**Textbook 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**

**Table of Contents**

[**Introduction** 1](#_Toc75283886)

[**Establishing a System for Creating Tourism Crisis Management Plan and Manual** 3](#_Toc75283887)

[**1. Contribution of Tourism to the Economy and Society, Disaster Prevention Plan, and Business Continuity Plan (BCP) (👉Guidelines 1.1)** 5](#_Toc75283888)

[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. 5](#_Toc75283889)

[1.2. 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) 5](#_Toc75283890)

[1.3. Read through the table of contents of your local (regional or municipal) Disaster Prevention Plan 5](#_Toc75283891)

[1.4. Read the descriptions of disaster response for travelers and tourists and business continuity support for tourism-related businesses 6](#_Toc75283892)

[**2. Create a tourism risk matrix for your own region or business (👉Guidelines 2)** 7](#_Toc75283893)

[2.1. Identify disasters and crises that may occur in your community or business 7](#_Toc75283894)

[2.2. Examine which of the identified disasters and crises should be given higher priority in terms of preparedness for response in case of occurrence (👉Guidelines 2.1) 7](#_Toc75283895)

[**3. Identify the risks disaster and crisis can cause to the travelers and tourist, and the businesses in your community and region** 8](#_Toc75283896)

[3.1. Impact on travelers and tourists (👉Guidelines 2.2) 8](#_Toc75283897)

[3.2. Impact on tourism-related businesses (👉Guidelines 2.2) 9](#_Toc75283898)

[**4. Identify the needs of tourists in times of crisis and disaster (👉Guidelines 3.1)** 10](#_Toc75283899)

[**5. Think about Disaster Reduction Efforts (👉Guidelines 5)** 11](#_Toc75283900)

[5.1. Tangible disaster mitigation measures (👉Guidelines 5.1) 11](#_Toc75283901)

[5.2. Establishment of evacuation guidance signs (👉Guidelines 5.2) 11](#_Toc75283902)

[5.3. Mechanism for quick transmission and provision of informational warnings at early stage (👉Guidelines 5.3) 12](#_Toc75283903)

[5.4. Advance recommendation to suspend visiting or returning home in advance if crisis or disaster is forecasted (👉Guidelines 5.4) 12](#_Toc75283905)

[5.5. Crisis management awareness training for employees (👉Guidelines 5.5) 12](#_Toc75283906)

[**6. Think about Preparation for Quick and Appropriate Crisis and Disaster Response** 13](#_Toc75283907)

[6.1. Response System and Person in Charge (👉Guidelines 6.2, 6.3) 13](#_Toc75283908)

[6.2. Ensuring and confirming the safety of personnel and employees in time of crisis or disaster (👉Guidelines 6.4) 16](#_Toc75283909)

[6.3. Information collection and transmission route in time of crisis (👉Guidelines 6.5) 17](#_Toc75283910)

[6.4. Preparation for crisis communication (public relations) (👉Guidelines 6.6) 19](#_Toc75283911)

[6.6. Preparation of business continuity for tourism-related businesses 21](#_Toc75283912)

[6.7. Conducting periodic trainings drills based on the crisis management plan and manual (👉Guidelines 6.10) 23](#_Toc75283913)

[**7. Quick and Appropriate Handling of Travelers and Tourists in Time of Crisis or Disaster** **(👉Guidelines 7)** 24](#_Toc75283914)

[7.1. Initiating the crisis response system (👉Guidelines 7.1) 24](#_Toc75283915)

[7.2. Collect information in times of crisis or disaster based on the plan (information collection) (👉Guidelines 7.2) 24](#_Toc75283916)

[7.3. Collecting and disseminating information on business operation status including measures to stop harmful rumors (👉Guidelines 7.3) 24](#_Toc75283917)

[7.4. Confirmation of safety and evacuation guidance for travelers and tourists during crisis or disaster (👉Guidelines 7.4) 24](#_Toc75283918)

[7.5. Information provision for evacuated travelers and tourists who have difficulties returning home (👉Guidelines 7.5) 24](#_Toc75283919)

[7.6. Provision of food, water, and daily necessities to travelers and tourists who have difficulty returning home (👉Guidelines 7.6) 24](#_Toc75283920)

