



THE TRAVEL AND TOURISM ADVISORY BOARD

May 23, 2011

Secretary Gary Locke
U.S. Department of Commerce
1401 Constitution Avenue NW
Washington, DC 20230

RE: TTAB Recommendations from the Marketing, Outreach and Coordination Committee

Dear Secretary Locke:

The Travel and Tourism Advisory Board appreciates the opportunity to support the U.S. Department of Commerce in reaching President Obama's objectives to create jobs and double export spending through the development of travel and tourism to the United States.

The steps we are recommending are intended to enable the United States to present its value proposition as a destination for international travelers in a more positive and better coordinated way. Our specific recommendations described in detail below fall into the following categories:

- Development of the Office of Travel Promotion (pages 1-5)
- Evaluation of the Corporation For Travel Promotion (pages 5-7)
- Market Development Funding (pages 7-9)
- Coordination and Crisis Management (pages 9-13)

DEVELOPMENT OF THE OFFICE OF TRAVEL PROMOTION RECOMMENDATIONS

While much of the focus of the Travel Promotion Act of 2009 has been the creation of the Corporation for Travel Promotion¹, we highlight the fact that this important legislation also created the Office of Travel Promotion², resting within the Department of Commerce. We firmly believe it is the legislative intent that the Office of Travel Promotion plays a meaningful and complementary role to the Corporation for Travel Promotion in the mission to increase U.S. international inbound tourism. We laud the role Commerce has played thus far in bringing to life many parts of the Travel Promotion Act; yet we take note that to date, the Office of Tourism Promotion has not been established to the full extent intended by the Travel Promotion Act. Therefore, we offer specific recommendations to ensure the Office of Travel Promotion is up and running at full capacity and is executing on priority matters that complement and support – not duplicate – the work of the Corporation for Travel Promotion.

¹ 22 U.S.C.A. § 2131(b)(1)

² 22 U.S.C.A. § 2123 (a)

Recommendation: Create a seamless office that incorporates the Office of Travel Promotion into the present structure of the Office of Travel and Tourism Industries

As budgetary constraints force our federal government to control spending and, in some instances, reduce its size, it is likely that repetitive efforts will be the most endangered. Because of the real and perceived overlap between the Office of Travel Promotion and the Office of Travel and Tourism Industries, we believe the Office of Travel Promotion would be less vulnerable and function more efficiently within the Office of Travel and Tourism Industries than it would as a stand-alone office within the Department of Commerce.

In a broader context, the effect of a well-developed Office of Travel Promotion operating within the Office of Travel and Tourism Industries will create an opportunity for a federal administration focused on this all-important area of industry and ensure that domestic travel development and marketing, as well as international inbound travel and tourism, are high on the federal economic and political agenda. A combined office will establish a readily identifiable confluence between government policy issues, the Corporation for Travel Promotion, and the private sector of the travel and tourism industry.

Recommendation: Appoint a federal civil servant³ to serve as Director of Office of Travel Promotion⁴

We believe the primary role of the Director of the Office of Travel Promotion is to establish a seamless leadership authority for the office that will play the critical role of liaison between the U.S. Government and the Corporation for Travel Promotion. Additionally, the Director would ensure a continual mission that does not change with administration fluctuations, and can operate concurrently with Corporation for Travel Promotion leadership and activities.

The fact that the Travel Promotion Act speaks to the requirement that the Director have travel promotion experience is evidence this position should be filled by a federal civil servant, and not a political appointee who would be subject to more frequent changes between administrations.

Recommendation: Ensure the Office of Travel Promotion focuses on creating a structure for partnerships between the national marketing campaign administered by the Corporation for Travel Promotion and those of states, cities, and the private sector, with particular attention to those areas not traditionally frequented by international tourists.⁵

Major cities, large National Parks and family attractions in the United States are already a draw for international leisure and business travelers. Yet, there are a number of adjacent smaller attractions, cities, villages, towns and communities offering cultural experiences that are appealing to travelers looking to discover different aspects of the U.S. These varied "uniquely American" destinations can stimulate expanded U.S. travel, resulting in more domestic jobs and increased commerce for local residents and businesses such as restaurants, specialty retail stores, and small lodging facilities.

Other international destinations, such as India, that are growing their international inbound tourism numbers have been successful in attracting visitors to come and experience their unique cultural offerings in some of the more far-flung corners of their countries. This has helped them to extend duration of trips, gain repeat visitors, and spread the economic benefits of tourism beyond the gateway cities and main attractions.

³ As distinguished from a political appointee

⁴ 22 U.S.C.A. § 2123(b)(2) The Director shall be a citizen of the United States and have experience in a field directly related to the promotion of travel to and within the United States

⁵ 22 U.S.C.A. § 2131(h)(5)(A)(iv)

Shopping, dining and cultural/heritage experiences often rank high on the list of visitor priorities. See Appendix A. Therefore, we recommend the Office of Travel Promotion focus on ways to assist in showcasing this country's breadth and depth of rich and colorful travel experiences beyond our gateway cities and traditional iconic destinations. We can, and should, do a better job of drawing attention to experiences for visitors to enjoy more of our nation's unique natural, historic and cultural resources.

