

行政院及所屬各機關出國報告
(出國類別：其他)

參加二〇〇三年印尼峇里島
第五十二屆 PATA 年會報告書

服務機關：交通部觀光局
出國人：職稱：副局長 科 長
 姓名：賴瑟珍 林坤源
出國地區：印尼峇里島
出國期間：92年4月12日至17日
報告日期：92年6月9日

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系統識別號：C09201905

行政院及所屬各機關出國報告提要

頁數：25 頁 含附件：是否

出國報告名稱：參加二〇〇三年印尼峇里島第五十二屆 PATA 年會報告書

出國計畫主辦機關：交通部觀光局

出國人員姓名/服務機關/單位/職稱/電話

賴瑟珍/交通部觀光局/副局長/2349-1605

林坤源/交通部觀光局/國際組/科長/2349-1613

出國類別：1.考察2.進修3.研究4.實習5.其他：參加會議

出國期間：民國 92 年 4 月 12 日至民國 92 年 4 月 17 日

出國地區：印尼峇里島

報告日期：民國 92 年 6 月 9 日

分類號/目：

關鍵詞：

內容摘要：本屆年會因正值 SARS 疫情期間，報名參加人數較以往減少五成，會議研討主題為「文化與觀光產業；從遺跡到遺產」，其中因九一一、峇里島恐怖事件及 SARS 疾病對觀光產業所造成的嚴重衝擊，在本次會議中多所討論以及要求 PATA 應有所行動，協助會員因應觀光產業的危機，以區域合作方式將衝擊降至最低。

參加二〇〇三年印尼峇里島
第五十二屆 PATA 年會報告書

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一、 前言

亞太旅遊協會（The Asia Pacific Travel Association, PATA）係於 1951 年在夏威夷創立的觀光組織。經過五十年的發展，目前已成為全球擁有一萬七千多個會員，及 81 個分會（會員總數一萬七千多人）的最大旅遊組織。每年在不同會員國家舉行一次年會，理事會原每四個月開會一次，開會地點亦分別在不同地點舉行。但為節省會員時間及開銷，自今年起改為二次即第一次於年會期間舉行，另一次則於年度旅遊交易會時辦理。

PATA 之會員分三大類，即政府／目的地類、航運類及旅行與旅館等業者類，成員包括政府觀光組織、航空公司、郵輪、旅行業、旅館業、旅遊雜誌、媒體、旅遊顧問公司等。我國除觀光局外計有華航、長榮及業者共 23 個機構加入總會會員。另外亦成立分會，會員數 48 個。

PATA 理事共有 76 位，我國目前常務理事有觀光局蘇成田局長、華航魏幸雄總經理、長榮林寶水總經理，另外，福樂旅行社張奉文董事長為候補理事。

此次年會因受 SARS 疫情影響，故參加人數較往年大

為減少，共有 800 餘人與會，其中韓國為下屆年會主辦單位，其動員 130 人前來推廣及觀摩，扣除我國學者，我國與會者為觀光局賴瑟珍副局長、林坤源科長、華航黃維元經理、孫鴻文經理，長榮航空陳有玉協理、何文堂先生及福樂旅行社張奉文董事長等七人。茲將與會情形報告如后。

二、 與會情形

(一) 理事會重要決議與報告事項 (會議紀錄詳如附件一)

1. 因應 SARS 對觀光產業的衝擊，完成 “Crisis, it won't happen to us.” 危機管理手冊 (附件三)。
2. 報告亞太地區觀光及經濟受 SARS 的衝擊。
3. 通過 2003 年 2 月之 PATA 財務報表。
4. PATA 執行長報告 (1) See You in Pacific Asia 推廣專案今年 3 月已在德國啟動。(2) 年青觀光產業人才吸收計畫進行良好，已有 14 個國家 26 個代表參加今年年會。(3) 各區域辦公室人員之異動。
5. 通過各委員會報告。
6. 下一次理事會與旅遊交易會同時在新加坡舉行。
7. 宣佈曼谷獲選為 2004 年旅遊交易會地點，2005 年則

由馬來西亞取得主辦權。

8. 通過「PATA 的承諾－維護社會及文化資源的宣言」
－PATA 有責任及義務鼓勵各個社團珍惜保護文化資產、地方語言，教育觀光客了解文化資產保育的重要性，消除貧窮，透過觀光的文化交流，促進全球和平。

(二) 本屆 PATA 年會於四月十三日至四月十六日假印尼峇里島國際會議中心舉行，本屆會議主題為「文化與觀光產業：從遺跡到遺產」(議程詳如附件二)，各主要專題討論如下：

1. 文化與觀光業 (主講人：Professor Tommy Koh，新加坡外交部大使)：

自 911 恐怖攻擊后，增進各文化間彼此交流及瞭解，並降低各區域文明間衝突成為首要要務。觀光業即為扮演增進文化交流及減少衝突之重要角色，藉由觀光，各國旅客可瞭解其他區域之文化、文明及宗教，進而減少因誤解而產生之衝突。T 氏以其親身經歷指出去年十二月到訪紐約，博物館、餐廳處處是人潮為例，說明紐約市民已不再害怕外出，並已回歸正常生活。針對因 SARS 疾病籠罩下，造成亞洲

各國旅客不敢搭機、不敢旅行之現象，T 氏呼籲 PATA 各國代表鼓勵大家早日回歸正常生活，並多多旅行。

2 · 區域安全 (主講人：Ian Kean, APEC Int'l Centre for Sustainable Tourism, Australia)：

自去 (2002) 年十月峇里島爆炸案發生以來，各國政府對於觀光客之建議與警告使得峇里島觀光業跌至谷底，加上近來 SARS 疾病恐慌，使得東南亞區域各國觀光產業受到嚴重衝擊。與會代表提出新的觀點，認為各國不應採取鎖國政策，如拒發傳染地國家簽證禁止旅客入境，各國政府亦不應將檢疫工作丟給其他國家，應該從出發地就應作好把關，篩選疑似感染 SARS 旅客，不讓疾病帶到其他國家。另，對於媒體報導搭機是否會造成 SARS 之傳染亦應平衡報導有關事宜，勿過度渲染以免造成搭機恐懼。與會會員亦建議 PATA 應加強與 WHO 溝通與合作。

3 · 危機管理之四個階段—從危機到轉機 (主講人：Bert van Walbeek, The Winning Edge, Thailand)：

(1) Reduction：危機管理第一階段在確認潛在之危機並降低其衝擊，管理者須檢視其組織 (公司)

內部之優勢與弱勢以及外部之機會與威脅（即 SWOT 分析：Strengths、Weaknesses、Opportunities、Threats），以制定出完整之應變計畫，以期降低危機發生之可能性。

- (2) Readiness：準備妥當包含制定計畫及無預警演練兩部分，管理者必須經常稽核應變計畫並執行危機管理演練。管理者與其成員在心理及生理上皆需調適好，以隨時面臨緊急事件造成之衝擊。
- (3) Reponse：此階段係指危機事件發生最混亂之時段，需啟動應變計畫使其有效發揮作用，明顯地將衝擊降至最低。初期應變之基礎在於降低生命及財產之損失，向公司股東及社會大眾保證危機已在掌控中。
- (4) Recovery：可從三項指標衡量危機發生后組織(公司)恢復之程度：
- i. 組織(公司)恢復全面營業之速度。
 - ii. 組織(公司)恢復危機發生前之程度。
 - iii. 危機發生後，為防止事件再次發生所花費之金額。

三、本次年會主要決議事項如下：

- (一) PATA 會計年度採元月至十二月制。
- (二) PATA 理事會自本年起由一年四次改為兩次，一次配合年會之召開（每年四月或五月間），另一次則於旅遊交易會時辦理（每年九月或十月間）。
- (三) 為加強與年青旅遊業者的合作關係，PATA 會員類別增加 “YTP member”。
- (四) 為加強與各分會之聯繫，PATA 總會將指定專責人員輔導各分會以提升服務。
- (五) PATA 提供全員之各項服務將僅限於依規定繳交會費者。
- (六) PATA2003/2004 會長由菲律賓觀光部長 Mr. Richard J. Gordon 擔任；2004/2005 預定提名會長為 Mr. Ram Kohli。

四、感想與建議

- (一) 印尼政府為扭轉峇里島自爆炸案後跌落谷底之形象，此次除動員大批人力、物力及財力，全力支持本屆 PATA 年會舉行外，印尼總統梅嘉瓦蒂並親臨致詞表示對觀光業之重視，與會人員極力肯定印尼政府對

於峇里島觀光形象之重建所作之努力。

- (二) PATA 下屆年會由韓國主辦（地點：濟州島），不但派遣大批人員與會學習主辦經驗外，並於閉幕會中運用精緻傳統舞蹈、形象宣傳短片及旅遊手冊展現其觀光魅力，顯見韓國政府近年來爭取主辦大型國際會議之企圖心值得我們學習。
- (三) 目前鄰近競爭國之會展設施及服務水準均大幅提升，而我國已將爭取國際會議來台舉辦列為重要推廣項目，因此除在軟硬體設施上應加強外，人材培養及會展專職推廣機構之建立亦有待強化。
- (四) 印尼政府在經歷峇里島爆炸案後，為恢復該地區旅遊之榮景，在危機處理方面用心甚深亦備受業界肯定。此次雖受到 SARS 風暴影響，恢復情形相當緩慢，但該國政府並不氣餒，仍投入大量經費計畫擬將峇里島建設成為人人嚮往之觀光「和平之島」。
- (五) 危機管理並非新的名詞，但自 911 及峇里島恐怖事件後，危機管理的課題在觀光業界已正式被引起注意及關心。本次會議主辦單位在 SARS 發生後修改大會議程，針對會員關切之旅遊警訊發佈及 SARS 疫情邀

