**Teaching Materials on Tourism Crisis Management**

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**Japan Tourism Agency,**

**Ministry of Land, Infrastructure, Transport and Tourism**

**UNWTO Regional Support Office for Asia and the Pacific**

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# Introduction

Tourism crisis management is to improve the resilience of tourism by planning and training disaster mitigation measures and crisis countermeasures in advance in order to minimize the damage caused by a crisis that may have a great impact on tourists and tourism-related industries. Therefore, it is important for local governments, DMOs, and tourism-related businesses to establish their own “Tourism Crisis Management Plan” and “Crisis Response Manual”.

On the other hand, there are some issues that need to be addressed before formulating a tourism crisis management plan and crisis response manual, such as lack of understanding of the necessity and importance of such a plan, lack of experts who should play a central role in formulating the plan, lack of human resources with relevant knowledge and experience in tourism and disaster prevention in local governments and DMOs, and lack of clarity on which department should be in charge of tourism crisis management. The newly developed "Guidelines on Tourism Crisis Management" (hereinafter referred to as the "*Guideline*"), "Textbook on Tourism Crisis Management" (hereinafter referred to as the "*Textbook*"), and “Teaching Materials on Tourism Crisis Management” (Hereinafter referred to as the “*Teaching Materials*”) are designed as tools to help local governments and tourism-related businesses to solve those issues.

The "*Teaching Materials*" is intended to be used by instructors who will provide detailed explanations and guidance to trainees at training seminars by using the "*Textbook*" and the attached "*Worksheets*" in order to prepare a "Draft" of the Tourism Crisis Management Plan and Crisis Response Manual. Based on the "*Textbook*", detailed explanations, hints and advice for the trainees have been added. By utilize this "*Teaching Materials*", we hope to help those person in charge at local governments and DMOs who are not experts in tourism risk management to fulfill their roles as instructors.

Japan Tourism Agency, Ministry of Land, Infrastructure, Transport and Tourism

UNWTO Regional Support Office for Asia and the Pacific

# Establishing a System for Creating Tourism Crisis Management Plan and Manual

**When creating a Tourism Crisis Management Plan or a Crisis Response Manual, it is important to involve people from various related fields to share their own knowledge and expertise during the discussion, so that the plan or manual will be more specific and workable.** If a plan or manual is created only by those in charge of tourism or disaster prevention (even if external consultants are involved), it may require restructure of the related organizations and departments in case of emergency, and it may be difficult to take "prompt and appropriate" actions and responses required during an emergency situation.

When creating a *Plan* or *Manual* based on the "Draft", please think about what kind of organization structure you will use to carry out the tasks required, and fill in the following table. If it is difficult to fill in the names of individuals in charge right now, it is acceptable to list the names of departments and positions.

**Local governments, DMOs, and tourism associations**

|  |  |
| --- | --- |
| **Roles and Departments** | **Person in Charge (Name and Title)** |
| General Manager |  |
| Head of Administration |  |
| Tourism Policy |  |
| Disaster Prevention Policy |  |
| Fire Department |  |
| Police Department |  |
| Commerce, Industry and Labor Policy |  |
| Transportation Policy |  |
| Health Care Policy |  |
| Public Relation |  |

***Note***: If your organization does not have a department that performs the above functions, please enter the department of the local government that does.

**Tourism-related businesses**

|  |  |
| --- | --- |
| **Roles and Departments** | **Person in Charge (Name and Title)** |
| General Manager |  |
| Head of Administration |  |
| Information and Public Relation |  |
| Business Operation |  |
| Sales and Marketing |  |
| General Affairs and Correspondence with Relevant Organizations |  |
| Employee Relations and Labor Relations |  |
| Facilities and Equipment Management |  |
| Finance and Accounting |  |
| Information System |  |
| Food and Beverage |  |

***Note***: If one person is in charge of more than one of the above roles in a small or medium-sized business, please repeat the person's name and title in the column corresponding to the role or department that applies. (For example: The manager of a small-to-medium scale hotel is in charge of many roles listed above. Find out those roles not in charged by the manager, and write down the name of those person in charge. Fill the rest with the name of the manager.)

# 1. Contribution of Tourism to the Economy and Society, Disaster Prevention Plan, and Business Continuity Plan (BCP) (👉Guidelines 1.1)

## Find out about the contribution of tourism to the economy and society in your country or region where you lives in, the current status of the disaster prevention plans.

1.1.1. Gross domestic Product (GDP) of the country or region: million dollars

Contribution of tourism is: million dollars ( % of total GDP)

1.1.2. Total number of employment in the country or region: people

Number of employees in the tourism sector people   
( % of total employment)

|  |
| --- |
| National and regional GDP and employment figures can be found on the government website.  The GDP contribution and tourism consumption of tourism in the region might be found in the tourism policy pages and tourism plans of each municipality, which can be used as a reference.  If the tourism economic indicators of the region are not published, please refer to the contribution of the travel and tourism sector to the GDP of the country as a whole, or the percentage of travel and tourism-related employment to the total employment in the country as a reference. |

## Read the local disaster prevention plan in your area and see if it includes information on response for the travelers and tourists, support for business continuity of tourism-related businesses (👉Guidelines 1.9)

|  |
| --- |
| Many local disaster prevention plans are several hundred pages long, and it takes a lot of time and effort to read them all. First, look at the table of contents to find the chapter or section that may have information related to tourism, and then use the search function of your document software (Word, PDF, etc.) to search for the above keywords in that section.  In addition, some local governments may have established a response plan for (foreign) travelers and tourists separated from the local disaster prevention plan, and have specific measures in place. When referring to the local disaster prevention plan, it is advisable to check if there is a manual for dealing with travelers and tourists. |

1. Read through the table of contents of your local (regional or municipal) Disaster Prevention Plan (if it is divided into multiple edition such as wind, flood, and earthquake disaster prevention, read through each edition) to see if there are any items that include "tourism," "tourists," "(foreign) travelers," "people who have difficulty returning home," "tourism-related businesses," "tourism facilities," and fill in the following information.  
   ☞Refer to sheet 1.3 of the “Worksheets for the Teaching Material on Tourism Crisis Management” (referred to below as *Worksheet*)

|  |  |  |
| --- | --- | --- |
| **Edition / Department** | **Chapters / Sections** | **Item heading** |
| *Example:* Wind and flood damage countermeasures | Chapter 2, Section 10, Paragraph 2 | Prepare for tourist safety and evacuation guidance |
|  |  |  |
|  |  |  |

***Note***: If the local disaster prevention plan does not include disaster response for travelers and tourists, or support for business continuity of tourism-related businesses, enter "No description" in the table.