One of the most effective ways to promote our country is to tell America's story with thematic, experiential travel opportunities that are inclusive of natural, cultural and historic assets. By linking similar assets as a linear "string of pearls," we can motivate the visitor to travel and explore various interests, thus expanding opportunities for them to stay longer and spend more per visit.

Examples of destinations or concepts that may appeal to key target visitor markets include Music Trails, Wine and Culinary Tours, Appalachian Handicrafts and the Indian Pueblo Cultural Center. Appendix B contains a summary on Oregon Bounty, a culinary tourism program developed by Travel Oregon to encourage economic growth and enhance the quality of life by strengthening the economic impact of tourism statewide. Many other programs already exist but may lack the wherewithal to tap into the marketing plans of the Corporation for Travel Promotion. We believe the federal government is uniquely situated as the steward of fairness to ensure federal monies support the entire union. Appendix C contains information on resources available to secondary markets to promote themselves more effectively.

Furthermore, if the Office of Travel Promotion focuses on enhancing the U.S. travel experience by promoting regional and secondary markets – the Undiscovered America - that have not historically benefitted from international inbound tourism, it will complement the activities of the Corporation for Travel Promotion by providing additional travel experiences that many international visitors will find enriching. It will also act to support one of the mandates of the Corporation of Travel Promotion, namely to promote areas that do not traditionally benefit from international tourism.⁵

Because the Travel Promotion Act charges the Office of Travel Promotion to "support State, regional, and private sector initiatives to promote travel to and within the United States," we recommend the Office of Travel Promotion engage representatives from the public and private sectors of the tourism industry, disseminate information about the activities of the Corporation for Travel Promotion to providers of travel experiential products, assist in combining and networking existing travel experiences and help to organize them according to themes that are proven to appeal to visitors, stressing the attributes that are uniquely theirs.

To ensure these products reach an international audience, we encourage the Office of Travel Promotion to provide motivation and incentives to encourage state tourism and convention bureaus and hotels to work with the Corporation for Travel Promotion to establish presence at key international trade shows, including ITB Berlin, World Travel Market, and International Pow Wow, among others, to enable the United States to present a positive and cohesive brand image to international travel buyers.

Recommendation: Encourage the Office of Travel Promotion to work together with the Departments of State and Homeland Security in making recommendations for enhancing websites and other locations (on- or off-line) where documentation, admission and arrival procedures are communicated to international travelers.⁷

The Travel Promotion Act charges the Office of Travel Promotion to "disseminate information more effectively to potential international visitors about documentation procedures required for

⁵ 22 U.S.C.A. § 2131(b)(5)(A)(iv); 22 U.S.C.A. § 2131(c)(3)(F)

⁷ 22 U.S.C.A. § 2125 (c)(2)(A)

admission to the United States as a visitor." The Travel Promotion Act also charges the Office of Travel Promotion to "enhance the entry and departure experiences for international visitors through the use of advertising, signage, and customer service."

While we recognize that ultimate responsibility for the content of communication will often rest within another executive branch agency, we encourage the Office of Travel Promotion to coordinate with appropriate offices within State and Department of Homeland Security to ensure that information regarding documentation and admission requirements, arrival procedures, etc. is effectively communicated to the traveling public.

In particular, we encourage the Office of Travel Promotion to identify at a minimum, the top five web sites (determined by volume of traffic) where international inbound tourists are likely to find information about entry – and identify the individuals in charge of managing those sites. We encourage the Office of Travel Promotion to collaborate with those individuals, and solicit support from private sector travel industry companies with expertise on web usability to facilitate access to information for the international inbound traveler.

Recommendation: Ensure the Office of Travel Promotion works with Department of Homeland Security and the Corporation for Travel Promotion to explore whether ESTA can be used as a marketing tool.⁸

Considering some international inbound tourists may view the ESTA process as more burdensome than helpful, the Office of Tourism Promotion should also consider working with State to leverage ESTA as a marketing tool, whereby a program for rebates can be created enabling a private sector platform to offer rebates that would offset the cost of the \$14 ESTA payment. A potential burden can be transformed into an opportunity.

Recommendation: Ensure the Office of Travel Promotion improves outreach to the "digital traveler" to more effectively engage prospective visitors from emerging markets.⁹

A study conducted by Mandala Research found that 76 percent of travelers from key emerging international markets (Australia, Brazil, China, India and Korea) bring two or more electronic devices on their trips to the U.S.; and slightly more than half carry a smart phone such as iPhone or BlackBerry (See Appendix A). During their trip, texting was the most used feature followed by electronic maps. In addition, 10 percent of all travelers access social media sites with their smart phones.