請加拿大、澳洲、荷蘭駐印尼大使、印尼旅遊健康協會理事長參加分組討論，充分展現會議主辦單位之應變能力，頗受好評。

附 件

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BOARD OF DIRECTORS MEETING

April 13, 2003
Nusantara Room 1 & 2
Bali International Convention Centre (BICC)
Bali, Indonesia

ATTENDANCE

2002/2003 OFFICERS

Present Chairman : Bo W. Long, Sea Cloud Cruises, USA
Present Chairman-elect : Richard J. Gordon, Philippine Dept. of Tourism,
Philippines
Present Secretary/Treasurer : Ram Kohli, Creative Travel, India
Present President & Chief Executive Officer : Peter de Jong, PATA, Thailand
Absent Immediate Past Chairman : John Sandford, Jasons Travel Media,
New Zealand

2002/2003 DIRECTORS

Absent Joao M. Costa Antunes, Macao Govt. Tourist Office, Macao, China
Present Sunil Arora, Indian Airlines Ltd., India
Absent Greg Atkins, Tourism New South Wales, Australia
Proxy *Tony Thirlwell, Tourism New South Wales, Australia*
Absent Richard Beere, Australian Tourist Commission, Australia
Absent Jim Brennan, United Airlines, Hong Kong SAR
Absent Dan Burruss, Delta Air Lines, Japan
Absent *Cai Jianjiang, Air China International, China (PRC)*
Absent John Campbell, Air Pacific Ltd., Fiji
Absent Paul Casey, Hawaiian Airlines, Hawaii, USA
Absent V.J. Casshyap, Air India Ltd., India
Present Stephen Chang, Fuller Express Corp., Chinese Taipei
Absent Ivy Choi, Time Inc. Asia, Hong Kong SAR
Absent Clara Chong, Hong Kong Tourism Board, Hong Kong, China
Present Bjorn Collin, Finnair, Finland
Absent Daniel Corpuz, Philippine Convention & Visitors Corp., Philippines
Proxy *Rosario Gaetos, Philippine Convention & Visitors Corp., Philippines*
Absent Ahmad Fuaad Dahlan, Malaysia Airlines, Malaysia
Proxy *Dzulkefli Zakaria, Malaysia Airlines, Malaysia*
Present Tek Dangi, Nepal Tourism Board, Nepal
Absent Mary Ann Delemel, Palau Visitors Authority, Palau
Proxy *Joan Demei, Palau Visitors Authority, Palau*
Absent Dawn Drew, National Geographic Traveler, USA
Absent Duang Tri-Thanh, Vietnam Airlines Corp., Vietnam
Proxy *Tuan-Anh Nguyen, Vietnam Airlines Corp., Vietnam*
Present Santichai Eauchongprasit, Tourism Authority of Thailand, Thailand
Present Terry Francis, T.& T.G. Consulting Ltd., Canada
Present Geoff Garside, Marriott International Inc., Hong Kong SAR
Present Viliame Gavoka, Fiji Visitors Bureau, Fiji
Absent Christian Goeke, Messe Berlin BmbH, Germany
Absent Bachrul Hakim, Garuda Airlines, Indonesia
Absent Roy Tan Hardy, Millennium & Copthorne Int'L Ltd., Singapore
Absent Rod Harris, Tourism British Columbia, Canada
Absent Richard Hartman, Six Continents Hotels, Inc., Singapore

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| Absent | William Henderson, Outrigger Hotel & Resort, Hawaii, USA |
| Absent | Maria Elena Hernandez, Norwegian Cruise Line, USA |
| Absent | Trey Hickey, Princess Cruises, USA |
| Present | Joseph Hickman, Interval International, Singapore |
| Absent | Wae-Sung Hong, Korean Air, Korea (ROK) |
| Present | Tunku Iskandar, Melewar Leisure, Malaysia |
| Absent | Rathi Vinay Jha, Dept. of Tourism, India |
| Present | Russell Johnson, Travelmedia.Com, USA |
| Present | Abdullah Jonid, Tourism Malaysia, Malaysia |
| Absent | John Kambowa, Papua New Guinea Tourism Promotion, PNG |
| Proxy | <i>Erigere Singin, Papua New Guinea Tourism Promotion, PNG</i> |
| Absent | Peter Kelly, Qantas Airways Ltd., Australia |
| Present | Janice Lai, Tourism Bureau, Chinese Taipei |
| Absent | Neo-Chian Lim, Singapore Tourism Board, Singapore |
| Proxy | <i>Chandrika Shantilal, Singapore Tourism Board, Singapore</i> |
| Absent | Christer Moern, Sea Cloud Cruises, Germany |
| Absent | Suprabha Moleeratanond, Thai Airways International, Thailand |
| Present | Graham Muir, Westralia Airports Corp., Australia |
| Present | Kevin Murphy, Langham Hotels International, Hong Kong SAR |
| Present | Wei-Wei Ojiri, Hawaii Visitors & Convention Bureau, Hawaii, USA |
| Absent | Dany Panero, Tahiti Tourisme, Tahiti |
| Present | Rabendra Raj Pandey, Everest Express Tours & Travel, Nepal |
| Absent | Yung-Soo Park, Korea National Tourism Organization, Korea (ROK) |
| Proxy | <i>Jae-Geun Choi, Korea National Tourism Organization, Korea (ROK)</i> |
| Present | Mark Patrick, MasterCard International, Singapore |
| Present | David Paulon, Hospitality Link-up, Thailand |
| Present | Setyanto Santosa, Indonesia Culture & Tourism Board, Indonesia |
| Absent | Hiroshi Sawabe, Los Angeles Convention & Visitors Bureau, USA |
| Present | Toshihiko Sawada, Japan National Tourist Organization, Japan |
| Present | Jaime Serrano-Guerra, Serrano-Guerra Associates, France |
| Present | Jae-Pil Sho, Travel Press, Korea (ROK) |
| Absent | Henry So Uy, Philippine Airlines, Inc., Philippines |
| Absent | Charlie Stewart-Cox, Cathay Pacific, Hong Kong SAR |
| Absent | Scott Supernaw, Tauck World Discovery, USA |
| Absent | Toru Suzuki, All Nippon Airways, Japan |
| Present | Tan Chee-Chye, World Express Pte.,Ltd., Singapore |
| Present | Peter Trautmann, Munich Intl Airport, Germany |
| Absent | Serguei Trofimov, Saint Petersburg Express, Russia |
| Present | Shirin Walji, Waljis Travel Bureau, Pakistan |
| Absent | Xuefeng Wang, Air Macau, Macao, China |
| Absent | Philip Wei, China Airlines, Chinese Taipei |
| Proxy | <i>Johnson Sun, China Airlines, Indonesia</i> |
| Absent | Roger Wheelock, Canadian Tourism Commission, Canada |
| Present | Margaret Wilson, Swan Gold Tours Pty.,Ltd., Australia |
| Absent | P.M. Withana, Sri Lanka Tourist Board, Sri Lanka |
| Present | Anthony Wong, Asian Overland Services Tours & Travel, Malaysia |
| Absent | Chris Wong, Cook Islands Tourism Corp., Cook Islands |
| Absent | Yue-Can Yao, China Int'l Travel Service, China (PRC) |
| Absent | Katsushi Yoshii, Japan Airlines Co., Ltd., Japan |
| Proxy | <i>Nobutaka Ishikure, Japan Airlines Co.,Ltd., Japan</i> |
| Present | Alwin Zecha, Pacific Leisure Group, Thailand |
| Present | Xinhong Zhang, China National Tourism Adm., China (PRC) |

IC PROXIES TO THE BOARD

Present Mohamed J. Buzizi, Gulf International Conv. & Exh. Centre, Bahrain
Present Hiran Cooray, Jetwing Hotels, Sri Lanka
Present Brian Deeson, Accor Asia Pacific, Thailand
Present Elly Hutabarat, Pantravel/Pantraco, Indonesia
Present Gloria Keller, HNL Travel Associates, Hawaii, USA
Present Luzi Matzig, Asian Trails Ltd., Thailand
Present Basant Mishra, Venture Travel (Temple Tigers), Nepal
Present Tim Robinson, Nicholson, Graham & Jones, UK

LIFE MEMBERS

| | | |
|---------|-----------------|-----------|
| Present | Andrew Drysdale | Singapore |
| Present | Trevor Haworth | Australia |
| Present | Jim Moritani | Japan |
| Present | John Rowe | Australia |
| Present | Kiyomi Sugahara | Japan |

STAFF

PATA Headquarters and Asia Division, Bangkok, Thailand

John Koldowski
Sheila Leong
Ratana Poopitakchatkaew
Ken Scott
Peter Semone
Kok-Chwee Sim
Stephen Yong

PATA European Division, Germany

Marion Buttler

PATA Pacific Division, Australia

Chris Flynn

Board of Directors Meeting
April 13, 2003
Nusantara Room 1 & 2
Bali International Convention Centre (BICC)
Bali, Indonesia

MINUTES

1. Call to Order

1.1 Welcome and Introduction

Mr. Bo W. Long, the Chairman called the meeting to order and welcomed all attending Board and Life Members. Apology messages were passed on from Mr. John Sandford, the immediate past chairman and other members who could not attend.

