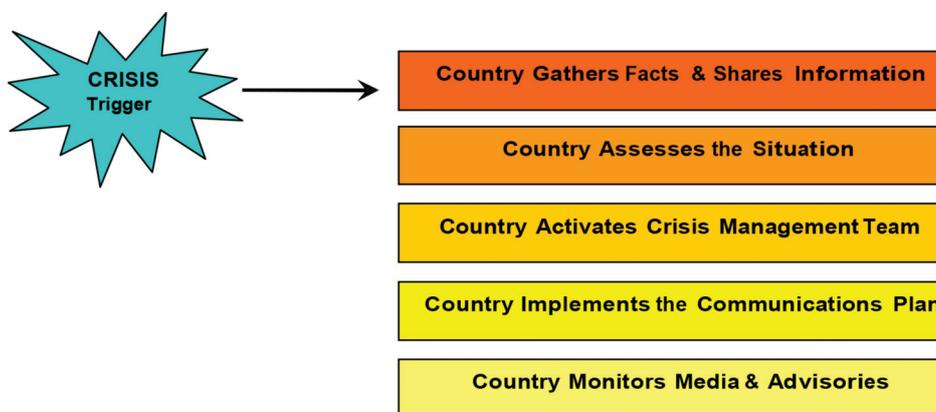


Figure 8.4: 5 Steps to Crisis Response

### 8.5 Stage 4 - Recovery

- Continue to scan the landscape to look for signs that indicate that the issue remains unresolved, is potentially re-forming and/or is re-emerging
- Continue to manage, monitor and report on all media related activity
- Continue to support the various units within your organisation which are responsible for internal and external communications to ensure they are able to respond swiftly and effectively to inquiries as they are received
- Collect data on the issue and any other potential issues, evaluate the information and assess potential impact from a communications and reputation perspective
- Develop broad communications strategies for dealing with issues in consultation with relevant internal and external stakeholders
- When necessary, develop appropriate communications materials (e.g. position statements, media releases, briefing documents, Q&A documents, etc) for use by the various units within your organisation that are responsible for internal and external communications.

#### 8.5.1 Recovery Marketing Processes<sup>11</sup>

**Step 1:** Prime messages

- We are open for business
- Tourists are welcome and it is safe to visit
- Value-adding incentives for visitation

<sup>11</sup> PATA, *Bounce Back Tourism Risk, Crisis and Recovery Management Guide*, pg 32

**Step 2: Setting out the facts**

- Publicise improvements and enhancements and changes since the crisis
- Expand on benefits for visiting now
- Explain what visitors can do
- Assure that it's business as usual

**Step 3: Restoring Confidence in Source Markets**

- Arrange familiarisation trips for travel writers and travel agents
- Share testimonials from opinion leaders
- Allow flexibility to travelers who postpone or cancel due to concerns
- Ensure all stakeholders including reps and GSAs in source markets fully briefed

**Step 4: Value-Add instead of Discounting**

- Sustain profitability of your business by value-adding instead of discounting
- Offer incentives in conjunction with travel industry partners

**Step 5: Focus on the Future**

- A crisis presents opportunities to upgrade and re-image the business
- Re-theme advertising and promotions
- Focus on benefits for visiting now

**Step 6: Play on the Positives**

- Visuals of happy and contented visitors
- Visitor testimonials
- Resurgence of tourist arrivals, rebuilding and enhancing infrastructure

**Step 7: Progress Updates**

- Publicise to stakeholders and media how tourism has contributed to revitalizing the destination
- Publicise changes and improvements made
- Pre and Post Analysis, comparing status of destination at time of disaster to recovery phase

8.5.2 Media Hosting Guide for Destinations and Tourism Businesses Recovering from Security Related Crises<sup>12</sup>:

**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.

<sup>12</sup> PATA, *Bounce Back Tourism Risk, Crisis and Recovery Management Guide*, pg 39

- 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.
- 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.

# *CRISIS COMMUNICATIONS FOR NATIONAL TOURISM ORGANISATIONS*

## **1. Objectives**

The objectives of crisis communications for NTOs are to:-

- Protect the reputation and credibility of the country as a tourism destination
- Protect the reputation and image of the NTO
- Re-assure key stakeholders that the NTO is responding to the crisis in the most responsible and appropriate way in their best interest
- Support the crisis management strategy at the NTO and national level

## **2. Crisis Communications Plan for NTOs**

### **2.1 Purpose**

To map out a communications plan to minimise the negative impact of a crisis on the country's tourism industry, by proactively providing accurate and timely information so that the public can make informed decisions about visiting the destination.

### **2.2 Components of the Communications Plan**

The crisis communications plan outlines the overall approach to managing the information flow in a crisis. As a crisis can evolve and span over a period of time, different responses will be required at each stage to meet the specific demands of each stage.

#### **2.2.1 Evolution of a Crisis**

In preparing for a crisis, a system of specific triggers is typically set up to classify the phases of development of a crisis, and the corresponding actions to take at each phase. This common system allows different teams managing the various types of crisis responses (e.g. crisis communications) to align with common reference points.

In the absence of a specific trigger system, the crisis communications plans can be mapped against the following two generic systems:-

(a) If the crisis occurs as a sudden incident

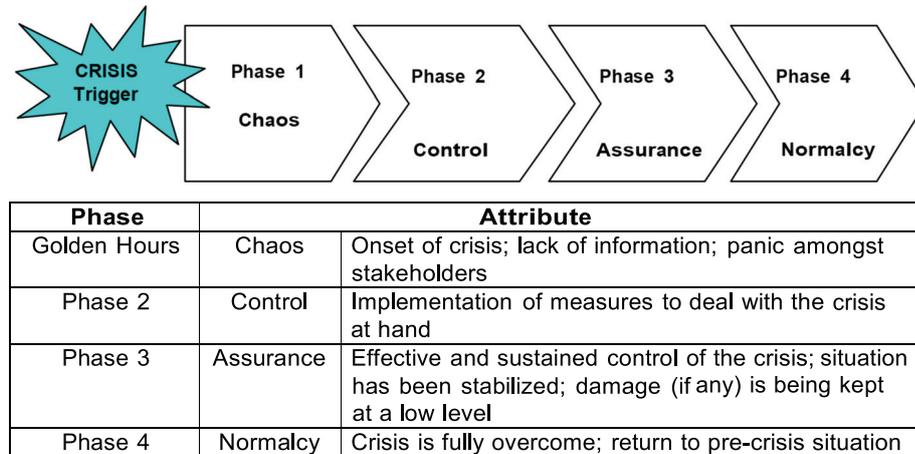


Figure 2.2.1(a): Evolution of a Crisis - if the crisis occurs as a sudden incident

(b) If the crisis arises out of risks/issues

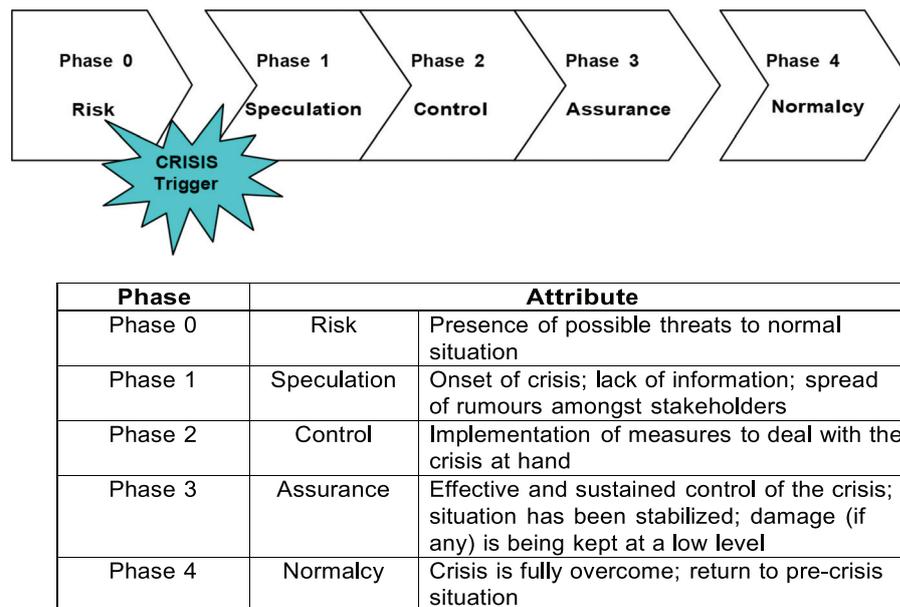


Figure 2.2.1(b): Evolution of a Crisis - if the crisis arises out of risks/issues

2.2.2 The amount of time spent in each phase depends on the actual events that unfold during a crisis. The CMT should aim to overcome Phases 1 (or Golden Hours) and 2 as soon as possible, and ensure that the two phases do not recur.

### 2.3 Target Audience & Channels

2.3.1 When developing key messages, four generic stakeholder groups of people must be considered.

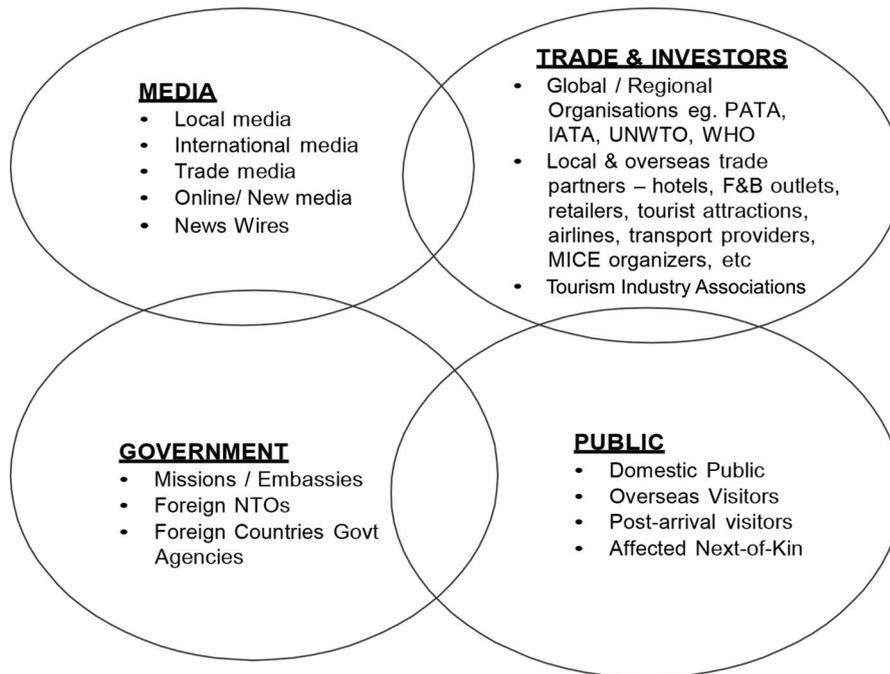


Figure 2.3: Key Stakeholder Groups

### 2.3.2 Communication channels include:-

- In-house websites eg. destination websites, corporate websites
- Websites of Authorities / Other governments
- Websites of International Organisations e.g. WHO, UNWTO, PATA
- Circulars / Letters to Trade
- Traditional Media (e.g. press release, conference, briefings) and Social Media channels, where appropriate
- Other in-house communications tools e.g. newsletter

2.3.3 Please see Appendix 4 for guidelines for setting up a media conference.

## 2.4 Mapping the Communications Plan

2.4.1 The various phases of a crisis call for different sets of communications actions and messaging. These actions and messages should also be tailored for different stakeholder groups.