Therefore, it is essential to always provide more readily accessible, current and useful information about the travel experiences throughout the U.S. for the "digital traveler." We suggest engaging the technologically savvy traveler by encouraging the Office of Travel Promotion to explore ways to make information about the full range of travel experiences readily available on all of the media platforms, including apps for smart phones.

Similarly, we encourage the Office of Travel Promotion to explore the use of social media to engage international travelers and keep the United States top of mind as a destination as well as correct misperceptions that could discourage inbound tourism. By way of example, the Department of Homeland Security has had some success with www.ready.gov and utilization of social media tools to communicate quickly and effectively on matters involving homeland security.

⁸ 22 U.S.C.A. § 2123 (c)(2)(C);

⁹ 22 U.S.C.A. § 2123 (c)(2)(A); 22 U.S.C.A. § 2123 (c)(3)(B); 22 U.S.C.A. § 2123 (c)(2)(C);

Recommendation: Establish specific travel trade missions in key international markets led by the USDOC – with at least one travel trade mission being part of an initiative led by the President or the USDOC Secretary.

The potential for exponential economic growth through the increase of travel and tourism spending (both international export dollars and domestic travelers) is often cited. However, specific travel trade missions, travel business development programs and monetary support for small, private culture-based businesses have few places to go for grants, other funding and marketing support. Therefore, we encourage the Office of Travel Promotion to establish trade missions dedicated to travel and tourism.

EVALUATION OF CORPORATION FOR TRAVEL PROMOTION RECOMMENDATIONS

We strongly support the Travel Promotion Act and are convinced of its potential to generate significant U.S. exports and employment. The Travel Promotion Act represents a no-cost boost to the U.S. economy that will pay dividends for years to come. The impacts of travel promotion, when effectively executed, have been proven over time by many destinations.

A compilation of return on investment studies reveals a broad range of historic returns (See Appendix D). Even the most conservative of these indicates that travel promotion is a worthy investment. Given the desirability of the United States as measured by global traveler aspirations, the U.S. is positioned to benefit from its investments in destination promotion.

Compared with domestic travel, international inbound travel presents a more significant growth opportunity. A reclaiming of just half of our lost market share over the past decade would have dramatic effects on both exports and employment. Current forecasts, based on global economic trends, reveal that international inbound spending (exports) will increase its share to 23 percent of total U.S. traveler spending by the end of this decade, compared with 15 percent in 2006 and 17 percent in 2010. As such, funding sources must be preserved.

The formation of the Corporation for Travel Promotion presents the U.S. with the first opportunity to market itself internationally as a brand destination for travel and tourism in more than 25 years. This government and private sector supported corporation has been mandated to market the entire nation as a travel destination, as the Travel Promotion Act specifically states that the CTP must "ensure that international travel benefits all States and the District of Columbia and to identify opportunities and strategies to promote tourism to rural and urban areas equally, including areas not traditionally served by international travelers." This legislation has created a nexus of opportunity for small travel and tourism businesses to benefit from broad marketing efforts – and for new businesses to have a promotion mechanism on hand.

The Travel Promotion Act assigns the Secretary of Commerce six specific oversight responsibilities¹⁰ with respect to the Corporation for Travel Promotion. The Travel and Tourism Advisory Board encourages the Secretary to establish a formal review process with measurable objectives, and communicate the process and objectives with the Corporation for Travel Promotion as soon as possible. A formal process will ensure the oversight role will be carried out effectively and consistently across changes in personnel and administration, and will be a signal that governmental oversight is active and ongoing. It is our belief that some level of formality in the review process should increase taxpayer confidence, which minimizes the likelihood the funding source will be eliminated. We should also note that the Corporation for Travel Promotion will naturally also benefit from a clear understanding of the process the Commerce Department will use to measure its performance and objectives.

¹⁰ 22 U.S.C.A. § 2131(b)(2)(A), 22 U.S.C.A. § 2131 (c)(1), 22 U.S.C.A. § 2131 (c)(2), 22 U.S.C.A. § 2131 (c)(3)

Recommendation: Develop framework and guidelines for Commerce Department oversight roles for Corporation for Travel Promotion

The Travel Promotion Act prescribes several oversight responsibilities to the Secretary of Commerce and the Office of Travel and Tourism Industries; and we believe active oversight plays a role in the health of the Corporation for Travel Promotion, and the continued viability of the funding source.

Specifically, the Travel Promotion Act states The Secretary of Commerce shall:

- 1) "Members of the (Corporation for Travel Promotion) board shall be appointed by the Secretary of Commerce."
- 2) "The Secretary of Commerce may remove any member of the board for good cause,"
- 3) "The (Corporation for Travel Promotion) Board shall establish annual objectives for the Corporation for each fiscal year subject to approval by the Secretary of Commerce."
- 4) "The Corporation shall establish a marketing plan for each fiscal year not less than 60 days before the beginning of that year and provide a copy of the plan, and any revisions thereof, to the Secretary;"
- 5) "The board shall transmit a copy of the Corporation's budget for the forthcoming fiscal year to the Secretary not less than 60 days before the beginning of each fiscal year, together with an explanation of any expenditure provided for by the budget in excess of \$5,000,000 for the fiscal year."
- 6) "The Corporation shall submit an annual report for the preceding fiscal year to the Secretary of Commerce for the transmittal to the Congress."