The Chairman on behalf of the entire Board expressed his appreciation to Mr. Setyanto Santosa and the host committee for the fine arrangements and hospitality upon everyone's arrival in Bali.

All attendants went on a round of self-introduction.

1.2 Adoption of Agenda

The Chairman called for the motion to adopt the Agenda. It was moved by Mr. Zecha and seconded by Mr. Serrano-Guerra. The Agenda was adopted as written.

2. Minutes

2.1 Approval of the Minutes of the Meeting in Bahrain, January 2003

There were no amendments to the Minutes. It was moved by Mr. Trautmann, seconded by Mr. Deeson and the Minutes were approved as presented in the Working Papers.

2.2 Actions on the Minutes

The President reported that actions on the minutes have been incorporated into his report "Implementing the New Agenda", to be presented during Session II of the meeting.

3. Opening Remarks

The President reported to the Board that the registration for the conference totalled over 900 delegates inclusive of spouses. In terms of participating countries, there were 42 with 466 companies represented.

The attendance number has clearly justified PATA's decision to hold this conference as planned. He expressed his sincere thanks to the Indonesian Host and all parties involved in working with PATA over the past 2 weeks to arrive at this important decision to go forward with the conference.

From among non-attending Board Members, he informed that Ms. Clara Chong, HKTB, and Mr. Antunes from MGTO sent their regards and regrets for being unable to attend the meeting due to their duties in their respective regions.

Similarly an apology message was conveyed from Ms. Dawn Drew of National Geographic Traveler who has to abide to the executive decision to temporarily discontinue staff from travelling to Asia due to the threats of the SARS outbreak. However, the National Geographic Lunch will still take place during the conference.

Further, the President expressed his sincere gratitude to Mr. Zecha and the Conference Programme Committee for having reviewed the conference programme to make it more current to the situation. The new topics all delegates will be hearing for the next 3 days will include sessions on security, crisis management and advocacy. He thanked all the speakers for their acceptance to speak on relatively short notice.

As far as the number of attending Life Members is concerned, there were 13 of them which represented one of the highest attendance. It is as encouraging to see among the delegates a good number of Young Tourism Professionals (YTP) who represent the next generation of our future leaders.

Most of all he expressed his sincere thanks to the Indonesian Government and Balinese Tourism bodies for their commitment and excellent organisation.

Mr. Setyanto on behalf of the Indonesian government and Host Committee officially welcomed the Board members and all attendants and thanked all for travelling to Bali. He realised it was not an easy decision for PATA to continue with the conference plans, and he was very grateful for the commitment PATA has demonstrated to Indonesia. To show their gratitude, President Megawati has confirmed her presence at the opening ceremony on Monday.

4. "Crisis, it won't happen to us!"

Mr. Semone reported to the Board on the success of the Bali Recovery Task Force formed as a result of the October 12th incident in Bali to assist Indonesia and Bali in recovery plans.

He presented the recent project PATA has embarked on to prepare members in times of crisis. A booklet titled "Crisis, It Won't Happen To Us" is now being produced to response to several crises affecting our region. It was first launched at the Mekong Tourism Forum in Hanoi in March. Any suggestions can be forwarded to him.

He outlined the four phases of crisis management: Reduction, Readiness, Response and Recovery. He thanked the Korean (ROK) Ministry of Culture and Tourism and Mr. Van Walbeek of the Winning Edge for their kind support in producing the document.

Mr. Trautmann congratulated him and PATA and this initiative. He believes the information is not only valuable to the members but all who seek guidance in handling crisis. The Chairman shared the same comment that the document serves as a good reference book for the industry.

Mr. Gordon commended the timeliness of the PATA crisis initiative given the current SARS issue in the region.

5. Pacific Asia - Economic Update

Mr. John Koldowski presented his Economic Update Report to the Board, which included global and regional outlook. Information was focused on the impact of the Severe Acute Respiratory Syndrome (SARS). As of April 11th, the cumulative number of cases is 2,781 cases with 111 deaths as officially notified by ministries of health.

From his findings, China continues to see new cases where Hong Kong is experiencing the second largest outbreak with 998 cases and 30 deaths. The impacts on tourism have been tremendous. There are fears of SARS being an airborne transmission, resulting in booking cancellations of up to 50% across Asia. US air traffic on trans-Pacific has decreased by 23% and the possibility of industry lay-offs is imminent. According to some analysts, if this continues for one full quarter, it will result in a 1% reduction in global economic growth.

The good signs are in some destinations, the disease has been stabilized and infection control has been effective. Patients are also reported to respond to treatment, if detected early.

Mr. Anthony Wong mentioned that he has just returned from attending one travel mart in Germany and there was not much discussion or concern about SARS, as much as he had expected. Business seemed to be running as usual.

The President reassured the Board that PATA aims to demonstrate its advocacy role in this respect. The management will respond to members' needs and step up its communication effort to keep members in constant update of the situation. In this connection, PATA plans to intensify its dialogue with governments on behalf of our members, in order to protect our industry during this critical period.

Mr. Zecha suggested that in addition to communicating with the governments, PATA should discuss with them the issue of not issuing visas for visitors arriving from SARS affected destinations.

Mr. Matzig felt that media has been over-zealous and PATA must provide them with real facts and statistics.

Mr. Gordon emphasised that PATA must assist member countries affected by SARS. PATA must also communicated to the world that there are countries in the region that are not identified as SARS active.

Ms. Keller agreed that PATA as the voice of the Pacific Asia tourism industry must take the leading role in conveying the true facts to the world and not just among affected countries.

Tunku Iskandar felt that governments have taken actions based on the advice of ministries of health only. PATA thus needs to communicate with them to issue more realistic information.

Mr. Thomas Bauer (an observer) shared with the Board that death of SARS will occur only from direct contact with infected patients and people should be advised not to be overly panicked.

Mr. Pandey voiced his concern on the possibility of the disease being contracted in aircraft. Mr. Drysdale responded that IATA is in close contact with World Health Organisation (WHO) to update on the situation. IATA has planned to call for a meeting in Singapore in late April to address on how to manage this concern.

Ms. Wilson cautioned PATA in issuing any statement which could be acted upon and if damage were caused, PATA might be held liable for it. The President noted her advice and ensured that management has taken this issue into careful consideration prior to reaching its decision to continue with this conference in Bali.

6. Management

6.1 Executive Committee Report

Mr. Bo W. Long, the Chairman reported that the Executive Committee met and approved the minutes of the last meeting held in Bahrain, in January 2003.

At the meeting, the Committee received the report on "Implementing the New Agenda" from the President, of which he will outline the details to the Board later on.

The Committee reviewed the Financial Performance Summary and Financial Statements for the month ended February, 2003.

The Committee discussed the findings of the PATA Travel mart Advisory Committee who recommended the venues of the future Marts in 2004 and 2005. The Committee endorsed the recommendation and would like to propose it for Board approval.

The Committee was informed about the newly formed Foundation Board of Trustee under the Chairmanship of Mr. David Paulon who will deliver his report later in the day.

PATA's Promise – a Declaration on Preserving Social and Cultural Resources was discussed. The President proposed its adoption, the Committee endorsed the recommendation.

6.2 "Implementing the New Agenda"

The President presented his report distributed to the Board. He stressed that PATA's advocacy role as adopted by the Board in Bahrain has been put into action

in the past month. The 16-page booklet on "Crisis: It Won't Happen to Us!" is a precursor to a comprehensive manual which PATA believes is a valuable tool not only for destinations, airlines and hotel groups but, in fact, for all PATA members. A special word of thanks goes to Mr. Bert van Walbeek and to the Korean (ROK) Ministry of Culture and Tourism who kindly sponsored the production of the material.

In speech and in print, PATA has used every available opportunity to position itself as the authoritative voice on Pacific Asia travel and tourism. PATA has been proactively promoting our region, with on-going communication with international media globally. The See You in Pacific Asia campaign in Germany has kicked off in March at ITB, Berlin. Consideration to launch similar campaign in the UK market is now being evaluated.

The Young Tourism Professional Programme has been progressing well. Some 26 of them from 14 countries have joined the membership and many of them are present here in Bali.

The new Foundation Board of Trustees has been formed under the Chairmanship of Mr. David Paulon. The Trustees convened yesterday and had a very productive meeting.

An update at PATA Regional Offices : Ms. Marion Buttler has been hired as the new European Regional Director and PATA European Office has been moved from Monaco to Frankfurt, Germany. For Australia and New Zealand, Mr. Chris Flynn, with several years of experience in the airline and hospitality industries in Pacific Asia, has recently joined PATA as the new Director. For the Pacific Island States, PATA has formulated a close cooperation relationship with SPTO, the South Pacific Tourism Organisation. PATA members in Micronesia will be serviced directly from our headquarters.