Please see Appendix 5 for a template for mapping the communications plan against the crisis response system.

2.4.2 Below is a sample of a communications plan for a generic crisis. As crises vary in nature, magnitude and speed of development, specific communications plan must be developed and tailored to meet the demands of the crisis at hand.

Table 2.4 Generic Communications Plan

Phase	Key Actions	Messaging	Dissemination
<b>Risk (pre-crisis)</b>	<ul style="list-style-type: none"> <li>• Develop key messages &amp; Q&amp;As for <i>reactive</i> use</li> <li>• Monitor traditional and social media</li> <li>• Monitor travel advisories</li> <li>• Identify and train spokespersons/people</li> <li>• Prepare templates and formats</li> </ul>	<p><b>For All Stakeholders</b></p> <ul style="list-style-type: none"> <li>• Frame and contextualise the situation to manage perception of (possible) effect on country</li> <li>• Provide factual information and show compassion (who, what, why, when, where, how)</li> <li>• Explain how the country is not affected</li> <li>• Inform if it is safe to travel to the country and if precautions are required</li> <li>• Inform that there are no travel advisories against the country (if applicable)</li> <li>• Inform preparedness plans to tackle the crisis if it occurs</li> <li>• Encourage all to play a role in the preparedness measures (if applicable)</li> <li>• Provide websites/hotline to obtain more information</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive dissemination of information to trade</li> <li>• Reactive response to media and public</li> <li>• Set up website/hotline to provide more information for the public and/or obtain feedback</li> </ul>
<b>Phase 1 - Speculation (Crisis triggered)</b>	<ul style="list-style-type: none"> <li>• Develop first holding statement for <i>proactive</i> use</li> <li>• Develop subsequent statements and key messages for <i>proactive</i> use</li> <li>• Develop Q&amp;As for <i>reactive</i> use</li> <li>• Develop factsheet</li> <li>• Monitor traditional and social media</li> <li>• Monitor travel advisory</li> </ul>	<p><b>(a) First Holding Statement</b></p> <ul style="list-style-type: none"> <li>• Provide factual information and show compassion (who, what, why, when, where, how)</li> <li>• Update on the affected/non-affected areas in the country</li> <li>• Inform on immediate measures undertaken</li> <li>• Promise timely updates</li> <li>• Provide websites/hotline to obtain more information</li> </ul> <p><b>(b) Subsequent Statements &amp; Key Messages</b></p> <p><b>i. For All Stakeholders</b></p> <ul style="list-style-type: none"> <li>• Frame and contextualise the situation to accurately convey impact</li> <li>• Provide factual information and show compassion (who, what, why, when, how)</li> <li>• Update on the affected/non-affected areas in the country</li> <li>• Share the immediate measures taken and how it can mitigate the impact</li> <li>• Emphasise vigilance and cooperation</li> <li>• Inform the precautions that public / visitors can undertake to protect themselves so as to lower the risk in travelling to the region</li> <li>• Promise timely updates</li> <li>• Provide websites/hotline to obtain more information</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive dissemination of holding statement on NTOs' website</li> <li>• Provide website/hotline to provide more information for the public and/or obtain feedback</li> <li>• Release of first holding statement (within the 1-3 hours) and subsequent statements to all media</li> <li>• Hold press briefing, if necessary</li> <li>• Proactive dissemination of subsequent statements NTOs' other communications platforms e.g. E-newsletters</li> <li>• Issue targeted letters or e-circulars to trade for subsequent statements</li> <li>• Reactive use of key messages and FAQs upon query</li> </ul>



Phase	Key Actions	Messaging	Dissemination
<b>Phase 3 - Assurance</b>	<ul style="list-style-type: none"> <li>• Update statements for <i>proactive</i> use</li> <li>• Update key messages for <i>proactive</i> use</li> <li>• Update Q&amp;As for <i>reactive</i> use</li> <li>• Update factsheet</li> <li>• Monitor traditional and social media daily</li> <li>• Monitor travel advisories daily</li> </ul>	<p><b>i. For All Stakeholders</b></p> <ul style="list-style-type: none"> <li>• Frame and contextualise the situation to assure all that the situation is under control and has returned to a safe level</li> <li>• Provide factual information and show compassion (who, what, why, when, how is it safe)</li> <li>• Update on the affected/non-affected countries</li> <li>• Inform that measures continue to be undertaken</li> <li>• Emphasise continued vigilance and cooperation amongst various parties</li> <li>• Inform the precautions that public / visitors can continue undertake to protect themselves so as to lower the risk in travelling to the region</li> <li>• Inform on third party/ expert endorsement of safety of destination</li> <li>• Promise timely update</li> <li>• Provide websites/hotline to obtain more information</li> </ul> <p><b>ii. For Public / Visitors</b></p> <ul style="list-style-type: none"> <li>• Inform how public can continue to protect themselves</li> <li>• Encourage public to continue to play their part and stay vigilant (if applicable)</li> </ul> <p><b>iii. For Trade</b></p> <ul style="list-style-type: none"> <li>• Encourage trade to continue to play their part in supporting the measures to assist public or stay vigilant</li> </ul> <p><b>i. For All Stakeholders</b></p> <ul style="list-style-type: none"> <li>• Frame and contextualise the situation to declare that it is business as usual and safe to travel to the region</li> <li>• Provide factual information and show compassion (who, what, why, when, how it has returned to normalcy)</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive dissemination of updated statements on NTOs' website</li> <li>• Set up website/hotline to provide more information for the public and/or obtain feedback</li> <li>• Release of updated statements to all media</li> <li>• Hold press briefing, if necessary</li> <li>• Proactive dissemination of updated statements in NTOs' other communications platforms e.g. E-newsletters</li> <li>• Issue targeted letters or e-circulars to trade for updated statements</li> <li>• Reactive use of key messages and FAQs upon query</li> </ul>

Phase	Key Actions	Messaging	Dissemination
<b>Phase 4 - Normalcy</b>	<ul style="list-style-type: none"> <li>Update statements for <i>proactive</i> use</li> <li>Update key messages for <i>proactive</i> use</li> <li>Update Q&amp;As for <i>reactive</i> use</li> <li>Update factsheet</li> <li>Monitor traditional and social media daily</li> <li>Monitor travel advisories daily</li> <li>Embark on recovery programme (if any)</li> </ul>	<p><b>i. For All Stakeholders</b></p> <ul style="list-style-type: none"> <li>Frame and contextualise the situation to declare that it is business as usual and safe to travel to the region</li> <li>Provide factual information and show compassion (who, what, why, when, how it has returned to normalcy)</li> <li>Emphasise continued vigilance and cooperation amongst various parties</li> <li>Inform on third party / expert declaration of safety of destination</li> <li>Provide websites / hotline to obtain more information</li> <li>Inform on recovery programme (if any)</li> </ul>	<ul style="list-style-type: none"> <li>Proactive dissemination of updated statements on ASEAN and NTOs' website</li> <li>Release of updated statements to all media</li> <li>Proactive dissemination of updated statements in ASEAN and NTOs' other communications platforms e.g. E-newsletters</li> <li>Issue targeted letters or e-circulars to trade for updated statements</li> <li>Reactive use of key messages and FAQs upon query</li> </ul>

### 3. General Guidelines on Communications

#### 3.1 General Guidelines on Messaging

- Keep the language simple and statements short
- Define the issues accurately and frame them in the right context
- Provide information that allows people to help themselves
- Provide information that people want to know, not what you want to tell them
- Define the target audience and the specific channels to reach them
- Consider the mix of tone, content and channel of communications
- Engage the views of experts as third-party endorsements can be more credible
- Prioritise the most important information at the beginning of the message and include directions on where further information can be obtained

#### 3.2 Drafting Messages and Statements

Frame messages and statements to convey empathy and compassion which should include the following wherever possible:-

- State the facts (what, who, where, when, why and how)
- Address travel concerns / Instil travel confidence where possible
- Inform the measures undertaken by the authorities to remedy the situation, and portray its effectiveness (if applicable)
- Provide information on what the public can do to protect their interests
- Provide links to other credible sources of information
- State the contact details for media
- State the contact details for public
- State avenue of assistance for affected tourists

#### 3.3 Identifying a Spokesperson and Conducting Media Training

##### 3.3.1 Identify the primary person authorised to speak with the media<sup>13</sup>

Criteria for selection:

- experienced and skilled in handling media;
- comfortable and calm in front of TV cameras and crews;

<sup>13</sup> UNWTO, *Toolbox for Crisis Communications in Tourism*, pg 22

- speaks clearly, concisely, stays on message;
- projects confidence, sincerity and believability;
- knowledgeable about the organisation;
- knowledgeable about the crisis.

3.3.2 Identify the backup person authorised to speak with the media based on the same criteria as for primary spokesperson.

3.3.3 Identify media training capability and have spokesperson, backup spokesperson and designated senior officers undergo training

Conduct updated training no less than every five years. If there are staffing changes involving spokesperson(s) or designated senior officers schedule training for new designees as soon as possible.

### 3.4 Templates for Communications Materials

- Message House for Key Messages (*Appendix 6*)
- Questions & Answers (Q&As) for media (*Appendix 7*)
- Press Releases (*Appendix 8*)
- Fact Sheet
- Third Party Quotes (*Appendix 9*)
- Frequently Asked Questions (FAQs) for website and hotlines (*Appendix 10*)

Additional materials such as Travel Advisory Response and Travel Industry Impact Statement may be drafted based on the NTO's assessment of the crisis situation.