## Read the descriptions of disaster response for travelers and tourists and business continuity support for tourism-related businesses in the table above (1.3), and fill in the main points in the table below to see if "who, to whom, and what" are described.

☞Refer to sheet 1.4 of the *Worksheet*

|  |  |  |
| --- | --- | --- |
| **Who** | **To Whom** | **What** |
| *Example:* City Tourism Promotion Division | Travelers and tourists who are having difficulty returning home | Set up temporary accommodation facilities and provide necessary information, water and food until they are able to return home. |
|  |  |  |
|  |  |  |

# 2. Create a tourism risk matrix for your own region or business (👉Guidelines 2)

## Identify disasters and crises that may occur in your community or business. Fill in which disasters or crises that could occur in your community that could have a significant impact on tourists and the tourism industry.

|  |
| --- |
| The Introduction sections of the local disaster prevention plan usually describe in detail the history of disasters in the area and the disasters that may occur in the area. When reviewing the contents of the local disaster prevention plan, it is a good idea to read about possible disasters first. |

|  |
| --- |
| **Natural disaster** |
| **Human made disaster and crisis** |
| **Health related crisis** |
| **Other disasters and crisis** |

## Examine which of the identified disasters and crises should be given higher priority in terms of preparedness for response in case of occurrence, by creating a matrix of frequency (probability) and impact in case of occurrence. (👉Guidelines 2.1)

☞Refer to sheet 2.2 of the Worksheet

|  |  |  |
| --- | --- | --- |
|  | **Small < Magnitude of impact if it occurs < Large** | |
| **High > Occurrence frequency/probability > Low**  > Low |  | **(Top Priority)** |
|  | **(Priority)** |

|  |
| --- |
| In order to identify possible crises and disasters and create a matrix, it is recommended that the participants write down the disasters and crises they can think of on sticky notes and paste them on a whiteboard in a workshop with the participation of those in charge of tourism and disaster prevention in the organization. It is effective to examine the position of each crisis and disaster on the matrix while considering the frequency and probability of its occurrence and the magnitude of its impact. |

# 3. Identify the risks disaster and crisis can cause to the travelers and tourist, and the businesses in your community and region

Consider what impacts and risks will occur to travelers and tourists and to tourism-related businesses in the event of a disaster or crisis that is located in the highest response priority in your community and tourism facilities.

Select one of the disasters or crises with the highest response priority positioned in the upper right corner (highest priority) in the matrix created in 2.2 and fill the information below. If you are considering more than one disaster or crisis, please fill in 3.1 and 3.2 in a separate table.

Disaster or crisis with the highest response priority:

## Impact on travelers and tourists (👉Guidelines 2.2)

If you are the local governments and DMOs, consider the impact on travelers and tourists in the entire region. If you are a tourism-related business, consider and describe the impact on travelers and tourist who use (or plan to use) your business or facilities in details based on the type of disaster or crisis identified in Chapter 3.

☞Refer to sheet 3.1 of the Worksheet

|  |  |
| --- | --- |
| **Events caused by crises and disasters** | **Impact on travelers and tourists** |
| *Example 1 (in the case of a typhoon):*  Broken window glass due to storm or flying objects | People inside the facility are injured by shards of broken window glass or flying objects that have flown into the room |
| *Example 2 (in the case of an earthquake):*  Railroad and road facilities are damaged, making it impossible to operate trains or pass through roads. | Due to train cancellations or road closures, people are unable to return home or travel to their travel destinations and remain in the area (causing people to have difficulty returning home). |
|  |  |
|  |  |
|  |  |

## Impact on tourism-related businesses (👉Guidelines 2.2)

If you are the local governments and DMOs, consider the impact on the tourism-related businesses in the entire region. If you are a tourism-related business, consider what the impact on your business operation and management.

☞Refer to sheet 3.2 of the Worksheet

|  |  |
| --- | --- |
| **Events caused by crises and disasters** | **Impact on travelers and tourists** |
| *Example 1 (in the case of a typhoon)*:  High winds damage power transmission facilities and cause power outages for an extended period of time | The facility's lighting, air conditioning, elevators and escalators, boilers, water pumps, and other electrical equipment, as well as computers and system terminals, will become inoperable, making it impossible to operate. |
| *Example 2 (in the case of flood)*:  Flooding of lobbies, restaurants, etc. of accommodation facilities | Until the drainage, cleaning, and disinfection of the flooded facilities and equipment are completed, the business will not be able to operate, resulting in restoration and cleaning costs and loss of sales and profits (opportunity loss). |
|  |  |
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# 4. Identify the needs of tourists in times of crisis and disaster (👉Guidelines 3.1)

When a crisis or disaster occurs in a travel destination, travelers and tourists are affected in various ways as described in 3.1 above. Let's consider what the needs of travelers and tourists are in such a situation.

☞Refer to sheet 4 of the Worksheet

|  |  |
| --- | --- |
| **Impact on travelers (examples)** | **Travelers and tourists' needs** |
| *Example*: Injured in a disaster | * Want to receive medical treatment and care at a medical institution or first aid station. * Want to pay for medical expenses with travel insurance (if any) * Want to contact their family about what is going on and come to help, if possible. |
| Injured in a disaster |  |
| Unable to return home or get to your destination due to cancellations or road closures |  |
| Don’t know where to take shelter |  |
| Don’t know how to keep safe |  |
| Disaster information is only available in the local language, making it difficult to understand the situation |  |
| Lost contact with family member or companion who was traveling with |  |
| Want to contact families and friends back home that I am safe, but unable to use cellphone |  |
| No access to food or water |  |
| Want to consult with someone about what to do, but have no idea who should turn to |  |

|  |
| --- |
| Think as detailed as possible about what travelers and tourists (including foreigners) would like to do and what you would like them to do when they are affected by different types of crisis and disasters. Fill in the "Travelers and tourists' needs" column in details and plan how to prepare to response to those need during normality. |

# 5. Think about Disaster Reduction Efforts (👉Guidelines 5)

We will examine what measures and initiatives our communities, businesses and organizations can take to reduce the impact (3.1, 3.2) on travelers and tourists, employees of tourism businesses, and tourism-related businesses in the event of a disaster or crisis.