With the approval of the Board to change the PATA fiscal year to be the same as the calendar year, the President drew the attention of the Board to the amended version of the Bylaws under : Article II, clause 12 and 13; Article IX, clause 3 and Article X, clause 1.

It was moved by Mr. Buzizi to adopt the change on the Bylaws as presented. Mr. Paulon and Mrs. Walji seconded and the Board approved the change.

With the change of PATA's fiscal year, Mr. Rowe raised the question as to the timing and when the Board will receive and approve the accounts. Tunku Iskandar shared similar concern for not having the opportunity to review the audited financial statements prior to the meeting in April, at the Conference.

The President suggested that a soft copy can be sent electronically to all Board members for review. However, he will work out the details again on how it should be best carried out.

6.3 Changes to the Board

The President & CEO presented the details as written. It was moved by Mr. Deeson, seconded by Mr. Francis and Ms. Wilson and the Board approved the changes as submitted.

7. Financial Statements

The President presented the Financial Performance Summary and Financial Statements for the month ended February, 2003 for Board revision.

He summarised that the administrative expenditure saving exercise will continue, though it is not likely to offset the decline in revenue. He does not expect to dramatically alter the forecast deficit of US\$170 K for fiscal year 2002/2003.

Mr. Thirlwell asked despite the management forecast of making US\$170 K deficit, from the Financial Statements as of February 2003, it showed a net profit of some US\$250K.

The President explained that with the effect of the Iraq war and SARS crisis, they will collectively impact the financial results of the conference from what was initially projected and thus the overall 2002/2003 performance is expected to show US\$170K deficit as forecasted. However, on membership collection side, it is on target and revenue forecasted to receive will be US\$2 million.

With the two new Regional Directors in place, the plan to launch a vigorous sales drive to get more membership will be intensified in the coming months, which hopefully will bring in more income for the association.

Mr. Francis questioned whether the PATA fiscal year for the second half of 2003 will be only from July-December 2003 and the full 12 months for the year 2004. The President confirmed that this is correct.

8. Reports

8.1 Category Reports :

Followings are summary of the reports presented by Category Committee Chairmen / Acting Chairmen. The full minutes for each meeting will be incorporated in the Working Papers for the Board Meeting in October, 2003.

◆ Government / Destinations Meeting and Joint Government-Carrier Meeting – Mr. Tony Thirlwell

He reported that in the limited meeting time, the group received a presentation from IPK and the See You in Pacific Asia campaign. He recommended more time be allocated for the group to have discussion among themselves.

The President ensures all advisory committees of the full meeting sessions / time at the next meeting in Singapore in October. Despite the reduced number of the Board Meetings, each committee can agree on an additional meeting, if so deemed necessary.

◆ Carrier Meeting – Mr. Bjorn Collin

Similarly he reported that due to time constraints, the group did not have time to discuss all the intended agenda items. They met together with the Government /

Destination members to receive the reports from IPK and on the See You in Pacific Asia Campaign.

◆ Industry Council – Mr. Brian Deeson

Mr. Deeson reported that at the meeting, the Council received reports on the progress of PATA Travel Mart 2003, presentations on PATA Virtual Learning Exchange (VLX) and Global Travel Monitor, from Mr. Etienne Pauchant of IPK International. The Council also received an update on the Industry Dinner.

With only 2 Board meetings planned in a year, the Council plans to review the structure of its meeting in line with this frequency.

8.2 Committee Reports :

The following committee reports were presented by each respective Committee Chairmen or representatives. Full minutes of each meeting will be included in the Working Papers for the next Board Meeting in October, 2003.

◆ Sustainable Tourism Committee : Mr. Russell Johnson

He reported that the committee discussed a suggestion to merge the Sustainable Tourism Committee (STC) with the Education Committee.

The Committee's position was that the mandate of the Education Committee was much too broad to accommodate STC's focus and that merging the two committees would dilute PATA's brand, citing the fact that sustainability has been etched in PATA's code since its founding. The STC recommended that the committee retain its specific focus, which is the cultural, social and natural environment to ensure that PATA retains its leadership in these areas.

In addition, in recent years, STC has established a very good connection with other related environmental institution, for example Ocean Blue, Green Globe and UNEP, of which we should continue our cooperation to ensure greater mutual benefits.

It was recommended that PATA re-visit the commitment to hold the Sustainable Tourism Conference.

◆ Marketing Committee : Mr. Kevin Murphy

He reported that the committee received a report on the progress of PATA Travel Mart that 30% of space has been booked as of January, 2003 out of the target of 2,500 sq.m. and 100 buyers have registered. He appealed to the Board for continued support and participation by signing up as soon as possible.

The committee discussed Gold Award categories and is considering recommending a sub-set to the carrier award, for example, air, land and sea.

The committee proposed to add a member-to-member area on the PATA Website. Mrs. Walji added that she continues to find difficulty in accessing the member area of the site. The President replied that all questions on the website should be directed to Mr. Ken Scott, PATA communications.

◆ Research Committee : Mr. Tim Robinson

The Committee discussion was focused on PATA SIC work which has been well commended by the members. The committee agreed that SIC can support the advocacy role of PATA through its work.

◆ Education Committee – Mr. Basant Mishra

The Committee discussed the issue of merging the Education Committee and the Sustainable Tourism Committee together. The members do not agree with the idea and felt that recently there is a gap of communication between the Headquarters and the Committee. On this aspect, Mr. Semone ensured that it will be reduced in the future.

On the PATA VLX, 5 members have already been attracted. PATA will continue to promote the site and believes it will be another source of revenue for the Association. The Committee would like to request an area at PATA Travel Mart to display the project and promote it to the wider public.

The committee commended the Crisis Management booklet and recommended that information be available on the website for members' use and possible use as training material for the Chapters.

◆ PATA Foundation – Mr. David Paulon

As the new Chairman of the Foundation Board of Trustees, he is pleased to be selected and looks forward to energise and re-activate the Foundation and assures the Board of his full commitment to the Foundation.

He reported to the Board that Mr. Tim Robinson has been elected as the Vice-Chairman of the Trustees and Ms. Ratana as Secretary/Treasurer.

The Trustees, at its meeting yesterday discussed and reviewed the Bylaws and grant applications received. The Trustees unanimously awarded US\$5,000 each to following projects :

1. Save the Wharf – Tolaga Bay Wharf Restoration Project - Gisborne, New Zealand
2. The Effects of Balinese Dance on the West – a Tourist Trail - Bali, Indonesia
3. Heritage Interpretation of Levuka's Cultural Landscape, Fiji

The Trustees agreed to change the Foundation fiscal year to coincide with the new PATA fiscal year which is from January to December, starting in 2004.

The Trustees discussed at length its plan for a capital campaign and agreed to develop a budget plan for its activities.

The Trustees intend to re-activate the Duncan Sandys Scholarship as recommended by the previous Board of Trustees. However, due to limited information available, Mr. Tim Robinson will contact Mr. Kenneth Chamberlain who is expected to have a better understanding and the knowledge of the fund.

The Trustees agreed to meet at the same time as the Board Meeting and thus will meet again in October 2003, in Singapore. Mr. Paulon encouraged and requested the Board to feel free to forward to him any idea or suggestion they may have for the Foundation.

The President shared with the Board and commended an initiative from PATA Singapore Chapter and SKAL Club in raising S\$10,000 to purchase art items in Bali and donate to the Silent Auction at this Bali Conference. He encouraged all to visit the Silent Auction area and participate in the auction.

9. Future Board Meetings

The President informed the Board of the future scheduled Board Meetings in October 2003 in Singapore and in April 2004 in Jeju Island, Korea (ROK).

10. PATA Travel Mart Venue Announcement

Basing on the summary provided by the PATA Travel Mart Advisory Committee and having reviewed the detailed bid documents from various destinations, the President announced to the Board the management decision of the future PATA Travel Marts :

For the year 2004, the venue of the PATA Travel Mart goes to Bangkok, Thailand and for the year 2005, it will be in Kuala Lumpur, Malaysia.

For the year 2006, management requires a more thorough review of the bid details and will announce its decision at a later date.

The President encouraged all to attend the coming Travel Mart in Singapore in October 2003.

Datuk Abdullah Jonid, on behalf of Tourism Malaysia extended his appreciation for being selected to be the host destination for the Mart in 2005, and Mr. Santichai Euachongprasit thanked the Board on behalf of Tourism Authority of Thailand for awarding Thailand as the venue for the Mart in 2004.

11. Other Business

The President revealed the "PATA's Promise" – A Declaration on Preserving Social and Cultural Resources. He proposed the resolution that PATA shall:

- a. Encourage communities to cherish, preserve and invest in their cultural heritage and indigenous languages.
- b. Educate destinations and visitors on the importance of cultural and heritage preservation.
- c. Work to alleviate poverty through enhancing tourism's impact at the community level.

- d. Promote global understanding and peaceful relations through cultural exchange in tourism.

He asked for a motion to adopt the Declaration. It was moved by Mr. Zecha, seconded by Mr. Paulon and the Board approved the Declaration as proposed, with an abstention from Mr. Ishikure who felt that point C of the resolution is not realistic.

There being no other business, the Chairman expressed his sincere gratitude and appreciation to the hosts, all sponsors and participants.