#### 3.4.1 Travel Advisory Response

Occasionally advisories will be issued by one or more countries recommending against travel to another country or region within a country. The reasons vary but the impact can be uniformly devastating to the designated destination that depends on international tourism.

The designated country has little influence over the advisory but it can control the messaging in its own response. The key is a response that is professional and conveys a sense of calm and control to the media. Being overly defensive only perpetuates media coverage of the advisory and its consequent negative impact on tourism and the economy.

It is recommended that a brief statement be issued similar to the following:

*“[Country/region] has become aware that a travel advisory has been issued by [originating government] recommending against travel by its citizens to (be very specific in describing the physical boundaries of the area affected so other unaffected regions are not implicated. Ideally use georeferencing to allow for an easy reference and limitation of the area affected). The reason given was [\_\_\_\_\_]. We are working with the appropriate authorities on this situation and are hopeful that the advisory will be lifted soon so that [citizens of originating country] can once again enjoy the many natural and cultural attractions of [area] with full confidence that their personal safety is assured.”*

#### 3.4.2 Travel Industry Impact Statement

Most media do not have a good understanding or appreciation for the real economic, social and cultural impact of travel and tourism on their country or community. The reality is that the travel and tourism is the world's largest industry and the benefits it brings to people worldwide are immeasurable and growing.

It would be helpful if more media understood this and conveyed the message in their normal coverage. More coverage would result in more favourable treatment by governments, policy makers, planners and business leadership. More favourable treatment would lead to more and better jobs and a general lifting of the economy worldwide.

One way of securing greater understanding and appreciation of the value of travel and tourism is through the creation of a travel industry impact fact sheet. Fact sheets created for a specific community, region or country could be distributed to the industry and media in hard copy or electronically. All or portions of the fact sheet could be utilized by the industry in communications where it is appropriate and effective in telling the story of the value of travel and tourism.

A travel industry fact sheet format should include current statistics for your area as well as any compelling statements that tell how travel and tourism benefits individuals and the community.

### 3.5 Dissemination of Materials

3.5.1 Each country should maintain a comprehensive contact database of its key stakeholder groups for purpose of disseminating information to them through various channels during a crisis.

3.5.2 Email, fax and social media are the most common modes for mass dissemination of information to media, associations and trade partners. For communications that have been tailored for specific persons, it may take the form of an endorsed letter as this may convey greater sincerity and credibility. However, endorsed letters may take longer to process and deliver, and may not be practical during the height of a crisis.

3.5.3 The contact database should capture pertinent information such as name, designation, company, address, telephone (office and mobile), facsimile and email address. It should be updated at least once every six months to keep the data current.

Please see *Appendix 11* for a template for the contact database of stakeholders.

### 3.6 Monitoring Travel Advisories and Media Coverage

#### 3.6.1 Travel Advisories

- Each country is to monitor travel advisories (if any) issued by various sources against the country.
- Please see *Appendix 13* for a form for documenting travel advisories and *Appendix 12* for a log sheet for tracking travel advisories (by country of origin & by date).

#### 3.6.2 Media Coverage

- Each country is to monitor the top local media outlets daily, or as they are published. The top media outlets should at least consist of:-
  - Major daily newspapers/broadcast
  - Major trade publications for travel and tourism

The above is a guide only. Each country should monitor all major media outlets (print, broadcast and online) as they deem necessary.

- Each country should also monitor the newswires and international media (print,

broadcast and online). For the purpose of tourism, NTOs should prioritise monitoring media in their key source markets.

- When monitoring the media:-
  - Prioritise the reports and analysis such that those specifically mentioning the crisis and your country's name appear high up in the report
  - Provide a brief summary that highlights any major issues that may be negative for your country in the coverage and the key points raised about tourism in your country
  - Flag any major issues for discussion with the CCT
  - Please see *Appendix 14* for the template for media monitoring & analysis.

## 4. Measuring Results

### 4.1 Measuring Crisis Communications Efforts<sup>14</sup>

Establish a procedure for measuring the performance of the organisation and its relationship to quantitative and qualitative media coverage of the crisis in order to determine the effectiveness of crisis communications efforts

Research surveys of key stakeholder groups will also be required:

- Measure quantitative and qualitative media coverage and key stakeholder perception on a routine and frequent basis in order to establish a benchmark relationship with regular operating results.
- Appoint the task to a person from communications within the organisation to track this relationship on an ongoing basis and providing analysis. This person will also be responsible for tracking and analyzing the relationship during the crisis.

### 4.2 Establishing Measurement Criteria and Matrix

To ensure the effectiveness of the crisis response strategy and actions, key performance indicators and perception changes must be tracked and analysed.

#### 4.2.1 Key Performance Statistics Before, During and After Crisis

Conduct ongoing measurement of the following tourism performance indicators:

- Hotel occupancy;
- arrivals/departures by bus, boat, air;
- sales tax (if available);
- press mentions of destination;
- press mentions of crisis type and crisis response.

Tracking basic tourism statistics provides a benchmark regarding the performance of the industry before a crisis, so that post-crisis drops by the tourism sector can be measured. Continuing this tracking during and after a crisis provides a gauge of the eventual industry recovery after the crisis. Tourism industry members, such as airlines, hotels and local governments, can often provide the NTO with the necessary weekly, monthly statistics (air arrivals, bus volume, hotel occupancy levels and restaurant sales).

<sup>14</sup> UNWTO, *Toolbox for Crisis Communications in Tourism*, pg 24

#### 4.2.2 Press Coverage Volume and Tendency Before, During and After Crisis

Another key indicator for tourism officials to track before, during and after a crisis is press coverage, the volume of coverage and the tendency of coverage, as media stories can have a direct impact on the number of visitors to a destination undergoing a crisis. Press coverage statistics can include:

- number of media mentions of the destination;
- number of media mentions of the crisis;
- number of media mentions of the crisis response;
- the tonality of each story, whether the coverage of the destination is positive, negative or neutral.

Media tracking services are available through companies such as:

- BurrellesLuce [www.burrellesluce.com](http://www.burrellesluce.com);
- PR Newswire [www.prnewswire.com](http://www.prnewswire.com);
- ComScore [www.comscore.com](http://www.comscore.com);
- Buzzlogic [www.buzzlogic.com](http://www.buzzlogic.com)

Free resources also exist for tracking online coverage:

- Google [www.google.com/analytics](http://www.google.com/analytics);
- Google [www.google.com/trends](http://www.google.com/trends);
- Delicious [www.delicious.com](http://www.delicious.com);
- Bit <http://bit.ly/>.

Key press coverage statistics should be tracked regularly - at least monthly - as a benchmark and then tracked daily once a crisis occurs until the coverage level returns to normal.

#### 4.2.3 Consumer Attitudes Towards Your Destination Before, During and After Crisis<sup>15</sup>

An NTO should monitor consumer attitudes on an ongoing basis to benchmark positive and negative attitudes regarding the destination before a crisis happens. Key consumer attitudes to understand before a crisis include:

- ever visited;
- likelihood to visit;
- positive opinions regarding the destination;
- negative opinions regarding the destination;
- likelihood to recommend the destination to others.

Knowing the benchmark levels for these attitudes will allow the NTO to assess changes after a crisis occurs, with a direct comparison to pre-crisis attitudes. It is recommended that these key consumer attitude surveys be conducted at least annually as a reference point and then periodically during and after a crisis.

#### 4.2.4 Consumer Survey Tools<sup>16</sup>

Two types of consumer survey tools are available for NTOs:

##### a) Statistically-valid Representative Surveys

A statistically-representative survey of consumer opinions based on valid professional research methodologies is recommended to measure and assess changes in the general public's opinion of a destination. The results gathered in

<sup>15</sup> UNWTO, *Toolbox for Crisis Communications in Tourism*, pg 52

<sup>16</sup> UNWTO, *Toolbox for Crisis Communications in Tourism*, pg 52

this type of survey can be projected reliably to the general population (in contrast to a quick-turnaround social network survey based only on those who volunteer interest in a destination and its survey).

Organisations that can assist NTOs with finding a professional research firm or with understanding how valid statistically -

Representative consumer surveys work, include UNWTO and the following:

- European Survey Research Association: [www.surveymethodology.eu](http://www.surveymethodology.eu);
- Pacific Asia Travel Association: [www.pata.org](http://www.pata.org);
- Travel and Tourism Research Association: [www.ttra.com](http://www.ttra.com);
- Council of American Survey Research Organizations: [www.casro.org](http://www.casro.org).

b) Quick-Turnaround Social Network Surveys

A quick-turnaround consumer survey using social networks (Twitter, Facebook, YouTube) is useful in a crisis situation to get immediate, brief intelligence from interested audiences among consumers (and among travel professionals too). As people surveyed voluntarily express their willingness to participate in the survey, the opinions gathered only indicate a tendency but cannot be projected to the general population of consumers (as can be done with statistically representative surveys). Some popular social network sites for surveys include:

Table 4.2 Popular Social Network Sites

Social network	Link	Popular
Twitter	<a href="http://www.twitter.com">www.twitter.com</a>	Worldwide
Facebook	<a href="http://www.facebook.com">www.facebook.com</a>	Worldwide
YouTube	<a href="http://www.youtube.com">www.youtube.com</a>	Worldwide
LinkedIn	<a href="http://www.linkedin.com">www.linkedin.com</a>	Worldwide
Google+	<a href="https://plus.google.com">https://plus.google.com</a>	Worldwide
Digg	<a href="http://digg.com">http://digg.com</a>	United States of America, Canada
Xiaonei	<a href="http://renren.com/">http://renren.com/</a>	China
Mixi	<a href="http://mixi.jp/">http://mixi.jp/</a>	Japan
StudiVZ	<a href="http://www.studivz.de">www.studivz.de</a>	Germany
Hi5	<a href="http://www.hi5.com">www.hi5.com</a>	Mexico, Peru, Spain

A post-crisis survey can be conducted as soon as possible after the event and then daily if there is new information to learn regarding consumer attitudes towards the destination.

# *CRISIS COMMUNICATIONS FOR ASEAN TOURISM CRISIS COMMUNICATIONS (ATCCT)*

## **1. Terms of Reference for ATCCT**

Following the signing of the ASEAN Integration Protocol for Tourism, the 21st Meeting of ASEAN NTOs held on 22-23 January 2005 in Langkawi, Malaysia agreed that all the Task Forces should implement the measures in their respective areas as specified in the roadmap and provide their inputs for future integration. The following is the agreed Terms of Reference for the ATCCT.