## Tangible disaster mitigation measures (👉Guidelines 5.1)

First, check the items listed in the checklist provided in the Guidelines. Second, for those items with a check mark, write down the current initiatives. For those items that are not checked, discuss the necessary actions.

5.1.1. Describe the actions that can be done to increase the disaster resilience of tourism-related infrastructure and strengthen tourism facilities (👉Guidelines 5.1.1)

|  |
| --- |
| *For example, tempered glass has been installed to prevent damage to guest room windows during typhoons.* |

|  |
| --- |
| Check whether the tourism-related infrastructure and facilities in the region and in your own company have the necessary resilience in the event of a possible disaster or crisis in the region, and examine and describe what can be done to increase resilience and disaster recovery.  For those buildings and facilities that haven’t underwent earthquake strengthening and wave resistance diagnosis and reinforcement, additional planning, budgeting and funding should be considered. |

5.1.2. Describe what you can do to improve evacuation routes and facilities (👉Guidelines 5.1.2)

|  |
| --- |
| *For example, confirming the earthquake resistance level and structure of a building.* |

|  |
| --- |
| Go to the evacuation routes and facilities that are currently listed in the disaster prevention plan and evacuation plan. For evacuation routes, check the current status of the routes and facilities according to the checklist in Section 5.1.2 of the *Guidelines* while actually walking through them, assuming that a disaster has occurred. If there are any inadequacies, consider how they can be maintained and improved, and include them in the plan. |

5.1.3. Describe what you can confirm regarding evacuation shelters and facilities (👉Guidelines 5.1.3)

|  |
| --- |
| *For example, cross check the local tsunami inundation estimates and hazard maps.* |

|  |
| --- |
| Go to a site with evacuation signs and check the items on the checklist in Section 5.2 of the *Guidelines* to ensure that if evacuees follow the signs they will be able to reach a safe place. |

## Establishment of evacuation guidance signs (👉Guidelines 5.2) Describe what you can do to help travels and tourists who are not familiar with the area to evacuate on their own, even if there is no staff around to guide them.

|  |
| --- |
| *For example, sea level signs and evacuation routs in multiple languages* |

|  |
| --- |
| Check the current status of evacuation sites and facilities in the area according to the checklist in Section 5.1.3 of the *Guidelines*.  In areas where evacuation facilities are designated based on the population of residents, check whether the designated evacuation centers can accept tourists who have difficulty returning home, and whether there are not enough people to accommodate the expected number of evacuees in order to maintain a certain distance from people in evacuation facilities to prevent infectious diseases. Check if there are not enough people to accommodate the expected number of evacuees. |

## Mechanism for quick transmission and provision of informational warnings at early stage (👉Guidelines 5.3) When a crisis or disaster is expected to occur, warning information should be provided to travelers, tourists, and employees of tourism related businesses to take appropriate safety measures.

|  |
| --- |
| *For example, sending warning information through local disaster prevention radios and cellphone networks.* |

|  |
| --- |
| Check the current situation according to the items in the checklist in Section 5.3 of the Guidelines to determine what information is provided and what preparations are in place to encourage tourists, travelers, customers and employees to take appropriate safety measures when a disaster is expected. If there are any inadequacies, consider how they can be improved and describe them above.  In areas where typhoons, hurricanes, floods, volcanic activity are expected to occur repeatedly, it is a good idea to create a template for providing information to tourists when such disasters are expected to occur.  Refer to the "Volcanic Eruption Alert of Mt. Hakone (Owakudani)" from the Volcano Disaster Prevention Manual, Hakone Onsen Ryokan and Hotel Cooperative Association.  (Refer to Page 28, Section 5.3 of the *Guidelines*). |

## Advance recommendation to suspend visiting or returning home in advance if crisis or disaster is forecasted (👉Guidelines 5.4) When a crisis or disaster is expected to occur, describe what you can do to evacuate travelers and tourists in advance from the areas and tourist facilities that are expected to be affected.

|  |
| --- |
| *For example, dissemination of information recommending postponement of travel in cooperation with local governments, tourism associations, and tourism-related businesses* |

|  |
| --- |
| Check the disaster response plans and manuals of local governments, DMOs, and businesses according to the items in the checklist in Section 5.4 of the *Guidelines* to see if they have a system and preparations in place to evacuate tourists from the affected areas and tourist facilities when a disaster is expected. If there are any inadequacies, consider and describe how they can be addressed above. |

## Crisis management awareness training for employees (👉Guidelines 5.5) It is necessary for people involved in tourism in the region to understand the need for crisis management and to acquire the knowledge and skills necessary for crisis response.

5.5.1. Describe detailed examples of education activities to increase crisis management awareness (👉Guidelines 5.5.1)

|  |
| --- |
| *For example, briefings from the top management of the organization to the head of each department at the monthly Crisis Management Committee meeting.* |

|  |
| --- |
| This section describes who should be educated about the importance of crisis management, what content should be taught, how it should be taught, and how often it should be taught to understand the importance of crisis management. |

5.5.2. Describe the training activities to acquire crisis response skills (👉Guidelines 5.5.2)

|  |
| --- |
| *For example, conduct evacuation drills under the guidance of the fire department.* |

|  |
| --- |
| In addition to evacuation drills, check the current status of education and training to improve crisis response skills through various methods, such as information gathering and sharing drills, paper simulations with assumed type of disaster, and consider what kind of education and training is necessary and can be implemented in your own region or company. |

# 6. Think about Preparation for Quick and Appropriate Crisis and Disaster Response

## Response System (countermeasure headquarters) and Person in Charge (👉Guidelines 6.2, 6.3)

In the event of a crisis or disaster occurs or is expected to occur, make the following preparations to immediately establish a “countermeasures headquarters” or other crisis response system within your organization.

6.1.1. Response systems based on the type and level of crisis and disaster

Decide on a multi-level crisis response system based on the type and degree of crisis and disaster. Fill in the following table with your response system.

☞Refer to sheet 6.1.1 of the Worksheet

|  |  |  |  |
| --- | --- | --- | --- |
| **System** | **Examples of installation standards** | **Example of a responsible person** | **Examples of staff** |
| *Example*:  Headquarters | When the safety of travelers and tourists in the region or the continuation of the tourism business is seriously affected by the occurrence of a crisis or disaster, or when a serious impact is expected. | Director of Tourism | Tourism Department |
| DMO Chairman | DMO General Affairs Dept. |
| President | Administration Division |
| (Level 1) |  |  |  |
| (Level 2) |  |  |  |
| (Level 3) |  |  |  |

Levels 1 to 3 assume that the following impacts are foreseeable.