[7.7. Support travelers and tourists who have difficulty returning home (👉Guidelines 7.7) 24](#_Toc75283921)

[7.8. Support for medical care of injured travelers and tourists (👉Guidelines 7.8) 25](#_Toc75283922)

[**8. Recovery from Crisis or Disaster, and Resumption of Business** 26](#_Toc75283923)

[8.1. Discussion and design the tourism recovery plan (👉Guidelines 8.1) 26](#_Toc75283924)

[8.2. Restoration of damaged facilities and equipment (👉Guidelines 8.2) 26](#_Toc75283925)

[8.3. Reconstruction marketing promotion (👉Guidelines 8.3) 27](#_Toc75283926)

[8.4. Acceptance of volunteers after crisis or disaster (👉Guidelines 8.4) 27](#_Toc75283927)

[8.5. Information sharing and PR activities towards recovery (👉Guidelines 8.5) 27](#_Toc75283928)

[8.6. Recovery initiatives in cooperation with industry organizations, transportation businesses, and travel agencies (👉Guidelines 8.6) 28](#_Toc75283929)

[8.7. Cooperation with international and overseas organizations (👉Guidelines 8.7) 28](#_Toc75283930)

# 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.

This *Textbook* introduces what the tourism sector should do to prepare for natural disasters, human made disasters, health hazards, and other disasters in each of the following phases: normal times, times when a disaster or crisis is expected, initial disaster response period, and tourism recovery period. This book provides a framework for local governments, DMOs, and tourism-related businesses to create a tourism crisis management plan and crisis response manual, and the attached "Worksheets" that allows users to create a rough draft of a tourism crisis management plan and crisis response manual by answering questions mentioned in the *Textbook*.

Specifically, participants are asked to prepare a "draft" of a tourism crisis management plan and crisis response manual for their own region or the tourism business they work for. Based on the draft, the organization to which you affiliated with will be able to discuss how to respond to a tourism crisis and how to prepare for it, and hopefully to complete the tourism crisis management plan or crisis response manual.

When preparing the Draft, please read and understand the contents of the Guidebook first, and refer to its contents while making your own version. It is also strongly recommended that you take the opportunity to read and get familiar with the local and regional disaster prevention plan, related manuals, hazard maps of the area where you live or work to understand the local disaster risks and public disaster prevention efforts. This will not only help you to think about disaster prevention and risk management for the tourism sector, but also to enhance your preparedness as a local resident against possible disasters and crises, and to improve the resilience of your community.

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)

## 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)

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.

|  |
| --- |
| **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** |  | **(Top Priority)** |
|  | **(Priority)** |

# 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 |
| *Exampl*e 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). |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

# 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. In this chapter we will 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 |  |

# 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.* |

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.* |

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.* |

## 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* |

## 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.* |

## 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* |

## 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.* |

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.* |

# 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

6.1.2. Response system of the Local government and DMOs

Recall the name of the Person in Charge listed on page 3 and 4.

☞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.

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

Recall the name of the Person in Charge listed on page 3 and 4.

☞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 damage in the facility, etc. |  |  |  |
| 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 3 and 4.

☞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 |
| **Information Needed** | **Information source** | **Telephone** | **Website** |
|  | 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 |  |  |
| 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 |  |

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

|  |
| --- |
|  |

## 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** |
|  |  |  |  |
|  |  |  |

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 |  |
|  |
|  |

|  |  |
| --- | --- |
| **Information targets** | **Effective means of providing information** |
| Travel agencies |  |
|  |
|  |
| Media |  |
|  |
|  |
| Foreign embassy |  |
|  |
|  |

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

## 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 |

**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 |

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 |  |  |

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.

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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.

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| --- |
|  |

## 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.

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

Refer to sheet 7.1 of the Worksheet

## 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

## 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

## 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

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

Refer to sheet 7.5 of the Worksheet

## 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

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

Refer to sheet 7.7 of the Worksheet

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

Refer to sheet 7.8 of the Worksheet

# 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".

|  |
| --- |
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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.

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## 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

## 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.)

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| --- |
|  |

## 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)

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

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| --- |
|  |

## 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** |
|  |  |  |
|  |  |  |
|  |  |  |

## 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 |  |

## 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.)

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| --- |
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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.