The meeting closed and adjourned.

/rp
May, 2003

01/04/03

PATA BOARD & COMMITTEE MEETINGS

In conjunction with
The 52nd PATA Annual Conference
"Culture and Tourism: From Heritage to Legacy"
Bali, Indonesia

All meetings will take place at the meeting rooms of Bali International Convention Centre (BICC), unless otherwise stated.

Saturday, April 12, 2003

Meeting Room

| | | |
|-----------|---------------------------------------|---|
| 0800-1100 | Education Committee Meeting | Frangipani Room |
| 0900-1130 | Marketing Committee Meeting | Bougainville Room |
| 0900-1130 | PATA Foundation Trustees Meeting | Sheraton Nusa Indah Resort, Jasmine Room |
| 1400-1700 | Sustainable Tourism Committee Meeting | Frangipani Room |
| 1400-1700 | Research Committee Meeting | Hibiscus Room |
| 1400-1500 | Finance Sub-Committee Meeting | Sheraton Nusa Indah Resort, Jasmine Room |
| 1500-1800 | Executive Committee Meeting | Sheraton Nusa Indah Resort, Jasmine Room |

Sunday, April 13, 2003

| | | |
|-----------|---|---|
| 0900-1000 | Board of Directors Meeting : Session I | Nusantara Rooms 1 & 2 |
| 1000-1130 | Government/Destination Meeting | Nusantara Room 3 |
| 1000-1130 | Carrier Meeting | Bougainville Room |
| 1000-1200 | Industry Council Meeting | Hibiscus & Frangipani |
| 1130-1230 | Joint Government/Carrier Meeting | Nusantara Room 3 |
| 1230-1400 | Board of Directors Luncheon <i>Hosted by Coca-Cola Bottling Indonesia</i> | Sheraton Nusa Indah Resort, Portraits Restaurant |
| 1330-1430 | Joint Management/Committee & Category Chairs Meeting | Bougainville Room |
| 1430-1700 | Board of Directors Meeting : Session II | Nusantara Rooms 1 & 2 |
| 1830-2130 | "Welcome to Indonesia" Reception/Dinner <i>Hosted by Ministry of Culture & Tourism Republic of Indonesia</i> | Garuda Wisnu Kencana |

Tuesday, April 15, 2003

| | | |
|-----------|---|---|
| 0800-0900 | Honours Committee Meeting | Sheraton Nusa Indah Resort, Jasmine Room |
| 0900-1030 | PATA Annual General Meeting (AGM) and Open Forum | Auditorium |

1800-1900 Board of Directors : Briefing / Elect Officers / Frangipani Room
Reception for incoming and current Board Members
Hosted by CNN and Fortune/Time

Wednesday, April 16, 2003

0800-0900 PAC2004 Host and Programme Comm. Meeting Sheraton Nusa Indah
Resort, Jasmine Room

1030-1200 PATA Travel Mart Advisory Committee Meeting Frangipani Room

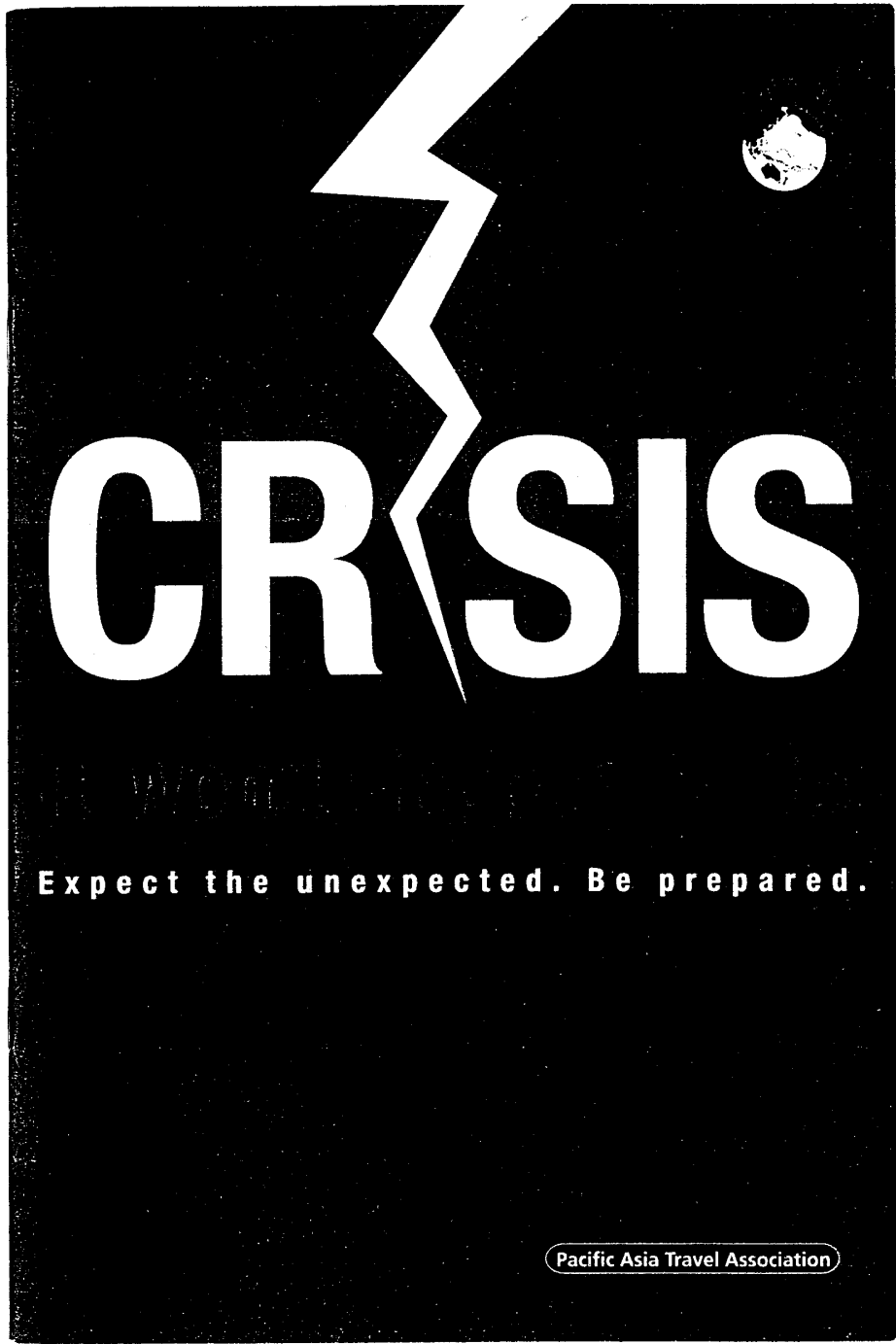
1445-1730 Closing Session Nusah Indah Hall
Board of Directors, Certificates to Outgoing Members

1930-2200 53rd PATA Annual Conference Nusantara Rooms
Jeju Island, Korea (ROK) Dinner Reception
*Hosted by Korea National Tourism Organisation
and Jeju Provincial Government*

***Dress code : Dress for all Board and Committee Meetings is business
or business casual (your choice).
Dress for evening functions is business attire or evening dress,
unless otherwise noted.***

/rp
Last update : March 13, 2003

리포트 3



CRISIS

Expect the unexpected. Be prepared.

Pacific Asia Travel Association

Defining a Crisis

We live in ever-changing times. Travellers are increasingly aware, lawyers are ever more litigious and the media are increasingly willing and able to expose a weakness. Organisations in the midst of a crisis cannot completely control the behaviour of people, lawyers and the media; however, proper planning and effective management can help mitigate loss.

Many industry leaders now realise that they not only have a moral obligation, but also a commercial and legal imperative to be prepared for crisis.

So, what is a crisis? A crisis can be defined as:

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

Some examples of crises that may affect travel industry organisations, include:

Natural

- Avalanche
- Earthquake
- Fire
- Flood
- Hurricane
- Mudslide
- Medical epidemic
- Violent storm

Man-made

- Acts of terrorism
- Adventure sports
- Aircraft crash
- Assault
- Building fire/collapse
- Civil/political unrest
- Cruise ship/ferry disaster
- Fire
- Hijacking
- Industrial action
- Kidnapping
- Murder
- Hostage situations
- Mechanical/systems failure
- Personal harassment
- Political action
- Riots
- Surface transport accident
- Terrorism
- War

It is impossible to develop a comprehensive list of incidents that have the potential to develop into crises. However as this guide will explain later it is important that managers identify the weaknesses and threats facing their organisations so as to develop appropriate crisis prevention and management strategies.

Escalating a Crisis

A relatively minor incident can blow up into a public crisis. Organisations should try to prevent this. Some of the factors that come into play in escalating a crisis, include:

1. Number of people involved

This goes without saying – the greater the number, the bigger the crisis.

2. Age of the people involved

The media are far more aggressive in reporting stories that affect children.

3. Prominence of people involved

A high-profile client, or one with significant connections can guarantee high media interest.

4. Level of media interest or their access to a story

Even modest media interest is going to guarantee that you have a potential public relations crisis on your hands. Reporters look for attention-grabbing headlines. Weaknesses in an organisation's response will be reported with little mercy.