Level 1: Likelihood of impact; Level 2: Major impact; Level 3: Significant impact

|  |
| --- |
| Consider and describe the specific system in the organization to which the trainee belongs. As stated in Section 6.2 of the Guidelines, Level 1 is the "Crisis management headquarters," Level 2 is the "Crisis monitoring headquarters" and Level 3 is the "Information collection system”. |

6.1.2. Response system of the Local government and DMOs

Recall the name of the Person in Charge listed on page 2 and 3.

☞Refer to sheet 6.1.2 of the Worksheet

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Function** | **Role** | **Organization in charge** | **Name (title)** | **Substitute\*** |
| General Manager | Overall management and organizational decision-making |  |  |  |
| Chief Information Officer | Information collection, management and dissemination, public relations |  |  |  |
| Coordination and General Affairs | General affairs within the headquarters, coordination and cooperation with other departments and organizations |  |  |  |
| Tourists Support | Ensure the safety of travelers and tourists in the area and confirm their safety |  |  |  |
| Return Home Support | Support for the return of tourists who have difficulty returning home |  |  |  |
| Business Support | Support for business continuity of tourism businesses in the region |  |  |  |
| Tourism Recovery | Formulation and implementation of tourism recovery plans |  |  |  |

\* A substitute is a person who can takes over the role in case the person in charge is not available or cannot perform the duty due to road block.

|  |
| --- |
| In the "Substitute" column, if the person in charge of the role is not available, or if it is difficult to fulfill the role due to the disaster situation, the person who will take over the role should be designated in advance. For example, if the director of the city's Tourism Department is the head of the countermeasure headquarter, the deputy director of the Tourism Department or the section chief of the Tourism Department will act as the *Substitute*. Since there may be cases where the first substitute is not available, it is recommended to decide on the second substitute person. If the substitute are clearly identified in the crisis management plan, it will be possible to function the crisis response system without delay even when the person in charge is not available.  If a single department or person in charge is responsible for multiple roles in a small organization, please include the same department and person in charge name in both columns. |

6.1.3. Response system of the tourism-related businesses (during normality)

Recall the name of the Person in Charge listed on page 2 and 3.

☞Refer to sheet 6.1.3 and 6.1.4 of the Worksheet

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Function** | **Role** | **Department in charge** | **Name (title)** | **Substitute** |
| General Manager | Overall management, organizational decision-making, external relations |  |  |  |
| Chief Information Officer | Information gathering, management, sharing, and public relation management |  |  |  |
| Customer Response | Ensuring customer safety, guiding evacuation, confirming safety, providing information to customers, and responding to business partners |  |  |  |
| Firefighting and Facilities | In the event of a disaster, organize the initial firefighting, confirmation damages in the facility, etc. |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Function** | **Role** | **Department in charge** | **Name (title)** | **Substitute** |
| Employee Response | Ensuring employee safety, safety confirmation, labor management, employment continuity |  |  |  |
| Accounting and Finance | Expense management, cash management and procurement |  |  |  |

6.1.4. Response system of local governments, DMOs, and tourism-related businesses (During holidays and at night) (👉Guidelines 6.2.1)

If a crisis or disaster occurs on a weekend, during the holidays or at night, what type of system should be established, who will handle the initial response until the system is established, and the contact information of those persons in charge should be decided in advance.

Recall the name of the Person in Charge listed on page 2 and 3.

☞Refer to sheet 6.1.3 and 6.1.4 of the Worksheet

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Function** | **Role** | **Department in charge** | **Name (title)** | **Substitute** |
| Field Manager | On-site supervision, decision-making, and communication |  |  |  |
| Information Officer | Information gathering, management and sharing |  |  |  |
| Customer Response | Ensuring customer safety, evacuation guidance, and safety confirmation |  |  |  |
| Firefighting and Facilities | Firefighting and safety confirmation at the time of a disaster |  |  |  |

1. Ensuring and confirming the safety of personnel and employees in time of crisis or disaster (👉Guidelines 6.4)  
   When a crisis or disaster that affects tourists, employees, or tourism-related businesses occurs or is expected to occur, immediately set up a crisis response system such as a "crisis countermeasures headquarters" within the organization. By deciding on a multi-level crisis response system according to the type and degree of crisis or disaster, you can set up a system that is appropriate to the situation.

6.2.1. List of staff’s emergency contact details

In the event that a crisis or disaster is anticipated or occurs, keep an emergency contact list in advance and keep it updated so that staffs can be contacted immediately, no matter during the day or night.

6.2.2. Method of reporting and gathering safety confirmation of staffs

In the event of crisis or disaster, the following methods of reporting and gathering the safety conformation information of staffs are recommended.

☞Refer to sheet 6.2.2 of the Worksheet

|  |  |
| --- | --- |
| **How to confirm safety** | **Method of reporting and consolidating safety information** |
| In the event of a crisis or disaster during working hours. | |
| (Who will conform?)  (What method will be used to confirm staff safety?) | (Who do we report to?)  (How do we report this?) |
| In the event of a crisis or disaster occurring after working hours, on holidays, or at night. | |
| (Who will conform?)  (What method will be used to confirm staff safety?)  (How make confirmation when phone is not working?) | (Who do we report to?)  (How do we report this?)  (How make confirmation when phone is not working?) |

## Information collection and transmission route in time of crisis (👉Guidelines 6.5)

6.3.1. Make a list of information source

Refer to the list of information sources in 6.5 of the 👉Guidelines and create a list of information sources that is appropriate for local governments, DMOs, or tourism-related business.