The Act further states that the Office of Travel and Tourism Industries shall:

- 1) Evaluate the success of the Corporation for Travel Promotion in achieving its objectives and carrying out the purposes of the Travel Promotion Act..
- 2) Research to support the annual reports to Congress and certain Executive branch agencies.

We believe the Secretary should establish a framework to measure the objectives, budget, and marketing activities of the Corporation for Travel Promotion, and ensure that such a framework is clearly communicated to the Corporation. As Secretaries move in and out of the position, and as Corporation for Travel Promotion Board members move on and off the Board, some baseline standards ought to be established to ensure continuity over time.

We believe the Travel Promotion Act contemplated a balancing act in which the Secretary would play some role in holding the Corporation accountable, yet ultimately allow the Corporation enough freedom so that strategic decisions are governed by the private sector representation on the Corporation for Travel Promotion. Therefore, we suggest the Secretary give great deference to the private sector perspectives in evaluating priority of objectives, but make certain the legislative intent of the Travel Promotion Act is preserved.

Recommendation: Initial considerations for the Commerce Department in evaluating objectives of the Corporation for Travel Promotion

While we do not foresee an ongoing formal role for the Travel and Tourism Advisory Board to provide continual input into the activities and objectives of the Corporation for Travel Promotion, we offer the following considerations in light of the need for the Corporation for Travel Promotion to show immediate results.

Initial Assessment

Also called "market triage," the assessment process will enable us to identify the relative opportunities for U.S. inbound travel across primary, secondary, and emerging markets. The basis of this assessment can be a regression-based scorecard analysis combining market size,

growth, preferences, purchasing power, and destination patterns. The outcome would be a clear understanding of where the Corporation for Travel Promotion should focus and in what proportions as it considers short-, medium-, and long-term objectives. This analysis should cover approximately 25 markets.

Informed Research

Using the results of the preliminary opportunity identification analysis, the Corporation for Travel Promotion should commission a more detailed market assessment that would include new research to understand the advantages of the U.S. as a destination as perceived by travelers in each of the top 7-10 markets. The strengths of the U.S. brand, attractions, and experiences can then be identified. In addition, this assessment will identify the challenges facing U.S. destination promotion based on market perceptions/misperceptions. These insights will inform the message, brand, media and other market strategy decisions. The ultimate goal of this work will be to allow the market to answer these basic questions:

- o Why is the U.S. a great destination?
- o What are travelers' aspirations when considering the United States?
- o How can we best leverage these factors in our brand message and market focus?

A combination of consumer and travel trade surveys might be required for this assessment. In both cases, current survey instruments can be leveraged as cost-effective solutions. For example, the Canadian Tourism Commission, Visit Britain, and Visit Sweden have all initiated destination awareness and interest surveys of global travelers over the past several years. In addition, a company called Travel Market Insights conducts ongoing travel trade surveys in the UK, Germany, Canada, Mexico, and Japan.

The tactics suggested above will be articulated in more detail by the Market Research subcommittee in its recommendations to the Secretary. By way of reference, Appendix E contains highlights from a report from U.S. Travel Association on the impact of the U.S. travel industry on the nation's economy.

MARKET DEVELOPMENT FUNDING RECOMMENDATIONS

One of the reasons the United States has lost market share in international travel in recent years has been the lack of an aggressive marketing campaign. With the creation of the Corporation for Travel Promotion, there is now a mechanism to define and promote the United States as a desirable travel destination. While there are compelling, iconic destinations already available for the CTP to promote, the entire United States would benefit by the development of additional products outside of the traditional gateway cities. By expanding the travel industry throughout the U.S., we can grow the economy and add jobs.

Federal grants for the purpose of building and creating businesses that increase the nation's competitiveness in key areas such as clean energy development and technology are available to start-up businesses in these fields. In 2010, the travel industry was responsible for \$134 billion in export dollars, generating a \$32 billion trade surplus, and most importantly supported 1.2 million jobs for U.S. citizens. It has been widely acknowledged by this administration that the travel industry is key to this country's economic recovery, yet few sources of government funding exist for the purpose of developing private enterprise for this sector of business.

Whether marketing to the international traveler directly, or the domestic traveler indirectly, the key to long-term success is ensuring that the product – actual travel experiences in the US – delivers on the promises made in our marketing messages. This requires continuous investment and development of the core cultural product. Therefore, in the near term, the Secretary should allocate funds from the Market Development Cooperator Program for the purpose of developing or forming private enterprises in travel and tourism. As budgetary constraints improve, the

Secretary should establish a dedicated market development cooperative similar to the MDCP solely for tourism purposes that will help less sophisticated travel and tourism entities in smaller markets develop into more significant travel destinations.