### 1.1 Roles and Responsibilities

- 1.1.1 The ASEAN Crisis Communications Team shall assist the ASEAN NTOs in all matters related to tourism communication, especially in the implementation of the Roadmap for Integration of Tourism sector, the Vientiane Action Programme and the ASEAN Tourism Agreement. The ATCCT shall report to the ASEAN NTOs.
- 1.1.2 The main responsibilities of the ATCCT include, but are not limited to the following:-
  - a. To receive from NTOs timely and accurate information pertaining to a national crisis or event that impacts travel and tourism
  - b. To identify and activate channels of dissemination of such accurate information within ASEAN and to the rest of the world
  - c. To assist ASEAN NTOs manage and provide communications issues pertaining to crisis and events threatening or affecting directly or indirectly the travel and tourism in ASEAN countries
  - d. To develop ASEAN crisis communications materials including the Crisis Manual and Travel Advice Template
  - e. To ensure the list for the Crisis Communication Team is current and active
  - f. To recommend initiatives for sustaining tourism when major incidents affect the region.
  - g. To recommend where feasible common ASEAN positions on events or crisis impacting tourism to ASEAN member countries
- 1.1.3 The ASEAN Secretariat shall assist the ATCCT in carrying out their functions including technical advisory support and assistance in the supervision, coordination,

implementation and monitoring of cooperation programs, projects and activities in their respective sectors. The ASEAN Secretariat shall also assist the Chair in organising meetings of the ATCCT.

## 1.2 Chairmanship and Vice-Chairmanship

The Chairmanship and Vice-Chairman of the ATCCT shall be elected by ASEAN Tourism Marketing and Communication Working Group with a tenure of two (2) years.

## 1.3 Structure of ATCCT

ATCCT shall comprise members holding the position of public affairs and/or marketing communications Director of NTOs and who will have direct access to the Director Generals of NTOs.

The Meeting of the ATCCT will be held at least twice a year and additional meetings may be convened whenever deemed necessary by consensus of the members, or upon a directive of NTOs/ Meeting of ASEAN Tourism Ministers. The ATCCT may invite other parties that it deems appropriate to participate in its meetings.

The provisional agenda for each meeting shall be drawn up by the Chair of the ATCCT, in consultation with the other members and the ASEAN Secretariat.

## 2. Composition of ATCCT

2.1 The ATCCT comprises representatives from the 10 ASEAN member countries. They serve as the primary contacts for the ATCCT in times of a crisis.

The representatives should:-

- Hold key positions in Public Affairs / Public Relations / Marketing Communications of the NTO
- Have direct access to the Head of the NTO
- Have links to or is part of the National Crisis Management Team for their country
- Appoint an alternate member from each country on ATCCT as a back up. Please see Appendix 15 for Directory of ASEAN Tourism Crisis Communications Team (ATCCT) contacts.

## 3. Roles and Responsibilities of ATCCT

3.1 The roles and responsibilities of the members of ATCCT are as follows:-

### (a) *Chairperson*

- Lead, in consultation with fellow ATCCT members, the activation of ATCCT and crisis communications plans
- Assess initial information and confirm a situation as a crisis for the region through consensus
- Activate the ATCCT for action
- Approve key messages and other communications materials
- Control the release of ATCCT information to all stakeholder groups

- Act as the primary media spokesperson or designate an alternative spokesperson on ATCCT matters
- (b) **Co-Chairperson**
- Assist the Chairperson on the above
  - Alternate spokesperson
- (c) **Members of ATCCT**
- Provide accurate and timely information and input for assessment and messaging in crisis that may affect ASEAN as a region
  - Proactively monitor the respective local and foreign media based in their country for reports on the region and report back to ATCCT
- (d) **ATCCT Coordinator (ASEAN Secretariat)**
- Serve as a one point of contact between the affected country and the rest of ATCCT, and quickly disseminate the information to ATCCT members
  - Serve as a point of contact between the ATCCT and external stakeholders, and vice versa
  - Consolidate all reports and logs (e.g. media monitoring & analysis reports, travel advisory reports, media query logs etc.) for the purpose of communications
  - Provide logistics, administrative and communications support to the ATCCT

#### 4. Developing a Crisis Communications System for ATCCT

4.1 The ATCCT can set up a crisis communications system based on the 4R Loop detailed in Figure 8.1 in page 16.

4.2 Responding to a Crisis

The ATCCT should also adopt the 5 steps to a crisis response as stipulated below:-

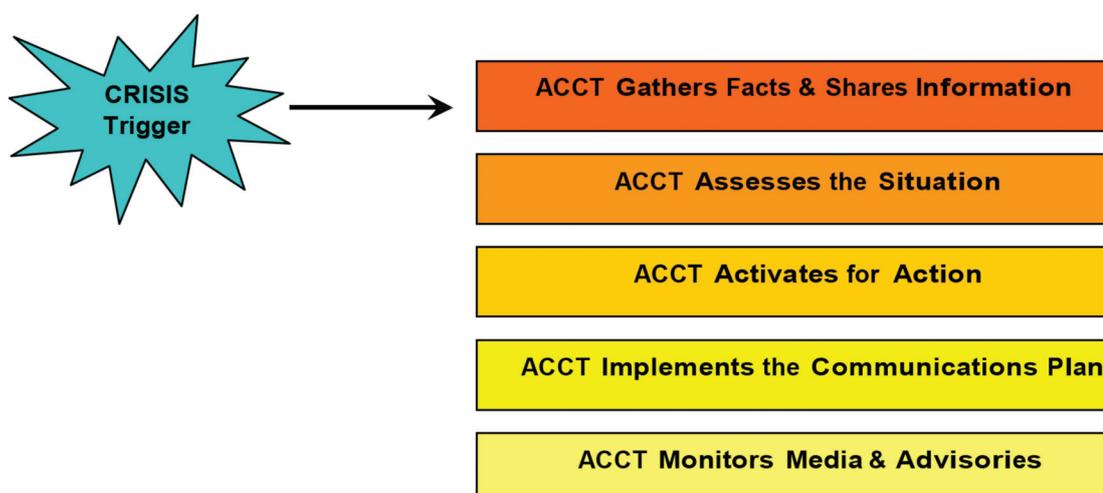


Figure 4.2: 5 Steps to a Crisis Response

#### 4.3 Gathering and Sharing Information for ATCCT

When a crisis hits a country, the NTO is to gather and establish the facts of the incident, and share the information with ATCCT for assessment of whether the incident is a crisis for ASEAN. Pertinent information include:-

- What happened to whom, where, when, how and why?
- Scale and scope of impact?
- Can it affect ASEAN? How does it affect ASEAN?
- What is the country's crisis response plan and communications position?
- Is there any negative media coverage on travel to the country, and the region?
- Are there any travel advisories issued against the country, and the region?
- Regular updates on new developments

#### 4.4 Identifying a Crisis for ASEAN

4.4.1 A crisis affecting an ASEAN country or NTO may not necessarily be a crisis for ASEAN as a region. Based on the information shared by the affected country / NTO, ATCCT will assess if the incident is a crisis for ASEAN, depending on whether it can or has resulted in any of the following consequences:-

- The incident is likely to or has affected the rest of the region
- Widespread negative media coverage on the region
- Multiple travel advisories issued against the region
- Escalation of cancellation of trips to the region
- Normal tourism businesses, systems or life in the region are seriously disrupted

Please see *Appendix 16* for a Crisis Identification Checklist for ATCCT.

4.4.2 The ATCCT is to achieve a consensus in its assessment of whether an incident is a crisis for the region, before the ATCCT proceeds to implement the crisis communications plan.

#### 4.5 Drafting and Approving Crisis Communiqués

4.5.1 Once it is agreed that the incident is a crisis for ASEAN, the ATCCT Chair will lead in drafting the crisis communiqués for ATCCT.

4.5.2 The drafted communiqués will be circulated to all ATCCT members for input and agreement before dissemination. The ATCCT is to achieve consensus on the communiqués before dissemination.

#### 4.6 Dissemination of Statements & Information

4.6.1 Each ATCCT member country will be in charge of disseminating approved statements to their local media, trade and/or public through the respective local channels.

4.6.2 The ATCCT will disseminate approved statements to international or regional media, trade and/or public via the ASEAN Secretariat for objectivity.

4.6.3. Before dissemination of any materials, all ATCCT member countries should deconflict

their international or regional media lists and ensure consistent messaging.

Please see *Appendix 17* for a template for collating International and Regional Media Contacts for ATCCT's use.

#### 4.7 Responding to Queries

4.7.1 All media queries related to the tourism impact of a crisis in the ASEAN region should be channelled immediately to the ATCCT Chair Country via the ASEAN Secretariat for central coordination. Responses should also be immediately sent out by the ASEAN Secretariat.

4.7.2 The primary spokesperson for queries relating to ASEAN as a region shall be the ASEAN Secretary-General. Other media queries under the purview of each NTO can be fielded by the NTO's respective spokesperson(s).

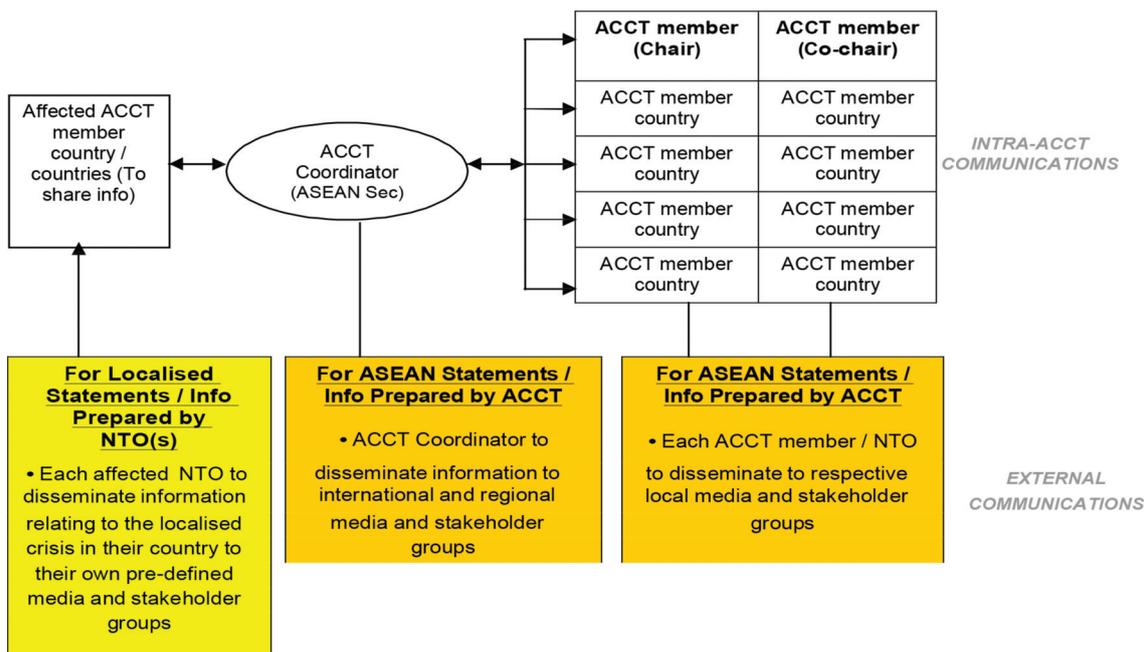
4.7.3 All media queries and responses will be documented for future references by the ASEAN Secretariat.