☞Refer to sheet 6.3.1 of the Worksheet

|  |  |  |  |
| --- | --- | --- | --- |
| **Information Needed** | **Information source** | **Telephone** | **Website** |
| Weather or disaster information | XX meteorological observatory | 000-000-0000 |  |
| Weather news |  | <https://weathernews.xx/> |
| Disaster status | XX Prefecture Disaster Countermeasures Headquarters | 000-000-0000 | <https://pref.xxxx.lg.xx/> |
| XX City Disaster Headquarters | 000-000-0000 | https://city.xxxx.lg.xx/ |
| Tourism damage status | Tourism policy section, Tourism department, XX prefecture | 000-000-0000 | <https://pref.xxxx.lg.xx/>tourism |
| Commerce, industry, and tourism section, XX city | 000-000-0000 | <https://city.xxxx.lg.xx/tourism> |
| Railway operation information | National Railway Company local branch | 000-000-0000 |  |
| Private Railway company | 000-000-0000 |  |
| Railway Operation Information website |  | <https://transit.xx.co.xx/traininfo> |
| Road information | XX National Highway Office (Public) | 000-000-0000 |  |
| Highway operation company (Private) |  | https://www.xxhighway.xx |
| XX Police Station | 000-000-0000 |  |
| XX Traffic Information |  | <http://disaster-system.xx.org/> |
| XX Road Map |  | https://www.xxx.co.xx/map |
| Road traffic | XX Bus | 000-000-0000 |  |
| XX Taxi | 000-000-0000 |  |
| Life line | XX Electric Power | 000-000-0000 |  |
| XX Gas | 000-000-0000 |  |
| XX Water | 000-000-0000 |  |
| News reports | XX Broadcasting |  |  |
| XX TV Channel |  |  |
| XX Community FM |  |  |
| **Information Needed** | **Information source** | **Telephone** | **Website** |
| Tourism authorities / organizations | National Tourism Bureau |  | https://xxx.gov.xx |
| XX Tourism Bureau | 000-000-0000 |  |
| XX City Tourism Association | 000-000-0000 |  |
| XX Hotel Association | 000-000-0000 |  |

|  |
| --- |
| The sources in the table worksheet are provided as examples, so please create a list by adding Information Source suitable for the region and organization where the trainees are located. You can increase the number of rows as necessary.  If you already have a list of sources, compare that list with the list in Section 6.5 of the *Guidelines* and add information sources that are not listed in the existing list if necessary. |

6.3.2. Draw a diagram of information gathering system

Fill the following space with your diagram information gathering system.

☞Refer to sheet 6.3.2 of the Worksheet

|  |
| --- |
|  |

|  |
| --- |
| Create a systematic diagram of information collection in the organization and region to which the trainee belongs, and describe it in the box above.  It is easier to create a diagram in PowerPoint and paste it as a picture. |

## Preparation for crisis communication (public relations) (👉Guidelines 6.6)

6.4.1 Integration of regional PR contacts (👉Guidelines 6.6.2)

Preventing information from getting mixed up and providing accurate information on the local situation will minimize the impact of the crisis or disaster on travelers and tourists, and will also help prevent reputational damage caused by the crisis or disaster. Decide in advance which department or person will be in charge of public relations.

|  |  |  |  |
| --- | --- | --- | --- |
| **Organization and department** | **Contact Person** | **Phone Number** | **Email** |
|  |  |  |  |
|  |  |  |

|  |
| --- |
| If there is already a single point of contact established for public relation management in the event of a crisis or disaster, the organization, department, and name of the person in charge should be listed. If a single point of contact for public relation management has not yet been determined, the local community will discuss and coordinate the establishment of a single point of contact in conjunction with the formulation of this plan. |

6.4.2. Methods of providing information during crisis

Describe the methods of providing information that are considered to be effective for reliably providing and disseminating information to relevant organizations and travel markets in the event of a crisis or disaster. (Make a list of methods of communicating information by following the table below)

☞Refer to sheet 6.4.2 of the Worksheet

|  |  |
| --- | --- |
| **Information targets** | **Effective means of providing information** |
| Tourists and travelers at the scene of a crisis or disaster |  |
|  |
|  |
| Customers with reservations |  |
|  |
|  |
| Families and friends of the tourists |  |
|  |
|  |
| Tourism-related businesses and organizations in the region |  |
|  |
|  |
| Travel agencies |  |
|  |
|  |
| Media |  |
|  |
|  |
| Foreign embassy |  |
|  |
|  |

|  |
| --- |
| Please add or delete information sources as necessary to meet the needs of the region or business.  As for effective media, not only digital media should be considered, but also analog communication methods such as posting on whiteboards, pasting and distributing printed materials, and oral communication should be considered and filled in the list as well. |

6.4.3. Template for providing information (👉Guidelines 6.6.4)

Create a template for providing information in the event of a potential crisis or disaster by referring to page 41-44 of the Guidelines. First, take one of the potential crisis or disaster in your region or tourism facility that you have identified in Chapter 3 of this document, and create a template of information to be provided to the media, travel agencies, tourists, customers by referring to the table below.

**Local governments and DMOs**

Create a template for providing information (Position paper) to the media, related organizations, and travel agencies with timeline information when a crisis or disaster occurs or is expected to occur in the near future.

**Tourism-related businesses**

Create a template for providing information to the customers (in the facility and with future reservation), travel agencies, and related organization with timeline information when a crisis or disaster occurs or is expected to occur in the near future.

* Template for providing information that you might want to create

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Earthquake** | **Tsunami** | **Climate disaster** | **Landslide** | **Volcanic activity** | **Incidents and accidents** |
| When it is expected to occur |  | △ | 〇 | 〇 | △ | △ |
| Immediately after the occurrence | △ | △ | 〇 | △ | △ | 〇 |
| A few hours after the occurrence | 〇 | 〇 | 〇 | 〇 | 〇 | 〇 |
| 12 hours later | △ | △ | △ | △ | △ | △ |
| 24 hours later | 〇 | 〇 | 〇 | 〇 | 〇 | 〇 |
| After 2 days | 〇 | 〇 | △ | 〇 | 〇 | △ |

**〇 means the needs for providing information is high.   
△ means information should be provided based on the situation of the crisis or disaster.**

1. Preparation of necessary tools and equipment for crisis or disaster response (👉Guidelines 6.8)

In order to safely and smoothly respond to any crisis or disaster, during normal times, one must prepare essential tools and equipment to respond to a crisis or disaster by following the “List of tools and equipment” in Chapter 6.8 in the Guidelines.

☞Refer to sheet 6.5 of the Worksheet

|  |
| --- |
| Review and list the tools and equipment that will be needed to respond to crises and disasters that are expected to occur in the region and business location.  This list can be used as a checklist to periodically check whether the tools and equipment are prepared or not. |

## Preparation of business continuity for tourism-related businesses

6.6.1. Allocation of funds (tourism-related businesses)

**Operational funds**

If your business is closed due to a crisis or disaster, or if sales drop significantly due to a sudden drop in tourism, fill in the following information about your immediate sources of operational funds.