Recommendation: Encourage stronger participation in the Market Development Cooperator Program (MDCP)

The Corporation for Travel Promotion is charged with marketing – not developing – travel experiences, but as previously stated, the Corporation for Travel Promotion's brand campaign can be maximized by creating thematic "umbrella" travel experiences that would be localized, involving the communities to articulate the unique heritage, culture and image of the destinations. Of course, the U.S. would realize near-term returns utilizing existing products, especially those well-known and accessible territories nearest the gateway cities, such as Niagara Falls, our National Parks and the Grand Canyon. However, we see a long-term need to provide and promote additional "products" throughout the country.

Therefore, we suggest the Secretary and other relevant U.S. government staff encourage eligible travel and tourism organizations to submit proposals for the Market Development Cooperator Program. MDCP grants have been available since 1988, but relatively few travel and tourism related entities have been awarded grants. This may be due to proposals not being viewed as strong enough, or due to lack of understanding of the importance of the travel and tourism industry to the nation's export value or the nation's economy. Either way, the travel and tourism industry should work more collaboratively with Department of Commerce trade and commercial specialists to strengthen submissions so there is a stronger chance of their being well reviewed and scored in the decision-making process.

In addition, the Marketing Committee requests that the Secretary add a travel and tourism expert to the review committee for the Market Development Cooperator Program. This would allow committee members who are not experts in travel and tourism to gain a better understanding of and appreciation for the travel and tourism-related submissions.

Future Consideration

When the current budgetary situation improves, the Marketing Committee would further suggest that a separate grant program, similar to MDCP, be established, and perhaps named the Tourism Product Development Committee. Such a program could be used to support the development and improvement of travel and tourism experiences, and the marketing of these experiences to the international traveler. These grants could be used to support the themed shopping, dining and cultural experiences that research indicates appeal to international travelers. We further suggest that this new grant initiative be modeled upon the successful Market Development Cooperator Program (MDCP). Tangible results of the MDCP grants are that in an average year, MDCP projects generate \$208 million in exports and for every MDCP award dollar, projects average a return of \$124 in exports.

For the TDPC grant, the MDCP application and grant mandate criteria would be revised to support the development of tourism products or to expand or directly enhance current travel products for the express purpose of marketing to international travelers. The criteria would be specific to the travel and tourism industry sector, encourage partnerships and collaboration and stress the unique and authentic American experiences that would appeal to international visitors.

We suggest that \$5 million be allocated annually for this grant on a 2-to-1 matching fund basis, with applicants receiving up to \$500,000 for use over a one- to three-year period. The result of this process would be a total investment of \$10 million. Authority to re-allocate USDOC marketing grants and funds to be used for development of small travel businesses will be the foundation of tourism growth in small regions around the U.S.

Federal grants for the purpose of building and creating businesses that increase the nation's competitiveness in key areas such as clean energy development and technology are available to start-up businesses in these fields. Given the important role the travel and tourism industry plays in our nation's economy, we feel strongly that grants and other monies should be available to the travel and tourism industry as well.

COORDINATION AND CRISIS MANAGEMENT RECOMMENDATIONS

Over the course of the past decade or so, events such as the terrorist attacks of September 11, 2001; the aftermath of Hurricane Katrina; the outbreak of swine flu and other infectious diseases; the worldwide economic downturn; and the oil spill in the Gulf region have had a negative impact on the tourism industry at the state, regional and national levels. Currently, the U.S. lacks sufficient preparedness to mitigate the ill effects of such events on travel and tourism. Therefore, we highlight two primary areas that require the attention of the U.S. Department of Commerce: 1) adoption of a formal, official crisis communication plan that is disseminated and followed universally within the U.S. travel and tourism industry and by all governments, and that is globally recognized and subscribed to in the event of a crisis within our borders; and 2) identification and coordination of the myriad councils and committees within the U.S. government and the private sector that address travel industry issues and policies.

The Travel and Tourism Advisory Board has discovered the need for coordination of information and activity among the myriad departments and committees of government stakeholders. The present structure presents a group of related, yet disparate organizations that do not offer the industry (here and abroad) immediacy and accessibility – especially in times of crises. Most important, it is not clear which of the councils or boards creates policy or spearheads response to a crisis that impacts the travel industry. What is the U.S. government's official, universal plan that outlines definitive steps to address and quell a crisis situation when it arises? How has the travel industry's interest been looked after both at home and abroad in times of crises?

The present structure of governmental committees and councils, as they relate to the travel and tourism industry and dissemination of information influencing travelers, omits participation by private sector stakeholders – with the exception of the TTAB – and it does not have the mandate to collaborate with global partners and governments. We are currently vulnerable to having situations defined by competitors and in the self-interests of outside entities. We therefore have determined that it is important to have a formal, official, universal crisis communications plan of action that is inclusive of private sector stakeholders, and puts the United States in a position to coordinate the appropriate communication of responses and policies with other travel partners and governments.