Please see *Appendix 18* for a log sheet to track media queries and responses, and *Appendix 19* for a form for documenting media queries and responses.

4.7.4 In the case where the NTO receives a query for which there are approved ASEAN holding statements that can be used, the NTO can reply with strict adherence to the approved statements. The responses should be copied to the ASEAN Secretariat and ATCCT Chair Country. If there is no approved statement, the NTO should contact the ATCCT chair.

4.7.5 All stakeholder and public queries and responses should also be copied to ASEAN Secretariat for documentation and future references.

Please see *Appendix 20* for a log sheet to track stakeholder queries and responses and *Appendix 21* for a form to document stakeholder queries and responses.



ALIGNMENT OF ALL EXTERNAL COMMUNICATIONS

Figure 4.6: Workflow for Dissemination of Information

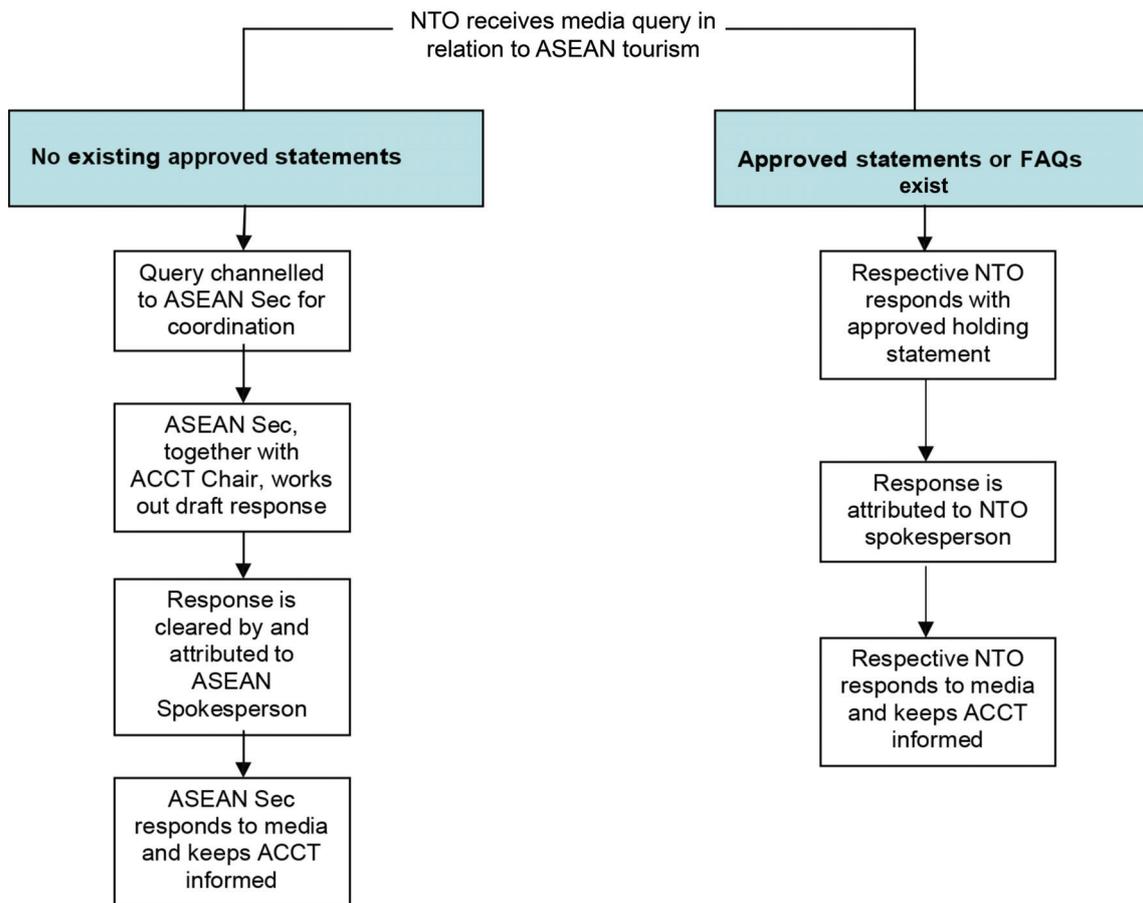


Figure 4.7: Workflow for Responding to Media Queries on ASEAN Tourism

Please see *Appendix 22* for a log sheet to track public queries and responses and *Appendix 23* for a form to document public queries and responses.

#### 4.8 Monitoring Travel Advisory

4.8.1 ATCCT members should monitor travel advisories on travel to their respective countries and the ASEAN region, and keep the ATCCT informed of any travel advisories issued.

4.8.2 Please see *Appendix 12* for a log sheet for tracking travel advisories and *Appendix 13* for a form for documenting travel advisories.

#### 4.9 Monitoring & Analysing Media Coverage

4.9.1 Each ATCCT member country is to monitor the top local media outlets daily, or as they are published, for news related to the crisis and its impact on ASEAN tourism. The top media outlets should at least consist of:-

- Major daily newspapers/broadcast media
- Major trade publications for travel and tourism

The above is a guide only. Each ATCCT country should monitor all major media outlets (print, broadcast and online) as they deem necessary.

4.9.2 ATCCT members should also monitor major global and regional media (print, broadcast and online) from other regions, as well as international newswires.

4.9.3 When monitoring the media:-

- Prioritise the reports and analysis such that those specifically mentioning the crisis and “ASEAN” appears high up in the report
- Provide a brief summary that highlights any major issues that may be negative for ASEAN in the coverage and the key points raised about ASEAN tourism
- Flag to the ATCCT Chair Country and ASEAN Secretariat any major issues that require urgent attention in the summary

Please see *Appendix 14* for the template for media monitoring & analysis.

4.10 Flagging Issues & Queries

Each ATCCT member country should flag out any issues that may concern the ATCCT based on the workflow below:-

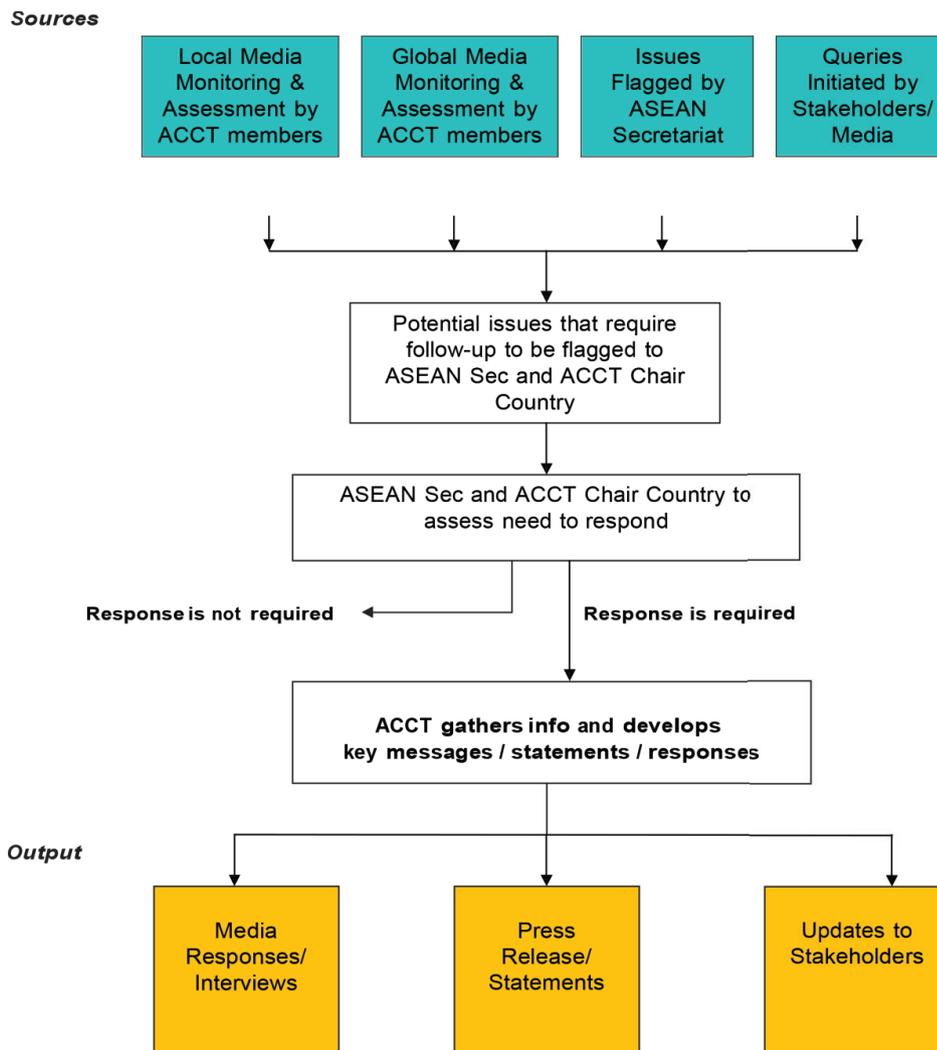


Figure 4.10: Workflow for Flagging Issues

# COMMUNICATIONS TOOLKIT (APPENDIX 1-23)

Appendix 1

## RISK REGISTER

**Incident:**

**Country/NTO:**

<b>Risk</b>	<b>Probability</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Responsible authority</b>	<b>Progress</b>
An incident or development that may have negative impact / turn into a crisis	High / Medium / Low (consider the frequency and scope)	Likely impact on tourism in country (Consider the network of effects and list separately) High / Medium / Low	What can be done to remove or reduce the risk?	Who should follow up?	Red = Urgent action needed (include date) Yellow = Action underway (include date) Green = Action Completed