☞Refer to sheet 6.6.1 of the Worksheet

|  |  |  |
| --- | --- | --- |
| **Source** | **Procurement method** | **Amount available for procurement** |
| Self-funding | Cash on hand | Dollar |
| Business partner | Payment deferment | Dollar |
| Financial institutions ( ) | Loan | Dollar |
| Public funding | Loan | Dollar |
| Others |  | Dollar |

|  |
| --- |
| Please refer to sheet 6.6.1 of the *Worksheet*. The sheet contains a formula, so you can enter the amount available for each source and procurement method, the total amount will be calculated.  Many tourism-related businesses are small and medium-sized enterprises with weak financial structures, and when the number of tourists decline due to a crisis or disaster, their sales drop or in some cases go to zero. On the other hand, since they operate the facilities and hire employees, their expenditures such as labor costs, fixed costs, utility bills, taxes, and interest and payment on loans will not decrease regardless of the decrease in sales, which will immediately affect their cash flow. If it is left unchecked, the business may go bankrupt or go out of business before the tourist area is fully recovered.  It is always a good idea to calculate the amount of funds needed to continue your business, and secure enough cash and deposits to maintain your business even if you close for a certain period of time and sales drop to zero. |

**Recovery funds**

In the event that facilities are damaged due to a crisis or disaster, it is important to provide a source of funds necessary for restoration and recovery.

☞Refer to sheet 6.6.1 of the Worksheet

|  |  |  |
| --- | --- | --- |
| **Source** | **Procurement method** | **Amount available for procurement** |
| Insurance ( ) |  | Dollar |
| Self-funding |  | Dollar |
| Financial institutions ( ) | Loan | Dollar |
| Public funding | Loan | Dollar |
| Others |  | Dollar |

|  |
| --- |
| Please refer to sheet 6.6.1 of the *Worksheet*. The sheet contains a formula, so you can enter the amount available for each source and procurement method, the total amount will be calculated. Insurance is an important part of the recovery fund in many ways. In addition to simply compensating for the amount of damage caused by a disaster, profit compensation insurance will cover a certain percentage of profit loss in the event that the business has to be suspended due to a crisis or disaster (there are some disasters that are not covered, such as earthquakes). |

6.6.2. Systems and policies to support the allocation of funds for businesses (local governments and DMOs)

Describe the measures for emergency financial support (loans, subsidies, etc.) to be implemented to help tourism businesses raise necessary funds to continue their business after a crisis or disaster.

|  |  |  |
| --- | --- | --- |
| **Type of funds** | **Financial support systems and support methods** | **Eligible businesses and organizations** |
| Operational funds |  |  |
|  |  |
| Recovery and restoration funds |  |  |
|  |  |
| Other funds |  |  |

|  |
| --- |
| In addition to public financial support, it is also important to establish a system to provide consultation services for businesses financially affected by crises and disasters to obtain emergency loans from financial institutions. Close cooperation with economic organizations such as Chambers of Commerce and Industry, rather than government agencies alone, is also necessary. |

6.6.3. Preparation for continued employment (tourism-related businesses)

Describe the measures you will implement to keep your employees employed in the event that you are forced to close or downsize your business for an extended period of time due to a crisis or disaster.

|  |
| --- |
|  |

6.6.4 Support for continued employment of businesses (local governments, DMOs)

Describe the system for supporting continued employment of businesses in the event that businesses are forced to close or downsize the operation scale for an extended period of time due to a crisis or disaster.

|  |
| --- |
|  |

|  |
| --- |
| Employment Adjustment Subsidy System  *(Example in case of Japan)*  Employment Adjustment Subsidy System is a system under which employers who are forced to reduce their business activities due to economic fluctuations, changes in industrial structure, or other economic reasons are subsidized when they maintain the employment of their employees by implementing temporary employment adjustments (leave of absence, education and training, dispatch worker, etc.) Under this system, it is possible to use the subsidy to cover the absence allowance.  The main requirements for receiving the employment adjustment subsidy:   1. You must be an employer covered by employment insurance. 2. A decrease of 10% or more in the monthly average of sales, production volume, or other indicators of business activity during the most recent three months compared to the same period of the previous year. 3. With regard to the index indicating the volume of employment by the number of persons insured by employment insurance and the number of dispatched workers accepted, the monthly average value for the most recent three months shall not have increased by more than 10% and by 4 or more persons in the case of SMEs, or by more than 5% and by 6 or more persons in the case of companies other than SMEs, compared with the same period of the previous year. 4. The employment adjustment to be implemented must meet certain criteria.    1. In case of business closure The business closure period must be implemented over the entire working day, which is stated in the contract between the employee and the business. \*It may be conducted simultaneously for one hour or more for all employees (persons insured by employment insurance) of the business.    2. For education and training In addition to the same criteria as (I), the content of the education and training must be for the purpose of acquiring or improving knowledge, skills, or techniques related to the job, and the employee must not be engaged in work (excluding education and training covered by this subsidy) on the date of the relevant course.    3. In the case of sent out seconded worker When sending out seconded workers, it must begin within the applicable period, and the worker needs to return to the original work place within one year but no less than three month. 5. When an employer who has received an employment adjustment subsidy or an emergency employment security subsidy for small and medium-sized enterprises in the past sets a new target period, it must be more than one year from the day following the expiration date of the previous target period. |

## Conducting periodic trainings drills based on the crisis management plan and manual (👉Guidelines 6.10)

In order to reliably implement the tourism crisis management plan and crisis response manual that has been drawn up, describe in details of the contents of regular drills for staff, employees, and related parties.

|  |  |  |  |
| --- | --- | --- | --- |
| **Type and purpose of training** | **Contents and methods** | **Target group** | **Frequency and time** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# 7. Quick and Appropriate Handling of Travelers and Tourists in Time of

# Crisis or Disaster (👉Guidelines 7)

Think about how to response to the travelers and tourists during the event of a crisis or disaster. When a crisis or disaster occurs, or when the risk of a disaster is imminent, create a checklist of actions necessary to ensure the safety of travelers and tourists and to minimize the impact on them. For each of the following items, use the worksheet included in the attached EXCEL Worksheet file and reference to the Chapter 7 “Quick and Appropriate Handling of Travelers and Tourists in Time of Crisis or Disaster” of the *Guideline*.

|  |
| --- |
| There are two checklists in the *Worksheet*, one for local governments and DMOs and one for tourism-related businesses. Create a checklist using the sheet appropriate for your organization.  The checklist items (tasks and actions) listed in advance are the general tasked described in the *Guidelines*. Please create your own checklist by adding or modifying tasks based on the location environment of each region or business, anticipated types of disasters, etc. |