The Tourism Policy Council (TPC) has been identified as the central body within the Federal government system of councils and committees that convenes all policy-making departments with regard to travel and tourism issues in the United States and internationally. As secretariat, the Office of Travel and Tourism Industries plays a pivotal role on this council and is in a position to bring cogent private sector issues before this group. We take note that Federal Emergency Management Agency has implemented a similar initiative involving the private sector in emergency management activities, including a private sector representative at the National Response Coordination Center. Federal Emergency Management Agency's Private Sector Division in External Affairs has developed strong relations with numerous private sector elements to enhance collaboration in disaster preparedness, response and recovery. Some guidance may be gained from studying their design as the method for involving the private sector in crisis communication.

Recommendation: Adopt the UNWTO Crisis Communications Toolkit as the official U.S. crisis communications and management program

The UNWTO (UN World Tourism Organization) realizes the importance of inter-government cooperation in times of crises. No major crisis impacts only one destination. Our most recent case in point is the impact of the earthquake and subsequent tsunami in Japan.

Along with 150 member countries, the UNWTO has developed a comprehensive plan for Crisis Communications that will be ascribed to by all members – and can be adopted for use by non-members.

As the United States of America begins to globally market its attributes as a travel destination, our policies and response to any crisis situation that can impede travel to and within this country will affect a bigger universe. It will be increasingly important for the U.S. as a country to stand with its global partners in responding to crises as a collaborator.

After extensive review of other existing plans it is our recommendation that the U.S. Government adopt the UNWTO Crisis Communications Plan as our domestic and international policy for behavior and response in any crisis situation that will impact the U.S. travel industry (See Appendix F). This plan will not only provide a roadmap for our own activity, it **also** allows the United States to act in coordination with international travel organizations and governments. Membership in the UNWTO is not required for us to adopt the plan in general.

Recommendation: Create a permanent, international crisis management team within the TPC that includes the private sector.

The Marketing Committee recommends a permanent crisis management team be developed that includes an official private sector advisory capacity. The formation of this team would enable the United States to respond in a more immediate and unified way and develop communications strategies for crisis situations and extraordinary events both at home and abroad that impact all travel and tourism stakeholders. The work of this team will complement the Federal Emergency Management Agency's recovery programs to help communities get back on their feet. This group would work with the understanding that the first priority of any activity is public safety and would keep this foremost in mind when determining and executing the crisis communication plan which will assist in economic recovery.

Recommended Structure:

- o Six members from the Travel and Tourism Advisory Board will act as a crisis communications team in an advisory capacity to the Tourism Policy Council
- o These six members of the Travel and Tourism Advisory Board should be representative of private stakeholders from the five major areas of travel and tourism industry: transportation providers (two total representatives from air, rail, rental car, etc.), lodging, receptors, operators/agents, and small business retail.
- o The Tourism Policy Council members should draw in the appropriate offices and departments within their agency as needed. For example, Department of Homeland Security will serve as the voice of the Federal Emergency Management Agency in this process.

Recommendation: Reach consensus on crisis definition.

The Committee recommends that the crisis management team reach a consensus on what conditions would constitute a crisis and thus activate a team meeting and possible implementation of the crisis management plan. Following are a few preliminary suggestions for consideration, with terms that would need to be defined and/or quantified shown in italics.

- o A crucial state of affairs relative to a regional, national or international incident in which a decisive change is impending – that change being a *substantial* reduction in international and/or domestic travel resulting in a *serious* negative economic impact

- o A point of decision in a regional, national or international incident where an inappropriate action or lack of action will result in *substantial* reduction in international and/or domestic travel resulting in a *serious* negative economic impact
- o A state of affairs when various local governments are being affected by the same negative scenario and joint action would be broadly beneficial and lack thereof would create waste of resources

Additionally, the Committee believes it may be worthwhile for federal executive branch agencies to consider revising the terminology used to describe extraordinary events that set in motion efforts to assist regions affected by those events. For example, we believe designating affected regions as "disaster areas" may on occasion have the unintended effect of unnecessarily discouraging travel into those regions, thus compounding physical damage with economic hardship. This is particularly true when the "disaster area" designation occurs some time after the "disaster event" when recovery has already begun. Perhaps a term such as "economic emergency area" would be more appropriate to describe areas that are negatively impacted by extraordinary events. The recent Department of Homeland Security decision to simplify terror alert system labels is an example of an analogous policy change of the type that we would support, and results in a more clear and accurate message the public can digest.

Recommendation: Determine acceptable measurement methodology program to gauge ill-effects on travel and tourism industry.

As management guru Peter Drucker said, "You manage what you measure." Accordingly, the Committee recommends the development of clear metrics for assessing the economic impact of a crisis on the travel and tourism industry, as well as gauging the effectiveness of our crisis management plan. Fortunately, there are existing models for creating these metrics, perhaps most notably the UNWTO Toolbox cited above. In the section on "Measuring Results," UNWTO outlines its methodology for tracking key data before, during and after a crisis. These data include tourism performance indicators such as hotel occupancy levels, airport arrivals and departures, and restaurant sales that provide benchmarks against which the effectiveness of the crisis management plan can be measured. Other factors that can be tracked include media mentions of the crisis and consumer attitudes toward the destination affected by the crisis.

