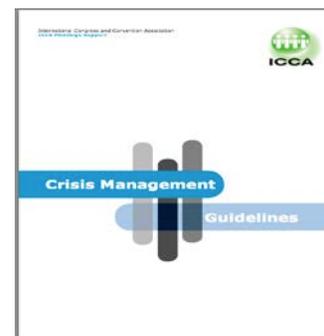




**The Value of Crisis Management Promotion for Tourism and Meetings Industry**  
2017 is designated by the United Nations as International Year of Sustainable Tourism Development. In real terms the global tourism industry generates over \$7.6 trillion (USD) annually of revenue. MICE related tourism (Meetings, Incentive Groups, Conferences and Events) generates over \$700 billion, and is a major industry to be impacted adversely when disaster strikes. This case study demonstrates how Crisis Management Planning promotion creates increased initiative and resilience.

RISK	ACTION	IMPACT	OUTPUT
<p>Tourism is susceptible to all types of disaster risk ranging from natural disasters - pandemic – terrorism -war - civil unrest. Equally tourism is inherently resilient, especially with individual travellers, who make their own decisions based on risk appetite and knowledge of their destination.</p> <p>For MICE related tourism, disaster and risk acceptance is more fragile with longer lead times to recovery. This is because MICE tourism involves large groups travelling and participating together. Planners and organizers in the meetings industry have a certain “duty of care” given the trust large groups place in them. Risk appetite is lower. MICE becomes the global tourism barometer for destinations affected by disaster, impacting local economies , jobs, country, and city perceptions. If the meetings industry stops traveling, somewhere or something must be wrong.</p>	<p>ICCA (International Congress and Convention Association) represents over 1,000 companies and organisations related to the meeting industry in over 90 countries worldwide. Through the likes of H1N1 Bird Flu and sustained global terrorism incidents, ICCA identified a need for increased awareness, knowledge, guidance, value judgement, risk perception, and expertise in crisis planning, communication, response, and recovery.</p> <p>ICCA members determined that a set of crisis management guidelines, which were practical, pragmatic and operationally realistic, were needed.</p> <p>ICCA turned to Safehotels, an independent safety and security certification company with expertise in crisis management</p>	<p>The Crisis Management Guidelines were launched in May 2015 at IMEX Frankfurt (the largest MICE convention in the world) by the CEO of ICCA and CEO of Safehotels .</p> <p>A press release was issued by ICCA to over 400 international meetings industry media outlets</p> <p>Since June 2015 the ICCA Crisis Management Guidelines have been downloaded and put into use by organisations around the world 1,533 times.</p> <p>Positive feedback on the Guidelines from local media in destinations such as Sarawak, Malaysia, included comments such as: “ICCA has provided the right tools to help us streamline, coordinate and synergise during a crisis.”</p>	<p>A White Paper Document available to download for ICCA members from the ICCA website contains information on crisis:</p> <ul style="list-style-type: none"> <li>Planning and Preparation</li> <li>Roles/Responsibilities</li> <li>Resource links and References</li> <li>Managing the Media</li> <li>Case Study Solutions</li> <li>Human Resource Crisis Actions</li> </ul>



<http://www2.unwto.org/content/why-tourism> Value of Tourism to the Global Economy

<http://www.iccaworld.org> Crisis Management Guidelines for the Global Meeting Industry



**Lessons Learned**

The main positive outcomes and success of the project was an open information sharing and collaborative approach between ICCA and Safehotels. Using a major event promotion target with a fixed date such as IMEX ensured focus and motivation was maintained through the project. Knowing there was no safety net if the project was not delivered on time provided a high risk and high reward incentive.

**BUSINESS CASE**

With Crisis Management and Planning, an individual, company or organization can never be too prepared. What sometimes stops delivery of a Crisis Management program is the thought of having to put a Crisis Plan together. By having a set of Guidelines based on a practical and realistic approach – more MICE and tourism organisations can engage in Crisis Management, developing a critical mass of sustained and collective resilience to the benefit of the global tourism and meetings industry.

**REPLICATION OPPORTUNITIES**

The project is straightforward to replicate for all sectors of the tourism industry with proven benchmark guidelines. While not replicating the ICCA guidelines exactly – a framework version of the document can be replicated.

The key to success is in the marketing and PR launch, which can be equally replicated by choosing an appropriate launch event, followed by immediate mass press promotion in relevant trade and industry sector publications.

**How does the project support the implementation of the Sendai Framework targets?**

1	Reduce disaster mortality by 2030		The Crisis Management Guidelines are essentially an information tool. This is a key aid for MICE industry professionals supporting Sendai Framework targets and is now accessible, transferrable, and understandable to convert into practical reality.  The greater the awareness, understanding and preparedness for crisis and disaster within individual sectors, cross sectors, public, and private realms; the more likely incidents can be prevented, contained, managed, recovered, or reduced in impact. This is especially significant for developing, emerging markets, and destinations, where speed of recovery and resilience is key.
2	Reduce number of affected people by 2030		
3	Reduce economic loss by 2030	X	
4	Reduce infrastructure damage and disruption of services by 2030		
5	Increase countries with DRR national/ local strategies by 2020	X	
6	Enhance international cooperation to developing countries		
7	Increase the availability of and access to EWS* and DR information to people by 2030	X	

**How does the project contribute to the ARISE Themes?**

1	Disaster Risk Management Strategies	X	Compliance, due diligence, sustainability and duty of care for governments, organisations, and companies is growing around the world – this is especially so in the private sector. Any initiative, which blends private sector best practice, with association members reach and then gains recognition and exposure through organisations such as ARISE, is going to naturally contribute to the themes indicated.
2	Investment metrics		
3	Benchmarking and Standards	X	
4	Education and Training	X	
5	Legal and Regulatory	X	
6	Urban Risk Reduction and Resilience		
7	Insurance	X	

**For More Information**



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