## Initiating the crisis response system (👉Guidelines 7.1)

Refer to sheet 7.1 of the Worksheet

|  |
| --- |
| Please refer to sheet 7.1 of the *Worksheet*. If it takes a long time to decide whether to establish a crisis response system, the response may be delayed or be too late. If you decide in advance which level of the system to establish under what circumstances (earthquake intensity, announcement of weather warnings, transportation and lifeline disruptions, etc.), you will be able to smoothly activate the necessary level of the system. |

## Collect information in times of crisis or disaster based on the plan (information collection) (👉Guidelines 7.2)

Refer to sheet 7.2 of the Worksheet

|  |
| --- |
| Please refer to sheet 7.2 of the *Worksheet*. This section should be cross-referenced with the List of Information Source in Section 6.3.1 of the *Teaching Materials*. |

## Collecting and disseminating information on business operation status including measures to stop harmful rumors (👉Guidelines 7.3)

Refer to sheet 7.3 of the Worksheet

|  |
| --- |
| Please refer to sheet 7.3 of the *Worksheet*. Local governments and DMOs will collect information on the business operation status of tourism-related businesses in the region. On the other hand, by promptly informing the local government and DMO of the business operation status (or closure) of their own business, so that the local government and DMO will be able to grasp the business status of tourism-related businesses in the entire region, disseminate accurate information about the local situation to the market and travel agencies, and reduce the damage caused by rumors. |

## Confirmation of safety and evacuation guidance for travelers and tourists during crisis or disaster (👉Guidelines 7.4)

Refer to sheet 7.4 of the Worksheet

|  |
| --- |
| Please refer to sheet 7.4 of the *Worksheet*. There are two types of disasters: those that can be predicted in advance, such as typhoons, heavy rains and volcanic activities, and those that occur suddenly, such as earthquakes.  In this section, we divide disasters into two categories: those that are expected to occur soon and those that occurs suddenly, and provide checklist items for ensuring the safety of travelers and tourists for each type of disaster. Please check the contents for each disaster that is expected to affect or cause damage in each region or business. |

## Information provision for evacuated travelers and tourists who have difficulties returning home (👉Guidelines 7.5)

Refer to sheet 7.5 of the Worksheet

|  |
| --- |
| Please refer to sheet 7.5 of the *Worksheet*. Consider as specifically as possible what kind of information evacuated travelers and tourists will need, and make a checklist of where and how to collect this information, and consider how to share it. By making this list during normal times, it will be possible to quickly collect the information that travelers and tourists require and share it reliably when a crisis or disaster occurs. |

## Provision of food, water, and daily necessities to travelers and tourists who have difficulty returning home (👉Guidelines 7.6)

Refer to sheet 7.6 of the Worksheet

|  |
| --- |
| Please refer to sheet 7.6 of the *Worksheet*. Local governments should stockpile emergency food and water for disasters based on local disaster prevention plans. However, they do not always stockpile the amount of food and water needed for travelers and tourists who have difficulty returning home. Even if a municipality has a stockpile for travelers and tourists who have difficulty returning home, it is necessary to consider how to transport and distribute water and food from the stockpile location to the location where they are staying. Not to mention it is also difficult to know how many people are staying there, and how to determine the amount of water and food needed for the number of people.  When considering these aspects, we should also check and consider the issues mentioned above, so that we can be prepared to provide food and water reliably and smoothly in the event of a disaster. In addition, private businesses, such as lodging and dining facilities, should plan from normal times to provide meals to travelers and tourists who are unable to return home due to a disaster, by effectively using their stock of food. |

## Support travelers and tourists who have difficulty returning home (👉Guidelines 7.7)

Refer to sheet 7.7 of the Worksheet

|  |
| --- |
| Please refer to the sheet 7.7 of the *Worksheet*. It is extremely important to allow travelers and tourists to return home as soon as possible after a disaster. The purpose is to reduce the burden on local governments and businesses, which are required to respond quickly and to the maximum extent possible to disasters with limited resources such as human powers, goods, and food. So that it can allow them to focus on responding to local residents and continuing operating their own business.  Support for returning home includes the provision of information on the resumption and opening of transportation and road services, as well as the provision of alternative means of transportation for travel outside the region.  If a large number of foreign travelers are unable to return home, embassies and consulates of various countries may arrange for buses to international airports or rescue planes for the protection of their own citizens. By contacting embassies and consulates early after a disaster and sharing information on the evacuation status of travelers from various countries in the region, it will be possible to provide coordinated support for them to return home. |

## Support for medical care of injured travelers and tourists (👉Guidelines 7.8)

Refer to sheet 7.8 of the Worksheet

|  |
| --- |
| Please refer to the sheet 7.8 of the *Worksheet*. The key to smooth provision of medical support is cooperation with government and private businesses in various fields such as tourism, disaster prevention, firefighting, medical services, and insurance. |

# 8. Recovery from Crisis or Disaster, and Resumption of Business

Think about how to recovery from crisis or disaster, and resume business operation.

## Discussion and design the tourism recovery plan (👉Guidelines 8.1)

8.1.1. Tourism recovery plan and implementation system (👉Guidelines 8.1.2)

In addition to the person in charge of “tourism recovery” mentioned in the Guidelines 8.1.2, describe a recovery plan that will involve the following department.

|  |
| --- |
| *(For example, City Planning Department in the case of a tourism recovery plan of a local government or DMC; Facility Management Department in the case of a tourism-related businesses.)* |

8.1.2. Goals of a tourism recovery plan (or schedule)

After a crisis or disaster, develop a tourism recovery plan that specifies "when to aim for recovery".

|  |
| --- |
|  |

|  |
| --- |
| Although the target date for tourism recovery will vary depending on various factors, such as the type and scale of the disaster and the time required to restore infrastructure and transportation networks. Setting recovery goals as early as possible will serve as a basis for the development and implementation of subsequent recovery plans.  If a considerable period of time is needed to restore the area to its pre-disaster level, it is effective to set an intermediate goal until full recovery is achieved, and then create and implement a step-by-step plan based on this goal. |

8.1.3. Fund allocation for the restoration recovery plans (👉Guidelines 8.1.4)

The funds needed for tourism recovery should be raised and budgeted in the following ways.

|  |
| --- |
|  |

|  |
| --- |
| The funding methods listed in Section 8.1.4 of the *Guidelines* are only for demonstration purposes, and other possible funding methods should be considered by the region and each company. In addition, it is recommended to accumulate a fund that can be used flexibly in case of emergency, so that the organization can prepare the necessary funds for the immediate recovery efforts without having to spend time on finding budgets. |

## Restoration of damaged facilities and equipment (👉Guidelines 8.2)

Refer to the Guidelines 8.2 and create a checklist for restoration of facilities and equipment.