We propose to provide a model to industry and non-industry members to inform decisions relative to the crisis as outlined below. The intent is to provide a widely accepted model that provides solid measurements for government and private sector alike.

Financial Impact

Workers visiting affected communities to serve the relief effort should be counted as "non-normal travelers" in order to evaluate the losses associated with typical and normal travel trends to that region's hotels and other related businesses that provide services to travelers (such as attractions, restaurants and retailers).

Areas to be measured are as follows:

- o Lodging Occupancy
 - An Area to include data on type of traveler to identify crisis workers versus real travelers
- o Lodging Rate
- o Arrivals and departures by air, boat, bus
- o Sales Tax
 - By business sector – identifying restaurants, attractions, sports, retail
 - This measurement will assist in knowing what kind of traveler is booking and the effect the crisis is having on local business in that market
- o Bed Tax

- Identifying type of traveler and thus those crisis workers, such as government, who do not pay bed tax
- This measurement will assist in knowing what kind of traveler is booking and the effect the crisis is having on local business in that market
- Property Tax
 - By business sector identifying restaurants, attractions, sports, retail, lodging
 - This measurement will assist in knowing what kind of traveler is booking and the effect the crisis is having on local business in that market including the long term effects

Media Coverage

- Coverage should be tracked relative to both quantity and tenor
- The specifics below should all be tracked
 - Press Mentions of Destination
 - Nature of Mentions – positive or negative
 - Press mentions of Crisis – positive or negative
 - Press mentions of Crisis Response – positive or negative

Consumer Attitudes

- Research should include
 - Statistically-Valid Representative Surveys
 - Quick-Turnaround Social Network Surveys.
- Information Gathered should include
 - Ever visited
 - Likelihood to visit
 - Positive opinions regarding the destination
 - Negative opinions regarding the destination
 - Likelihood to recommend destination to others

Recommendation: Review missions and activities of existing industry stakeholders.

Just as the response to extraordinary events can be made more effective by improved coordination at the federal level, we feel the challenge of representing the interests of multiple travel industry stakeholders is better addressed through some degree of oversight at the national level. Currently a variety of organizations exist in both the public and private sectors that are focused in some way on travel promotion and shaping travel industry public policy. While we believe each organization provides a useful function, their sheer numbers make it difficult, if not impossible, to monitor their efforts to shape travel policy and to gauge the effectiveness of those efforts.

We believe a logical first step would be a review of the mission and the activities of these various organizations, with an eye toward identifying opportunities to avoid duplication of effort. Such a review might most efficiently be conducted by the Office of Travel and Tourism Industries (OTTI), with a near-term objective of compiling a current list of travel industry stakeholders in both the public and private sectors and an inventory of the initiatives each is undertaking.

Longer term, we recommend that OTTI convene a summit of executives from those organizations identified as most strategic.

Appendix G contains a preliminary list of organizations that represent key travel industry stakeholders, with a brief description of the mission statement for each. Additional research would likely make the list more complete. The Committee believes the task of identifying as many of these organizations as possible is worthwhile if it enables us to identify areas where missions overlap and the opportunity for greater cooperation exists. Ultimately, aligning the interests of

these organizations and their members with our overarching objective of increasing international tourism is a goal that is well worth pursuing.

Sincerely,



Rossi Ralenkotter
Chairman, Travel & Tourism Advisory Board



Greg Stubblefield
Chairman, Marketing, Outreach &
Coordination Subcommittee

Appendix A

NEWS RELEASE

For immediate release December 8, 2010

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**New International Emerging and Growth Markets Study
Documents the Power of U.S. Brands, Shopping Habits and
Significant Trends**

*Macy's/Shop America Alliance Study conducted in Partnership with the
U.S. Department of Commerce polled visitors from the Top 5
emerging/growth markets for incoming U.S. travel including Australia,
Brazil, China, India, and Korea*

Washington, D.C. –Mandala Research today announced the initial results of a significant international visitors study underwritten by Macy's, Shop America Alliance and conducted in partnership with the US Department of Commerce/Office of Travel & Tourism Industries (DOC). The study polled inbound travelers to the US who had visited within the past twelve months on their overall itineraries and specifically on their shopping plans. The initial findings detail key trends amongst the Top 5 emerging/growth markets as identified by the DOC including visitors from Australia, Brazil, China, India, and Korea where DOC projects arrivals growth from 15 percent to 40 percent within the next three years.