5. Nature of the incident

An incident following on from a similar recently reported incident, however coincidental, is more likely to attract media attention than if it had been an isolated incident.

6. Visibility

In the age of portable video and digital cameras, graphic pictures of an incident can be transmitted around the world within minutes.

Risk Management

Webster's definition of risk:

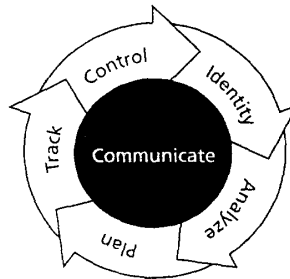
The possibility of loss or injury.

Crisis management is an extension of risk management. Risk management is an established management decision-making aid applied to such things as finance, business development and new project feasibility studies. It is a tool used for proactive decision-making that:

- continuously assesses what can go wrong (risks)
- determines which risks are the most significant
- formulates and implements strategies to deal with those risks

Functions of Risk Management

| | |
|--------------------|---|
| Identify | Identify risks before they become realities. |
| Analyse | Transform risk data into decision-making information by evaluating the probabilities, timeframes, and potential impacts of each risk, then classifying and prioritising them. |
| Plan | Use the decision-making information to formulate plans and contingencies for mitigating the potential impact of each risk. |
| Track | Monitor the effectiveness of those plans by reanalysing risk data. |
| Control | Correct for deviations from the risk mitigation plans. |
| Communicate | Provide internal and external information and feedback loops to monitor changes in the risk environment. |



Effective communication and feedback loops must be incorporated throughout the process.

**The optimist sees opportunity in every danger,
The pessimist sees danger in every opportunity.**

Winston Churchill

The Essence of Crisis Management

Expect the Unexpected

Management is never under a tougher test than in a crisis situation. What managers do or don't do right then and there has long-lasting implications for the organisation. A well-defined crisis management programme developed and implemented in advance can help a manager and his or her organisation shine in what may otherwise be a time of dark disaster for everyone involved.

The most effective crisis management occurs where a potential crisis is detected and dealt with quickly -- before it becomes a crisis. In this case crisis communication lines are clear and the plans prepared in advance prove to be effective. Managers and organisations with no crisis management system in this case will inevitably have to deal with an unforeseen crisis.

Where a crisis is unforeseen, poorly anticipated or unavoidable, the crisis will quickly come to the attention of the key stakeholders within the organisation and may also come to the media's attention. In this case, crisis contingency or continuity plans, prepared in advance, are proactively implemented to mitigate loss to lives, property and business and pre-empt bad publicity. Managers and organisations with no crisis management system in this case are at the mercy of luck, circumstance and their own reactive wits.

Developing continuity plans can seem like a daunting task, but in reality it is a common-sense procedure based on established management, planning and decision-making theory. It involves identifying the strengths and weakness of the organisation, designing contingency plans to mitigate potential loss and understanding how key stakeholders and the media are likely to react when they find out about a crisis.

The 'Four Rs' of Crisis Management

Crisis management can be broken down into four distinct phases:

- Reduction detecting early warning signals
- preparing plans and running exercises
- Response executing operational and communication plans in a crisis situation
- returning the organisation to normal after a crisis

An effective crisis management system is continuously updating and refining the first two phases in preparation for the second two.

Be Prepared

Every successful instance of crisis management has featured the precise execution of operational plans and the superior handling of communications objectives. The operational response saves lives and property. The communication response saves face and business. Preparedness in both operations and communications is essential.

There are no clear boundaries with crises. There is rarely a single moment when one can say an incident or issue has transformed into a crisis. Crisis management experts recommend erring on the side of caution. Managers should assume that a small episode or minor incident can escalate into a crisis at warp speed, thus it must be dealt with immediately.

The repercussions of crises are acutely felt in the travel and tourism industry and are manifested across a series of stakeholders. To find the opportunity in every danger -- to shine in the dark -- managers of organisations and destinations throughout Pacific Asia need to be prepared.

The Four Phases

REDUCTION

The key to crisis management is to identify a potential crisis, then seek to reduce its impact. Managers need to perform a survey of their organisation's internal strengths and weaknesses and external opportunities and threats (a SWOT analysis). Based on that they can evaluate the likely impact on the organisation of a particular type of crisis, devise continuity and contingency plans and work out how to reduce the possibility of a crisis.

"Being ready" involves more than making plans and running an occasional drill. Organisations need to evaluate their crisis exposure and develop strategic, tactical and communication plans. Managers must regularly audit the plans, conduct crisis response exercises and continually acquire crisis management skills. Managers and staff need to be psychologically and physiologically prepared for the impact and stresses that crisis events may impose upon them. Readiness also nips potential crises in the bud.

RESPONSE

Response is dedicated to the immediate aftermath of an event when everything is at its most chaotic. It will become very quickly apparent whether the reduction and readiness phases have developed continuity and contingency plans that are effective. The initial operational emphasis will be on damage control in both lives and property. The crisis communications strategy should already be in play, pre-empting and reassuring stakeholders and the public.

The best assessment of effective crisis management is if a crisis has been avoided. However, many crises are "acts of the gods" -- seemingly unavoidable. In this case, a crisis management system's effectiveness can be gauged three ways:

- 1) the speed with which an organisation resumes or continues full business operations
- 2) the degree to which business recovers to pre-crisis levels
- 3) the amount of crisis-resistance added since the crisis

| | |
|--------------|--|
| 1. Reduction | 1.1 Crisis Awareness 1.2 Political Awareness 1.3 Standard Operating Procedures |
| 2. Readiness | 2.1 Crisis Management Plan 2.2 Tourism Planning 2.3 Health and Safety Measures |
| 3. Response | 3.1 Emergency Response Procedures 3.2 Investigation 3.3 Family Assistance 3.4 Communication |
| 4. Recovery | 4.1 Business Continuity Plan 4.2 Human Resources 4.3 Debriefing |

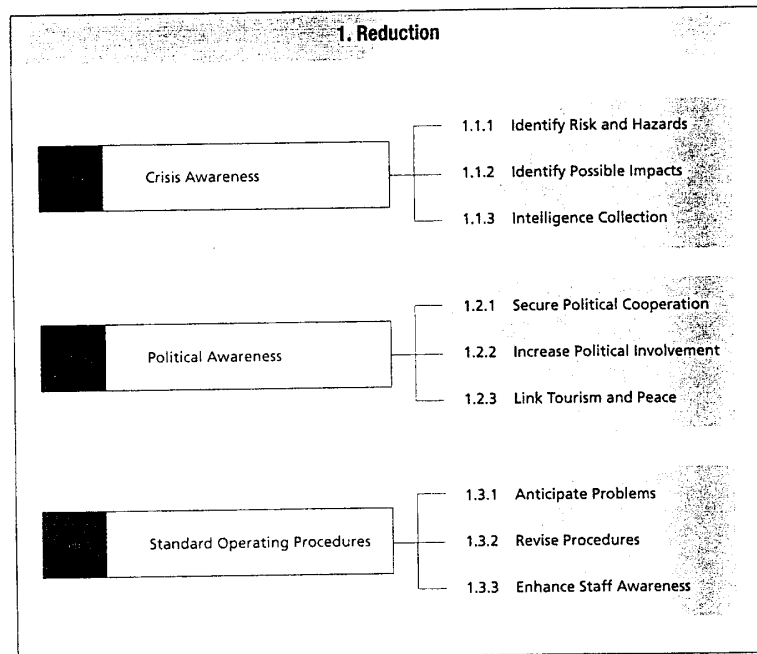
Phase 1: Reduction

The key to crisis management is to identify a potential crisis, then seek to reduce its impact. Managers should perform a survey of their organisation's internal strengths and weaknesses and external opportunities and threats (a SWOT analysis). Based on that they can evaluate the likely impact on the organisation of a particular type of crisis, devise continuity and contingency plans and work out how to reduce the possibility of it occurring.

A crisis management-led SWOT analysis should include a special look at the following:

- existing crisis management and control programmes
- hazards within the organisation, its buildings, policies and processes
- potential socio-political, economic, technological or environmental crises
- existing relationships with the media, the public and emergency services

A crisis management-led SWOT analysis will identify potential problem areas that would otherwise go unnoticed in regular business analyses. Furthermore an analysis of this kind will uncover various potential crisis situations and lay out the resources available or required to manage those risks. Once the survey and analysis programme has been implemented, it must be evaluated and kept up-to-date.