☞Refer to sheet 8.2 of the Worksheet

|  |
| --- |
| The restoration of public facilities and infrastructure is planned, budgeted, and implemented within the framework of the restoration and recovery of not only the tourism sector but also the entire community. Among the various recovery and reconstruction efforts, it is important to give priority to the recovery of facilities and infrastructures related to the tourism sector while considering the overall balance.  It is desirable for damaged tourism-related facilities to be repaired and restored as soon as possible in order to resume operation of business. In accordance with the checklist, it is important to proceed without delay with the confirmation of damage by experts, preparation of construction plans and cost estimates, procurement of construction funds, and ordering of reconstruction work. |

## Reconstruction marketing promotion (👉Guidelines 8.3)

Develop priority target markets and segments for crisis or disaster recovery marketing and promotions. (In practice, depending on the type, scale, and location of the crisis or disaster, marketing strategies will be developed by making necessary adjustments to the basic targets listed here.)

|  |
| --- |
|  |

|  |
| --- |
| The target markets and segments that should be prioritized in recovery marketing are those that are likely to return. For example, those markets and segments that are geographically near, easily accessible, and psychologically close to the destination.  Geographically close and easily accessible markets include markets within the same prefecture, adjacent prefectures, and markets that are geographically distant but have good transportation access. Psychologically near segments are those who have a strong connection to the destination, such as those who have visited the area several times, have feelings for the area, have family or close acquaintances in the area, or have favorite sightseeing spots or tourism facilities.  The above mentioned customers are more likely to visit the area, even after a disaster, and are more willing to support the recovery of the destination by going there. |

## Acceptance of volunteers after crisis or disaster (👉Guidelines 8.4)

The basic concept of accepting volunteers in the affected region and organization to manage them are summarized below.

8.4.1. Organization in charge of receiving volunteers

Check with the local organization in charge of receiving volunteers and see if they will request volunteers in the tourism sector as well. (Accepting volunteers can sometimes be a burden on the community)

|  |
| --- |
|  |

8.4.2. Initiatives to encourage volunteers to revisit (👉Guidelines 8.4.2)

|  |
| --- |
|  |

## Information sharing and PR activities towards recovery (👉Guidelines 8.5)

Describe to who you will provide or sent the information regarding the recovery to, what kind of information you will provide, and how you will provide those information.

☞Refer to sheet 8.5 of the Worksheet

|  |  |  |
| --- | --- | --- |
| **Where to provide and disseminate information** | **Main information to be provided** | **How to provide information** |
|  |  |  |
|  |  |  |
|  |  |  |

|  |
| --- |
| In order to effectively share information and conduct public relations activities aiming for reconstruction, it is important to clarify to whom (to whom information should be provided and disseminated), what information should be disseminated, and what methods and information media should be used. It should be clarify and effectively implement based on the tourism recovery plan (in Section 8.1 of *Teaching Materials*) and reconstruction marketing promotion plan (in Section 8.3 of *Teaching Materials*).  If the target is an individual or a specific segment of the population, it is possible to increase the motivation to visit by sending e-mails or SNS messages to the targeted segment in addition to mass media. |

## Recovery initiatives in cooperation with industry organizations, transportation businesses, and travel agencies (👉Guidelines 8.6)

Assume that the industry organizations, transportation sector, and major travel agencies are working together for the recovery.

|  |  |
| --- | --- |
| **Organizations and businesses** | |
| Industry organizations | Regional organizations:  National organizations: |
| Transportation sector | Airlines, railroads, buses, passenger ships, etc: |
| Travel agency |  |
| Other organizations |  |
| Organizations, institutions, and companies that might be able to collaborate are:  *(For example in the case of Japan)*   * National industry and government organizations: Japan National Tourism Organization (JNTO), Japan Tourism Promotion Association (JTTA)   Japan Association of Travel Agents (JATA), All Nippon Travel Agents Association (ANTA)  All Japan Ryokan Hotel Association, Japan Ryokan Association  Japan Hotel Association, Japan City Hotel Association  The Japan Chamber of Commerce and Industry   * Regional organizations: DMOs, tourism federations, tourism associations and convention bureaus in each region and tourism destination Prefectural chapters of JATA, ANTA Each prefecture’s association of Ryokan Hotel Association, Hotel Association of each tourism destination * Transportation industry: Airline companies, all JR companies, major private railway companies, bus companies, passenger ship companies, rental car companies * Travel agencies: Major travel agencies, regional travel agencies, OTAs, and each travel agency’s alliance of inns and hotels * Other institutions: Travel reservation price comparison websites (metasearch), mass media (newspaper, broadcasters, etc.) | |

## Cooperation with international and overseas organizations (👉Guidelines 8.7)

Assume those international organization can help you in the recovery. (In addition to international organizations, sister cities, sister schools, host town exchange, and other types of connections are also targets of collaboration.)

|  |
| --- |
|  |

|  |
| --- |
| Organizations, institutions, and companies that might be able to collaborate are:  United Nations World Tourism Organization (UNWTO)  World Travel & Tourism Council (WTTC)  Pacific Asia Tourism Association (PATA)  Etc. |

To all instructors:

The following is the information on the last page of the material on how to properly use the *textbook*. Please review it again and inform the trainees that they should pay extra attention to understand the contents in “6.7. Establishment of a crisis management plan and crisis response manual” of the *Guidelines*.

**=The comment on the last page of the *Textbook*=**

This completes the list of items necessary for the preparation of the "Draft" of the Tourism Crisis Management Plan and the Tourism Crisis Response Manual based on the "Guidelines on Tourism Crisis Management”.

Based on this "Draft," the procedures for formulating a specific tourism crisis management plan and tourism crisis response manual are described in 6.7 of the Guidelines. It is hoped that the necessary structure will be established within the organization, and that discussions on the development of a tourism crisis management plan and a tourism crisis response manual will be initiated. We hope that this "textbook" will help each region and tourism-related business to start doing tourism crisis management.