**CRISIS IDENTIFICATION CHECKLIST FOR NTO****Incident:****Country/NTO:**

<b>Attributes</b>		<b>Tick ☑ if applicable</b>
Symptoms	Routine procedures are inadequate to cope with demands of the situation	
	Demand of the situation exceeds resources (including time, information, manpower, technology...etc.) on-hand	
	General sense of loss in support by stakeholders	
	Extensive media interests and public scrutiny	
	An immediate, coordinated response is needed to minimise any long-term negative impact	
Potential Consequences	Normal tourism businesses and systems are seriously disrupted or life in general crumbles	
	Widespread negative media coverage and public sentiments on travel to the country	
	Negative impact on reputation of NTO and destination	

Appendix 3

**LIST OF MEMBERS OF CRISIS COMMUNICATIONS TEAM OF NTO**

<b>Crisis Role</b>	<b>Name</b>	<b>Business No.</b>	<b>Home No.</b>	<b>Mobile No.</b>	<b>Email</b>
<b>CCT Leader</b>	XXXXX				
	XXXXX (Alternate CCT leader)				
<b>Support Team</b> (6-10 mid-level managers to be nominated based on skills-set and level of crisis)	XXXXX				
	XXXXX				
<b>Designated Spokesperson(s)</b>	XXXXX				
	XXXXX				
<b>Communications Crisis Control Centre (Admin Team)</b> (4-6 admin staff to man the communications centre during the crisis)	XXXXX				
	XXXXX				

## **GUIDELINES ON SET-UP OF MEDIA CONFERENCE**

### **Media Briefing Site:**

The media briefing site will take place at site of National Tourism Organisation (NTO) or a near-by hotel (depending on time constraint/hotel availability). The media briefing room set-up should include:

- Theatre-style seating arrangement for the number of expected media
- Separate doors for spokesperson / media to arrive and depart
- AV equipment (projector / screen / PC) for presentations
- Audio and electrical points for TV and radio microphones
- Raised podium for broadcast crew
- Suitable /simple / neutral backdrop
- Lectern / ample space for panelist
- Recording equipment
- An area for one-on-one interviews

If the briefing room also serves as a media centre, the room will need the following additions:

- Fax machine
- Photocopier
- Printer
- F&B
- Laptops for use
- Internet connection

### **Media Conference Format:**

#### **Before the Conference:**

- Develop/approve media kits
- Make sure kits contain your presentation and all relevant information about the issue. Ensure sufficient copies for all members of the media
- Feel comfortable with the area and rehearse. Before the conference, walk around the area so you have a feel for it. Rehearse prior to the conference so you have a clear picture of what you are saying and how long it will take
- Check and ensure sound system works and is set at the right volume to be heard clearly at the back of the room. Don't leave this to the last minute
- Check power for television and radio

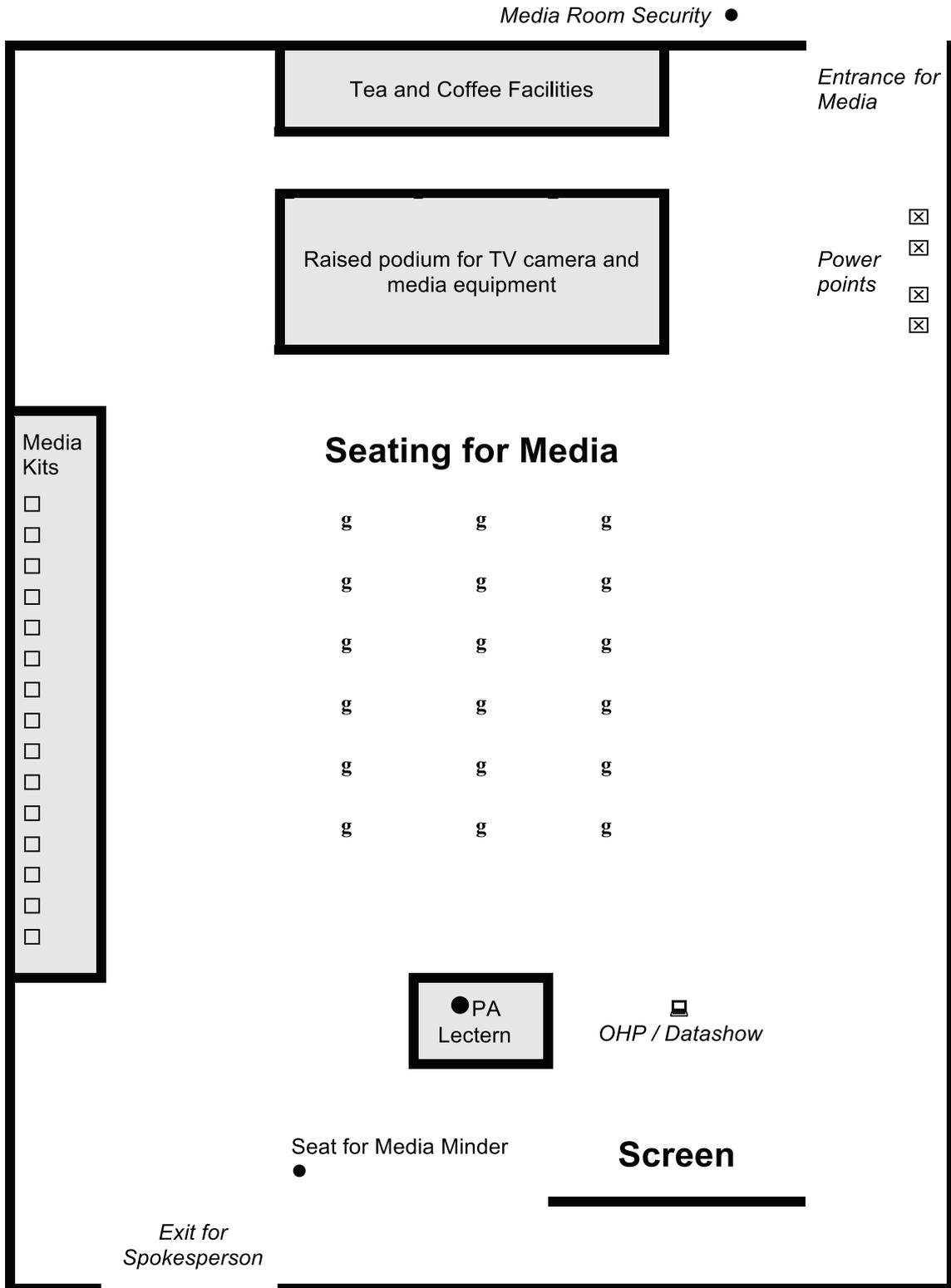
#### **During the Conference:**

- Welcome the media and introduce yourself
- Explain the format for the conference
- Say if you are prepared to give individual interviews after the conference
- Say you will present them with copies of the statement and a media kit
- Present the news statement
- Ask for questions (if appropriate)

#### **Conclusion of Conference:**

- Thank the media for their attendance. Indicate when your next statement will be delivered

**Model Media Briefing Room Layout**



**CRISIS COMMUNICATIONS PLAN**

**Incident:**

**Country/NTO:**

Phase / Alert	Trigger	Key Actions	Action Led By	Messaging	Dissemination
0	Varies depending on the nature of crisis	E.g.:- <ul style="list-style-type: none"> <li>• Monitor media coverage</li> <li>• Monitor travel advisory</li> <li>• Prepare key messages and Q&amp;As for <u>reactive</u> use</li> <li>• Dissemination within ACCT &amp; amongst NTOs</li> </ul>			
1	Varies depending on the nature of crisis				
2	Varies depending on the nature of crisis				

**NOT FOR EXTERNAL CIRCULATION  
 FOR REACTIVE USE TO MEDIA ONLY**

<b>Key Messages</b> <b>&lt;Title / Crisis / NTO&gt;</b> <b>&lt;As of Date&gt;</b>		
<u>Overall Key Message</u>		
<u>Key Message 1</u>	<u>Key Message 2</u>	<u>Key Message 3</u>
<p style="text-align: center;"><u>Proof Points</u></p> <ul style="list-style-type: none"> <li>• Statistics/ Results/ Attributes/ Third party endorsements...etc that can support the key messages</li> <li>• XXX</li> <li>• XXX</li> </ul>	<p style="text-align: center;"><u>Proof Points</u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p style="text-align: center;"><u>Proof Points</u></p> <ul style="list-style-type: none"> <li>•</li> </ul>

Updated as of <Date>

**NOT FOR EXTERNAL CIRCULATION  
FOR REACTIVE USE TO MEDIA ONLY**

**Media Q&A  
<Subject / Crisis>  
<Date/Event Venue>**

**Classification of Questions:**

(A) Questions on Dengue Disease	Q1 - Q3
(B) Questions on Health Advisory	Q4 - Q5
(C) Questions on XXX	Q6 - Q7

**(A) Questions on Dengue Disease**

**1. What is dengue fever?**

Dengue fever is an acute viral illness caused by the dengue virus which can be transmitted to humans by the bite of an infected mosquito. The incubation period of dengue fever is usually 4 to 7 days but could range from between 3 and 14 days.

**2. Can dengue be spread from person to person?**

Dengue fever is not spread by inter-personal contact. It is spread through the bite of an infected *Aedes aegypti* or *Aedes albopictus* mosquito.

**3. <Question>**

<Proposed Response>

**(B) Questions on Health Advisory**

**4. Is there any special medical advice for visitors to observe, both prior to and during their stay here?**

Visitors should look out for dengue symptoms, characterized by the sudden onset of fever accompanied by severe headache, especially behind the eyes, muscle aches, joint pains, abdominal discomfort and rash. They should see a doctor if they experience these symptoms.

**5. <Question>**

<Proposed Response>

**(C) Questions on XXX**

**6. <Question>**

<Proposed Response>

**7. <Question>**

<Proposed Response>

- End-



**<Press Release Headline>**

**<Dateline eg. Singapore, 8 June 2005> – <Lead paragraph>**

**<Paragraph 2>**

**<Paragraph 3>**

- 
- 
- 

**About ASEAN**

<Insert boiler plate on ASEAN>

- 
- 
- 

**About ASEAN Crisis Communications Team (ACCT)**

<Insert boiler plate on ACCT>

- 
- 
- 

For further enquiries, please contact:

**ASEAN Crisis Communications Team (ACCT)**

<Insert Contact of ASEAN Secretariat>

Name  
Gender  
Designation  
Organisation  
Tel:  
Fax:  
Email:

<Insert Contact of ACCT Representatives from Chair country>

Name  
Gender  
Designation  
Organisation  
Tel:  
Fax:  
Email:

-End-

**THIRD PARTY QUOTES**

**Incident:**

**Country / NTO / ACCT:**

S/No.	Quote	Name, Designation and Details of Person Quoted	Source (Name of Organisation/ Media Title)	Country	Date of Quote	Input By

Note: These third party quotes can be used as proof points to substantiate key messages where necessary.