Reduction Checklist

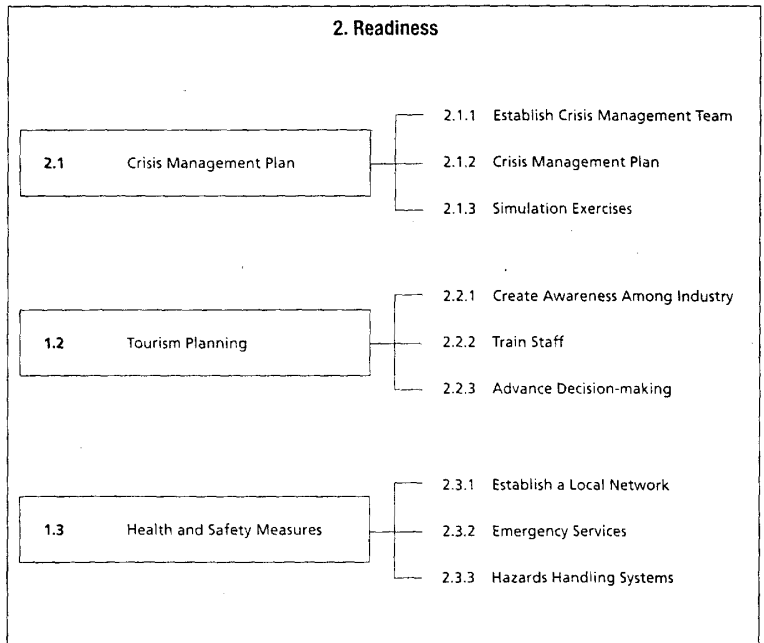
| No. | Reduction checklist | Done | To be done |
|---|---|------|------------|
| <i>This checklist is only a guide. It does not contain all of the components, contingencies or options required by each organisation or destination for its specific crisis planning process.</i> | | | |
| 1 | We agree that prevention is better than cure | | |
| 2 | We have defined "crisis" for our organisation/destination | | |
| 3 | We ran a business impact analysis for each anticipated crisis | | |
| 4 | We have identified all potential hazards and their particular locations | | |
| 5 | We involve suppliers, vendors and channel partners in crisis reduction activities | | |
| 6 | We train specific stakeholders/staff in security awareness | | |
| 7 | We train stakeholders/staff in standard crime prevention behaviour | | |
| 8 | We educate stakeholders/staff in preventive crisis reduction techniques | | |
| 9 | We have proactive Standard Operating Procedures that take the avoidance of possible hazards and crises into consideration | | |
| 10 | We are soliciting advice from emergency agencies to reduce possible hazards and crises | | |
| 11 | We have assured proactive cooperation with the relevant insurance companies | | |
| 12 | We have adapted disaster procedures for application in routine emergencies | | |
| 13 | We have created awareness among elected and appointed officials and organisational leaders about community involvement during a disaster | | |
| 14 | We have set up an emergency services liaison panel | | |
| 15 | We have organised meetings to promote informal contact between all those likely to be involved in a major crisis | | |
| 16 | We have communicated the need to have a crisis management plan to all stake holders | | |
| 17 | We have initiated a steering committee to assist all stakeholders to develop crisis management plans | | |
| 18 | We have produced public or organisational education material | | |
| 19 | We, in our destination, have the full cooperation of all political parties and movements | | |
| 20 | We, in our destination, are actively linking tourism with the peace movement | | |
| 21 | We, in our destination, have the full cooperation of all tourism associations and organisations | | |
| 22 | We, in our destination, have created community, consumer, retailer and wholesaler awareness of our proactive efforts through public relations | | |
| 23 | We have introduced legislation to increase awareness for the need to proactively reduce the chances for crisis | | |
| 24 | We have introduced legislation to increase the readiness of the organisation or destination | | |
| 25 | We realise that every crisis has its opportunities | | |

"Being ready" involves more than making plans and running an occasional drill. Organisations need to evaluate their crisis exposure and develop strategic, tactical and communication plans. Managers must regularly audit the plans, conduct crisis response management exercises and acquire crisis management skills. Managers and staff need to be psychologically and physiologically prepared for the impact and stresses that crisis events may impose upon them.

The whole chain of command must become part of the crisis management readiness programme, as it in turn becomes a part of the organisation's culture. This can be achieved in several ways:

- Make a senior executive directly responsible for crisis management issues
- Draw up a timetable for reporting on crisis management issues
- Include all employees in the presentation process
- Make crisis management issues part of the overall strategic planning process
- Communicate crisis management policy and procedure to all stakeholders

Readiness is not just the second of four phases. An effective crisis management readiness programme has the opportunity to be the glorious last stage as it nips potential crises in the bud.



Readiness Checklist

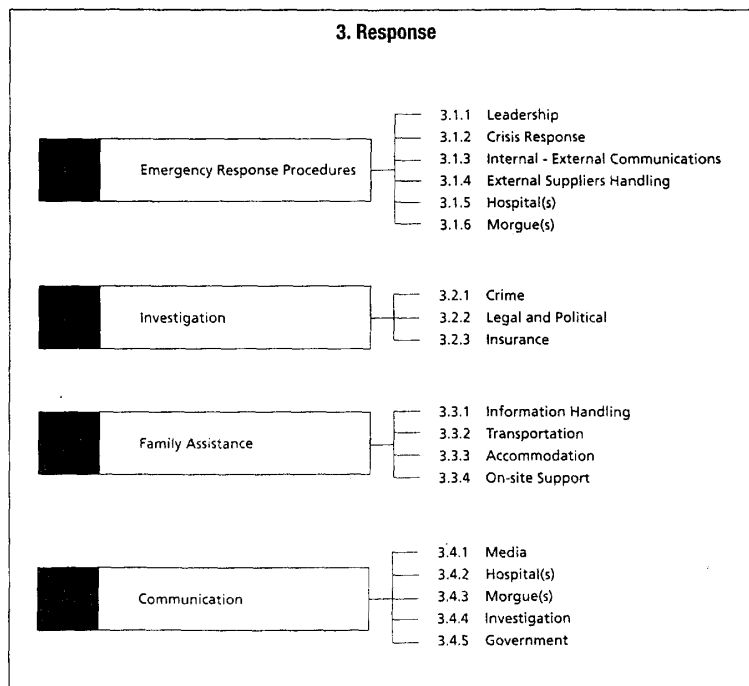
| No. | Readiness checklist | Yes | No |
|---|---|-----|----|
| <i>This checklist is only a guide. It does not contain all of the components, contingencies or options required by each organisation or destination for its specific crisis planning process.</i> | | | |
| 1 | We have a crisis management plan | | |
| 2 | We identified a crisis management coordinator and alternate | | |
| 3 | We assigned responsibilities to each stakeholder and alternates | | |
| 4 | We have a multi-network notification system in place to alert all stakeholders | | |
| 5 | We have a trained crisis response team | | |
| 6 | We established a law enforcement, fire department and emergency services liaison | | |
| 7 | We are aware of the law enforcement, fire department and emergency services command and control structure and their crisis-scene management plans | | |
| 8 | We established a media liaison and plan for communication | | |
| 9 | We have an inventory of internal and external skills that may be helpful | | |
| 10 | We placed crisis management toolboxes (necessary items assembled in advance) in several easily accessible locations | | |
| 11 | We have an emergency "dark" Web site designed that can be activated on short notice | | |
| 12 | We developed all necessary forms to assist in crisis management | | |
| 13 | We made suppliers, vendors and channel partners aware of the plan | | |
| 14 | We designated a safe and secure crisis centre (and an alternative area) | | |
| 15 | We have back-up procedures for critical information in an off-site location | | |
| 16 | We collect, collate and disseminate appropriate information through one agreed spokesperson | | |
| 17 | We make sure that the crisis plan avoids trying to change how people normally behave in crisis situations | | |
| 18 | We are convinced that all those that are involved in the design of the plan accept it and will assist in its continued development | | |
| 19 | We have made sure that the emergency organisations in our area have adopted standard terminology and procedures | | |
| 20 | We ensured with all stakeholders that the responsibility for common disaster tasks is now predetermined on a mutually agreed basis | | |
| 21 | We practice crisis alerts periodically through the year | | |
| 22 | We established procedures for annual inclusion of new staff/stakeholders | | |
| 23 | We established procedures for annual update/review for all stakeholders | | |
| 24 | We obtained a professional review of our crisis response procedures | | |
| 25 | We obtained a legal review of crisis response procedures | | |

Phase 3: Response

Response is dedicated to the immediate aftermath of an event when everything is at its most chaotic. It will become very quickly apparent whether the reduction and readiness phases have developed continuity and contingency plans that are effective. The initial operational emphasis will be on damage control in both lives and property. The crisis communications strategy should already be in play, pre-empting and reassuring stakeholders and the public.

A dynamic crisis management programme requires the combined skills of effective managers and communicators with the authority to take command of a messy situation:

- Operational managers must have the authority laid down in the crisis plan that allows them to delegate and/or take command in a crisis situation without fear of repercussions.
- A skilled public and media campaigner should be given the authority laid down in the crisis plan to make statements on behalf of the organisation. Public perception of an organisation's openness about a crisis is as important to the well being of the organisation as the operational response.



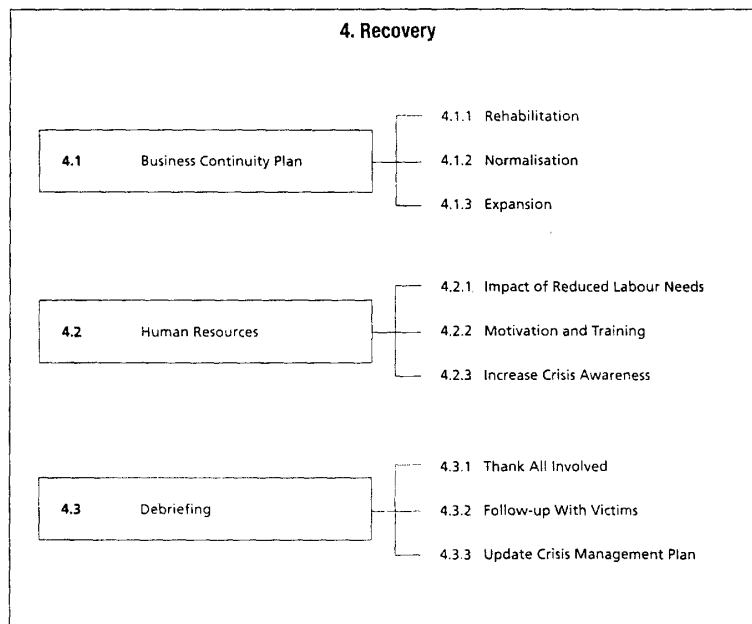
Response Checklist

| No. | Response checklist | In Place | To be done |
|---|---|----------|------------|
| <i>This checklist is only a guide. It does not contain all of the components, contingencies or options required by each organisation or destination for its specific crisis planning process.</i> | | | |
| 1 | We have a plan that focuses on saving lives, preventing further damage and reducing the effects of the disaster | | |
| 2 | We have given persons with expertise in emergency medical services the primary authority at the scene over patient care and transport | | |
| 3 | We have a plan and associated training for disaster casualty distribution among area hospitals | | |
| 4 | We can activate on- and/or off-location emergency operation centre(s) within 30 minutes | | |
| 5 | We can alert all stakeholders within 30 minutes | | |
| 6 | We have a designated person (and/or alternate) in charge of the emergency operation centre | | |
| 7 | We can have the complete crisis response team operational within one hour | | |
| 8 | We have an independent crisis communication system | | |
| 9 | We will have all appropriate public and private organisations represented at the emergency operation centre | | |
| 10 | We have procedures for limiting the congestion caused by excessive responders and curious public | | |
| 11 | We have procedures for incorporating and managing volunteers | | |
| 12 | We have evacuation areas identified and staff assigned | | |
| 13 | We have a plan for the set up of a temporary morgue and evaluation centre | | |
| 14 | We can activate on- and off-location family assistance centre(s) within 30 minutes | | |
| 15 | We have a designated person (and/or alternate) in charge of the family assistance centre | | |
| 16 | We can activate sensitive family notification procedures | | |
| 17 | We have an emergency budget available for family assistance | | |
| 18 | We have religious support for the victims and their families available | | |
| 19 | We can issue an initial press statement in local language and English within 90 minutes after the crisis | | |
| 20 | We can activate an off-location media centre within two hours | | |
| 21 | We can have first press briefings with basic details of crisis and planned/ongoing response activities within three hours | | |
| 22 | We have a designated person (and/or alternate) in charge of the media centre, as well as a designated main spokesperson | | |
| 23 | We have linked the Web master(s) of the emergency Web site with the media centre for simultaneous updating | | |
| 24 | We have secured an (emergency) budget to handle our response activities | | |

The best assessment of effective crisis management is if a crisis has been avoided in the reduction and readiness phases. However, many crises are "acts of the gods" -- seemingly unavoidable. In this case, a crisis management system's effectiveness can be gauged three ways:

- the speed with which an organisation resumes or continues full business operations
- the degree to which an organisation recovers to pre-crisis levels
- the amount of crisis-resistance added since the crisis

A crisis will increase the level of media coverage given to an organisation or destination. If handled properly this publicity is good publicity and will ensure a shorter recovery phase by instilling confidence in all stakeholders and customers. The key to a full recovery will be to encourage a sense of teamwork and cooperation among stakeholders, which may in turn open the door to the synergistic benefits of unified branding and marketing strategies.



Recovery Checklist

| No. | Recovery checklist | In Place | To be done |
|--|---|----------|------------|
| <p><i>This checklist is only a guide. It does not contain all of the components, contingencies or options required by each organisation or destination for its specific crisis planning process.</i></p> | | | |
| 1 | We have plans to consult with families on memorial services and markers | | |
| 2 | We will stay in contact with recovering victims and with the families of the deceased | | |
| 3 | We will designate a leading executive as the "Destination Maker" | | |
| 4 | We have a strategic recovery plan draft involving all stakeholders | | |
| 5 | We recognise the importance of the aviation industry as a (reversed) distribution system and work closely with them | | |
| 6 | We will concentrate all possible political efforts on the reduction of travel advisories | | |
| 7 | We will update our overseas representatives on a regular basis | | |
| 8 | We will adopt branding as the platform of the joint marketing efforts | | |
| 9 | We have a recovery sales action plan draft | | |
| 10 | We will target the travel consultants in our main markets | | |
| 11 | We will consult our key customers and work together to reduce the impact of the crisis for both parties | | |
| 12 | We will use this opportunity to start relationships in new markets | | |
| 13 | We have a public relations plan on stand-by | | |
| 14 | We will prepare a new media and community relations plan | | |
| 15 | We will target the end-user in our main markets as recipients of these media efforts | | |
| 16 | We will invite (and host) as many credible journalists as we can | | |
| 17 | We have a system to review press clippings and to evaluate if perceptions in these articles were correct or incorrect | | |
| 18 | We will survey the affected public, either formally or informally to evaluate the effects on the image of the organisation or destination | | |
| 19 | We will intensively (with all employees) work to create awareness of the importance of making our organisation or destination as safe as humanly possible | | |
| 20 | We will organise internal and external seminars on recovery activities for all staff | | |
| 21 | We will use the recovery period for intensive skill training for our staff | | |
| 22 | We will counsel and motivate all employees to overcome the emotional stress | | |
| 23 | We have plans for intensive debriefing sessions with all concerned | | |
| 24 | We will analyse the recovery efforts and use the "lessons learned" to improve our crisis management plan | | |
| 25 | We will recognise and thank those who have helped, both internally and externally | | |

The Role of Leadership in a Crisis

- Immediately dispatching a senior and responsible individual to the scene of the crisis sends two important messages: I care and I am accountable.
- It is important to make sure there is a plan in place where the CEO and President are among the first to know about the crisis.
- Organisations should identify a primary media spokesperson with the authority to be very open with the media.
- Effective leaders must be able to tolerate confusion and hostility and separate what is important and what is background noise in a chaotic atmosphere.
- Effective leadership in the midst of a crisis can be easily provided for in the continuity plan and contingency plans prepared in readiness for a crisis.

The Role of a Crisis Management Team

- The role of a crisis management team is to provide a centralised power structure that can make and implement decisions rapidly in the midst of a crisis.
- The team's goal is to get the organisation back to business as usual as soon as possible.
- For crises that involve multiple jurisdictions, one of the first tasks of the crisis management team is to inform other organisations of the situation and coordinate an appropriate response.
- The team must be able to operate swiftly in cloudy situations and in the face of conflicting advice.
- The team should quickly formulate something to say about the situation because "no comment" is an unacceptable response that will force the media to turn to other sources.
- The team should assess the problem, sort through the treatment options and administer the needed care quickly.
- The team should call in internal and external experts as needed.
- The experience of the team can be leveraged in the crisis management of future situations.

10 Common Weaknesses in Crisis Plans

1. No systematic collection of planning information
This includes hazard analysis, organisational information, regulatory guidance, company policy procedures and location specific data
2. No systematic dissemination of planning information
Not sharing information with those who are responsible for implementing the plan
3. Failure to identify an appropriate crisis command structure
This is a common pitfall as many planners try to fit their organisation into a standard incident command system not designed around their particular needs
4. Minimal coordination with other stakeholders or none at all
Poor communications with the community, neighbouring industries and emergency services can lead to confusion and chaos
5. Poorly defined organisational responsibilities or none at all
Failure to provide clear descriptions of functions, duties and tasks can lead to finger pointing
6. The programme is poorly maintained or not at all
Most programmes are developed to meet a regulatory requirement and there is no provision made for ongoing evaluation
7. The plan and guidelines are not user-friendly
No simple supplemental materials are provided as a quick reference guide during an emergency and nobody was trained on the implementation of the plan
8. The plan was not disseminated to the proper authorities
Failure to include appropriate parties on the distribution list leads to their failure to respond according to the plan
9. No budget allocated for crisis management
A crisis management budget is as important as a marketing budget
10. No plan
And the belief that ...

it won't happen to us!

10 Steps to a Crisis Plan

- 1) Initiate the formation of a crisis management team, comprised of senior officials empowered with the authority to make and implement decisions in the midst of a crisis
- 2) Contact all emergency and civil organisations that could be involved in a crisis and insist on high level contact and participation in the planning process
- 3) Ensure consistency in the crisis management team and coordinate regular meetings
- 4) Recognise that extraordinary times call for extraordinary measures and ensure that the crisis management team is empowered to spend money during a crisis
- 5) Determine which risks are important to deal with and continually assess emerging risks
- 6) Develop "What if ..." contingency plans to serve as a troubleshooting guide during an actual crisis
- 7) Ensure that instructions and assignments are clear, current and rehearsed and that key stakeholders and emergency services are able to be contacted on short notice and are privy to the crisis plans of the organisation
- 8) Encourage incorporation of crisis management activities into the plans and priorities of all stakeholders as well as the official job descriptions of all employees and officials of the organisation
- 9) Train members of the crisis management team in some form of crisis communications and media relations
- 10) Identify and approach individuals with specialist skills and knowledge in order that they can be quickly brought in to assist the organisation in crisis