Updated as of <Date>

**FOR USE ON THE WEBSITE / SCRIPT FOR CALL CENTRES**

**Frequently Asked Questions (FAQs)**  
**<Subject / Crisis>**  
**<Date/Event Venue>**

**(A) FAQs for Website (Eg. Avian Flu)**

**1. <Is it safe to travel to XX?>**

<Proposed Response>

**2. <Is XX affected by the Avian Flu?>**

<Proposed Response>

**3. <What should tourists do if cases of Avian Flu are detected in XX?>**

<Proposed Response>

**4. <Who should I contact for more information on Avian Flu in XX?>**

<Proposed Response>

**(B) FAQs for Call Centre (Call Centre Script)**

**1. <Question>**

<Proposed Response>

**2. <Question>**

<Proposed Response>

- End-



**TRAVEL ADVISORY LOG SHEET (BY DATE)**

**Incident:**

**Country / NTO / ACCT:**

**7676**

S/No.	Date / Time	Country / Market	Agency / Body	Travel Advisory Against Region (include references)	Follow-up Action Required / By	Update By

**TRAVEL ADVISORY**

**Incident:**

**Country / NTO / ACCT:**

<b>Date / Time</b>	
<b>Country</b>	
<b>Agency/Body</b>	
<b>Website</b>	
<b>Follow-up Actions / by</b>	
<b>Input by</b>	

<Attach Travel Advice>

**MEDIA MONITORING & ANALYSIS**

**Incident:**

**Country / NTO / ACCT:**

**Type of Media: Please indicate**

- 1) Local / Regional / International
- 2) Newswire
- 3) Print /Broadcast
- 4) Daily/ Magazine
- 5) Trade/ General

<b>Media Outlet</b>	<b>Type</b>	<b>Date / Time</b>	<b>Neme of Journalist</b>	<b>Headline</b>	<b>Issues (Hyperlink to Article if necessary)</b>
<b>Jakarta Post</b>	<b>Local, Print, General</b>				
<b>Sun TV</b>	<b>International, Broadcast, General</b>				

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 DIRECTORY OF CONTACTS  
 As at December 2014**

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**CRISIS IDENTIFICATION CHECKLIST FOR ACCT**

**Incident:**

**Country/NTO:**

<b>Attributes</b>		<b>Tick ☑ if applicable</b>
<b>Potential Consequences</b>	The incident is likely to or has affected the rest of the region	
	Widespread negative media coverage on the region	
	Multiple travel advisories issued against the region	
	Escalation of cancellation of trips to the region	
	Normal tourism businesses, systems or life in the region are seriously disrupted	
	Negative impact on ASEAN's reputation and regional tourism industry	

**MEDIA LIST 2015**  
**Last Updated by < INSERT COUNTRY> ON <DATE>**  
**Wire Agencies**

<u>Media</u>	<u>Salutation</u>	<u>Name</u>	<u>Gender</u>	<u>Designation</u>	<u>Tel</u>	<u>Mobile/Pager</u>	<u>Fax</u>	<u>Email</u>	<u>Website</u>

**MEDIA LIST 2015**  
**Last Updated by < INSERT COUNTRY> ON <DATE>**  
**Foreign Correspondents**

<u>Media</u>	<u>Salutation</u>	<u>Name</u>	<u>Gender</u>	<u>Designation</u>	<u>Tel</u>	<u>Mobile/Pager</u>	<u>Fax</u>	<u>Email</u>	<u>Website</u>

**MEDIA LIST 2015**  
 Last Updated by < INSERT COUNTRY > ON < DATE >  
 Foreign Media

<u>Media</u>	<u>Salutation</u>	<u>Name</u>	<u>Gender</u>	<u>Designation</u>	<u>Tel</u>	<u>Mobile/Pager</u>	<u>Fax</u>	<u>Email</u>	<u>Website</u>

**MEDIA LIST 2015**  
 Last Updated by < INSERT COUNTRY > ON < DATE >  
 Travel Trade - Foreign

<u>Media</u>	<u>Salutation</u>	<u>Name</u>	<u>Gender</u>	<u>Designation</u>	<u>Tel</u>	<u>Mobile/Pager</u>	<u>Fax</u>	<u>Email</u>	<u>Website</u>



**MEDIA QUERY**

**Incident:**

**Country / NTO / ACCT:**

<b>Date / Time</b>	
<b>Date / Time</b>	
<b>Country of Media</b>	
<b>Media Title</b>	
<b>Journalist</b>	
<b>Contact Details</b>	
<b>Date / Time of Response</b>	
<b>Responded by</b>	
<b>Responded via Follow-up Actions/by</b>	Eg. Interview, email
<b>Updated by</b>	

<Attach Media Query & Response>



**STAKEHOLDER QUERY**

**Incident:**

**Country / NTO / ACCT:**

<b>Date / Time</b>	
<b>Country of Stakeholder</b>	
<b>Name of Trade / Organisation</b>	
<b>Contact Details</b>	
<b>Date / Time of Response</b>	
<b>Responded by</b>	
<b>Responded via</b>	
<b>Follow-up Actions/by</b>	
<b>Input by</b>	

<Attach Trade Query & Response>



**PUBLIC QUERY**

**Incident:**

**Country / NTO / ACCT:**

<b>Date / Time</b>	
<b>Country of Enquirer</b>	
<b>Name of Enquirer</b>	
<b>Organisation (if relevant)</b>	
<b>Contact Details</b>	
<b>Date / Time of Response</b>	
<b>Responded by</b>	
<b>Responded via</b>	
<b>Follow-up Actions/by</b>	
<b>Updated by</b>	

<Attach Public Query & Response>

# REFERENCES

## Glossary of Key Crisis Communications Terms

### **Crisis**

A crisis is an undesired, extraordinary, often unexpected and timely limited process with ambivalent development possibilities. It demands immediate decisions and counter measures in order to influence the further development again positively for the organization (destination) and to limit the negative consequences as much as possible.

A crisis situation is determined by evaluating the seriousness of the occurring negative events, which threaten, weaken or destroy competitive advantages or important goals of the organization.

### **Crisis Management**

Crisis management is understood as the strategies, processes and measures which are planned and put into force to prevent and cope with crisis.

### **Crisis Communications**

Crisis communications is the process, once a crisis has started, of minimizing its negative consequences for the organization and the stakeholder the organization is responsible for. It requires immediate decisions and countermeasures using all the communication tools at its disposal in order to influence and steer its development in as positive a direction as possible.

### **National Tourism/Tourist Organization (NTO)**

NTO is the autonomous body of public, semi-public or private status, established or recognized by the state as the body with competence at the national level for the promotion and in some cases marketing of inbound international tourism.

### **National Tourism Administration (NTA)**

A central government body with administrative responsibility for tourism at the highest level. It may also possess powers of direct intervention in the tourism sector.

### **Destination Management Organization (DMO)**

A DMO is a recent conceptualization of the Organization function for destination management at national, regional and/or local level. (M) stands for total management rather than simply marketing.

A DMO (in the majority of cases - called - "Tourism Board") is highly representative of the destination

value chain and usually involves public and private stakeholders in a partnership model both in terms of representation and funding.

### **Travel**

Travel relates to the activity of travellers. A traveller is any person on a trip between two or more countries or between two or more locations within his/her country of annual residence.

### **Tourism**

Tourism is more limited than travel, as it refers to specific types of trips: those that take a traveller outside of his/her usual environment for not longer than a year for leisure, education or other purposes other than to be employed by a resident entity in the place visited. Individuals when taking such trips are called visitors and their activities can include both over-night and same-day visits.

### **Tourist (or overnight visitor)**

A visitor (domestic, inbound or outbound) is classified as a tourist (or overnight visitor), if his/her trip includes an overnight stay.

When it comes to crises, the term tourist is often used when leisure tourism as such has actually nothing to do with the event. If not properly addressed, leisure tourism will unnecessarily be harmed. Whenever possible, be specific when speaking about those affected, for example, use business travellers, engineers, adventure tourists, etc.

*(Source UNWTO Toolbox for Crisis Communications in Tourism, Chapter 2, Page 5)*

## Recommendations on the Use of Georeferences, Date and Time in Travel Advice and Event Information

### Background - Work of the Secretariat

1. The 2009 General Assembly of UNWTO approved by Resolution A/RES/578(XVIII) the Declaration on the Facilitation of Tourist Travel and entrusted the Secretary-General “to promote the principles set in the Declaration, including the use of modern information and communication technologies, in relation with travel advisories and visa facilitation”.
2. In this Resolution the General Assembly also requested the Secretary-General to report to its next session on the follow-up of the Declaration.
3. As it may be recalled, the Global Code of Ethics for Tourism adopted by Resolution A/RES/406(XIII) at the thirteenth session of UNWTO General Assembly (Santiago, Chile, 27 September - 1 October 1999), outlined in its Article 6 the obligations of stakeholders in tourism development as follows:
  - “Tourism professionals have an obligation to provide tourists with objective and honest information on their places of destination and on the conditions of travel, hospitality and stays□” (paragraph 1)
  - Governments have the right - and the duty - especially in a crisis, to inform their nationals of the difficult circumstances, or even the dangers they may encounter during their travels abroad; it is their responsibility however to issue such information without prejudicing in an unjustified or exaggerated manner the tourism industry of the host countries and the interests of their own operators; the contents of travel advisories should therefore be discussed beforehand with the authorities of the host countries and the professionals concerned; recommendations formulated should be strictly proportionate to the gravity of the situations encountered and confined to the geographical areas where the insecurity has arisen; such advisories should be qualified or cancelled as soon as a return to normality permits□” (paragraph 5)
  - “The press, and particularly the specialized travel press and the other media, including modern means of electronic communication, should issue honest and balanced information on events and situations that could influence the flow of tourists; they should also provide accurate and reliable information to the consumers of tourism services; the new communication and electronic commerce technologies should also be developed and used for this purpose□” (paragraph 6)
4. The Secretariat initiated in 2010 a careful examination of Travel Advisories, especially focussing on the need to maximize the relevance and efficiency, increase the transparency and help to limit unnecessary repercussions.
5. A first result of the analysis was that, besides travel advisories, event-related information provided by the affected destinations and/or countries is also of relevance and should also be referred to in order to cover the subject in a comprehensive manner. While the main focus still lies on the analysis of travel advisories, it became clear that destinations providing event-related information could contribute to reducing the impact of negative events, as it was done for instance by the Tourism Authority in Thailand in 2010.
6. It became also clear that since the introduction of Google Maps in 2005, georeferenced information plays an increasingly important role for the global travel and tourism sector.
7. While information provided relating to natural disasters is making frequent use of georeferences, travel advice and event information have so far not made use of this element. Only text information is used when confining negative events to geographical areas in countries.

8. The use of date and time information related to travel advice and event information was furthermore analyzed with a view of supporting efficiency and reliability in the use of this information, especially within the context of modern information and communication technologies.
9. The Secretariat therefore invited all interested Member States, Affiliate Members and Members of the Tourism Emergency Response Network (TERN) to a Technical Consultation on Georeferences and Time Stamps for Event Information and Travel Advisories, held at UNWTO Headquarters on 29 March 2011, to discuss the above-mentioned issues and to develop possible recommendations.
10. The Recommendations were prepared by the Secretariat following the discussions of the meeting particularly on four core areas:
  - a) The first area of recommendations takes into account that technical measures shall be taken to help identify clearly important elements within travel advice and event information especially the country name, date and time components (whether this is the event date and time, issuing date and time or any other concept of date and time) and the geographical area for which the advice is issued. The recommendations are formulated in a generic manner, stressing the need for consistency and bearing in mind that experts suggested that RSS (Really Simple Syndication) feeds as a standard for frequently updated information on the Internet would be an ideal form to transmit this information.
  - b) The second area of recommendations focuses on the description of the geographical areas, which are subject to the travel advice or event information. As mentioned above the increasing use and importance of georeferences within the travel and tourism sector and its wide use for information related to natural disasters call for an application of the same techniques. This would help to clearly confine the advice to the area concerned and help limiting their undesired repercussions.
  - c) The use of date and time information varies widely across the travel advisories analyzed. Date and time information is, among others, important to identify the occurrence of a specific negative event and the issuing and/or updating of the information. It is therefore within the third area of recommendations proposed that date and time information shall be provided, whenever possible, describing when the information was issued for the first time and/or updated last. To facilitate clear interpretation it is also recommended that this information shall make use of at least one international time standard, ideally the Universal Time Code (UTC). The need to clearly distinguish updates, especially during fast developing situations, where it is possible that several information updates are provided within a day, calls for measures which help to distinguish the updates easily from each other, whether in form of a sequence, date and time stamp or other measure.
  - d) The final recommendation focussed on the need to facilitate the exchange of information and especially the support of modern information and communication technologies. It is therefore recommended that provisions shall be made, which enable and facilitate the machine-readable dissemination and/or retrieval of the information, ideally in form of RSS feeds.
11. The Recommendations were submitted and welcomed by the Members of the 90th session of the Executive Council (CE/DEC/3(XC) point 6). Finally, the nineteenth General Assembly of UNWTO (Gyeongju, Republic of Korea, 10-13 October 2011), adopted the Recommendations by Resolution A/RES/592 (XIX).
12. The Recommendations have no binding character.

*(Source UNWTO Toolbox for Crisis Communications in Tourism, Annex, Page 4)*

## LIST OF ABBREVIATIONS

AHI	Avian and Human Influenza
ASEAN	Association of Southeast Asian Nations
CVB	Convention and Visitors Bureau
GDP	Gross Domestic Product
ICT	Information and Communications Technology
IT	Information Technology
MMS	Multimedia Messaging Service
NGO	Non-Governmental Organization
NTA	National Tourism Administration
NTO	National Tourism/Tourist Organization
PR	Public Relations
Q&A	Questions and Answers
SARS	Severe Acute Respiratory Syndrome
SMS	Short Message Service
TDC	Tourist Development Council
TERN	Tourism Emergency Response Network
UNWTO	World Tourism Organization
UTC	Universal Time Code
WHO	World Health Organization
WTTC	World Travel and Tourism Council

**List of References Sourced from Toolbox for Crisis Communications in Tourism (UNWTO) & Bounce Back Tourism Risk, Crisis and Recovery Management Guide (PATA) for ASEAN Tourism Crisis Communication Manual**

No.	ASEAN Tourism Crisis Communication Manual	Toolbox for Crisis Communications in Tourism (UNWTO)	Bounce Back Tourism Risk, Crisis and Recovery Management Guide (PATA)
1.	<b>Introduction to Crisis Management &amp; Communications</b> - Crisis, Page 2	Chapter 2, Page 5	
2.	<b>Introduction to Crisis Management &amp; Communications</b> - Crisis Management, Page 2	Chapter 2, Page 5	
3.	<b>Introduction to Crisis Management &amp; Communications</b> - Crisis Communications, Page 2	Chapter 2, Page 5	Part 2, Page 5
4.	<b>Introduction to Crisis Management &amp; Communications</b> - Risk Management, Page 3		Part 2, Page 5
5.	<b>Introduction to Crisis Management &amp; Communications</b> - Function of Risk Management, Page 3		Part 2, Page 6
6.	<b>Introduction to Crisis Management &amp; Communications</b> - Broad Categories of Crises, Page 6		Part 1, page 1
7.	<b>Introduction to Crisis Management &amp; Communications</b> - Broad Categories of Crises, Page 7		Part 1, Page 1
8.	<b>Introduction to Crisis Management &amp; Communications</b> - Practical Tips on Using New Media, Page 8	Chapter 5, Page 47	
9.	<b>Introduction to Crisis Management &amp; Communications</b> - Core Rule of Effective and Responsible Crisis Communications, Page 9	Chapter 3, Page 11	
10.	<b>Introduction to Crisis Management &amp; Communications</b> - Crisis Management Team: Identifying Responsibilities and Procedures, Page 10	Chapter 4, Page 14	
11.	<b>Introduction to Crisis Management &amp; Communications</b> - Recovery Marketing Processes, Page 18		Part 4, Page 32
12.	<b>Introduction to Crisis Management &amp; Communications</b> - Media Hosting Guide for Destinations and Tourism Businesses Recovering from Security Related Crises, Page 19		Part 4, Page 39
13.	<b>Crisis Communications For National Tourism Organisations (NTOs)</b> - Identifying the primary person authorised to speak with the media	Chapter 4, Page 22	
14.	<b>Crisis Communications For National Tourism Organisations (NTOs)</b> - Measuring Crisis Communications Efforts, Page 30	Chapter 4, Page 24	
15.	<b>Crisis Communications For National Tourism Organisations (NTOs)</b> - Consumer Attributes Towards Your Destination Before, During and After Crises, Page 31	Chapter 6, Page 52	
16.	<b>Crisis Communications For National Tourism Organisations (NTOs)</b> - Consumer Survey Tools	Chapter 6, Page 52	
17.	Glossary of Key Crisis Communications Terms, Page 70	Chapter 2, Page 5	
18.	Recommendations on the Use of Georeferences, Date and Time in Travel Advice and Event Information, Page 72	Appendix 4, Page 105	

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## SUGGESTED READINGS

1. ASEAN Tourism Strategic Plan (ATSP) 2011-2015. ASEAN Secretariat, Jakarta, Indonesia
2. ASEAN Agreement on Disaster Management & Emergency Response, The ASEAN Secretariat (2011).
3. Bounce Back - Tourism Risk, Crisis and Recovery Management Guide (2011), PATA Head Office, Bangkok, Thailand.
4. Standard Operating Procedure for Regional Standby Agreements and Coordination of Joint Disaster Relief and Emergency Response Operation (SASOP), The ASEAN Secretariat (2011).
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6. Manual Guideline - Indonesia Tourism Crisis Management (2009). Center of Information and Public Relations, Ministry of Tourism of the Republic of Indonesia.
7. Tourism Risk Management - An Authoritative Guide to Managing Crises in Tourism (2006). APEC.
8. ASEAN Crisis Communications Manual (2006). ASEAN Secretariat, Jakarta, Indonesia.
9. Glaesser, D. (2004). Crisis Management in the Tourism Industry. Elsevier.
10. Crisis Management - Master the Skills to Prevent Disasters (2004). Harvard Business Essentials. Boston. USA.



## FACT SHEET

### THE SIX GOLDEN RULES OF EFFECTIVE CRISIS COMMUNICATIONS

1. **Be the First:** Crises are always time-sensitive. Communicating information quickly is of the utmost importance. For members of the public, the first source of information more often than not becomes the preferred and trusted source.
2. **Be Right:** Accuracy establishes credibility. It is mandatory for information to include what is already known, what is not known, and what is being done to help fill in the gaps.
3. **Be Credible:** Honesty and truthfulness must never be compromised during crises under any circumstances.
4. **Express Empathy:** Crises create harm, and the suffering should be acknowledged in words. Addressing what people are feeling, and the challenges they face, helps build trust and rapport.
5. **Promote Action:** Giving people meaningful things to do helps calm anxiety, restores order, and promotes a universal sense of control.
6. **Show Respect:** Respectful communication is of paramount importance when people feel vulnerable. Respectful communication certainly promotes rapport and cooperation.

Well-planned and well-executed Crisis Communication, fully integrated into every stage of the crisis response, helps ensure that limited resources are managed well and can do the maximum good. It is of prime importance that authority must be given to those who need to make decisions in the heat of a crisis where delay for whatever reason is not an acceptable response.

### THE SIX PIT FALLS TO AVOID DURING A CRISIS COMMUNICATIONS

1. **Communicating too much or too little:** Always strike a balance. Use your discretion to gauge what the media needs to do their jobs effectively. Do not feel compelled to provide an overdose of information if it is not relevant to the crisis. At the same time, do not withhold information important to the story.
2. **Judgmental:** Making quick judgment without verifying facts will destroy your credibility and hurt your organization.
3. **Blame Game:** Pointing a finger at others reflects badly on your organisation. Avoid it at all costs.
4. **Lack of teamwork:** At all times there must always be one message and spokesperson. Teamwork is a must to stay on top of the message.
5. **Playing favourites with the media:** Providing exclusives to one media will create resentment to those left out and result in incorrect off-message stories elsewhere.
6. **Failure to act:** Failure to communicate in a professional and timely manner means you will lose control of the message and the story will develop without you and may be totally wrong.

The most common mistake is that of failing to plan before a crisis takes place. In the absence of a plan and adequate knowledge of the fundamental rules of effective crisis communications there is a high possibility of serious errors during a crisis and which may hurt and damage the reputation of your organization.

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