The study conducted amongst 2,500 respondents from August through October 2010, finds that travelers from these markets spend on average \$3,517 on their trip to the U.S. with one third of that spent on shopping. A surprising result for researchers was the purpose of visits to the U.S., an overwhelming majority of respondents, 71 percent, arrived to visit friends and family, while only 24 percent visited for pleasure/holiday or for other personal reasons, the traditional indicators of a visit to the U.S. by foreign tourists.

"Shopping has always been one of the top activities of international travelers. From this study, we know more about the upper income shoppers who visit the country. By understanding these travelers, the industry should be able to improve its approach to this lucrative segment to expand exports for the U.S.," said Helen N. Marano, Director of the Office of Travel and Tourism Industries, U.S. Department of Commerce.

Shopping is a key driver for these travelers in their choice of the U.S. as a destination, with a majority (56%) saying shopping was the key reason they took the trip or it helped them choose among destinations. In addition, these travelers purchased more than the twice the amount they had planned to purchase while shopping in the U.S. "Shopping continues to be an important travel motivator due to the selection and value found throughout the U.S. along with tourism marketing programs and incentives that serve to increase visitor spending and economic impact," said Rosemary McCormick, President, Shop America Alliance.

Additional Key Findings:

Key Activities: Most popular activities include shopping, visiting amusement, national and state parks followed by visiting museums, zoos and aquariums, unique dining experiences, concerts and theaters, as well as spa services and gambling. In addition, almost half of Chinese travelers looked at real estate during their visit.

Brand Awareness Asked to choose among a variety of top U.S. brands, travelers choose McDonald's as the most recognized American brand.

Top Retailer: Among department stores they were asked about, Macy's ranked highest in brand awareness, followed by JC Penney.

Top U.S. Retail Brands: Levi's, Ralph Lauren, and Diesel are among the top brands these travelers from emerging markets say they shopped for in the U.S.

What are they buying: Apparel is the top purchase for these visitors. Travelers from all of these growth markets except India purchased about twice as much in women's and men's apparel than they planned. A surprising result included the high choice of Food and candy as a top product purchased while in the US, with 42% shopping for these items during their visit. While toys are not on the top ten list of items planned to purchase, a quarter of all travelers say they purchased toys on their most recent trip to the U.S.

Use of Technology: Just over three quarters (76%) of travelers from these markets bring two or more electronic devices on their trip to the U.S. and slightly more than half (51%) carry a smart phone such as iPhone or BlackBerry. During their trip, texting was the most used feature followed by electronic maps. In addition, 10% of all travelers access social media sites with their smart phones.

According to Laura Mandala, travel industry consultant and former executive with the U.S. Travel Association. "The findings support the thesis that travel barriers to the U.S. should be eliminated in order for the economy to benefit from the infusion these travelers can have on the U.S. marketplace."

Additional sponsors of the research include: The U.S. Travel Association, Las Vegas Convention and Visitors' Authority, Philadelphia Convention and Visitors' Bureau, Capital Region USA, California Travel & Tourism Commission,

Carlson Hotels, US Cultural and Heritage Tourism Marketing Council, The University of Florida, and the Museum Store Association.

The White Paper with an executive summary of the findings will be available January, 2011. The report of findings will be available at www.MandalaResearch.com and ShopAmericaTours.com

About Mandala Research

Mandala Research is a trusted firm that offers hotel, travel & tourism market research products and services – along with expert analysis – for Fortune 500 companies, non-profit organizations and government agencies. Driven by Managing Director, Laura Mandala, our mission is to be your trusted partner – to offer you the best in research services at every level – so you're making the right decisions at the right times. Information is the key to bringing ideas full circle – let us help you get there. To learn more about Mandala Research, contact us by phone at 703.820.1041 or by email at Laura@MandalaResearch.com or visit www.MandalaResearch.com.

##

Appendix B

OREGON BOUNTY PROGRAM SUMMARY

Seven years ago, Travel Oregon embraced an innovative solution to a common tourism destination problem: how do we fill room nights and attractions when businesses need it most, in the shoulder season? We learned that culinary tourism was a growing trend: a 2006 study by the U.S. Travel Association found that 17% of American leisure travelers engaged in some type of culinary or wine-related activity while traveling between 2004 and 2006. This equated to just over 27 million travelers¹¹. What's more, culinary travelers are both affluent and highly active.

Oregon's Opportunity

As culinary tourism was emerging, Oregon was experiencing explosive growth in wineries. It was the beginning of a foodie revolution unfolding across the state. Artisan producers of all flavors—distillers, craft brewers, bakers, heritage pork farmers—were migrating to Oregon. Former Intel execs were leaving hi-tech to raise chickens and give cheese making classes in the Willamette Valley. Stock brokers were turning into chocolate makers and moving to small, remote towns to pursue their new found passion. Young chefs seemed drawn here by a greater beacon of the palate.

Oregonians know that fall is one of the best times of year to travel around the state if you're a foodie; the weather is glorious and many of the state's best products are at their peak.

As a point of distinction, Oregon's culinary scene is intimate, providing opportunities to enjoy what you eat and drink here alongside the very producers who grow, make or cook it. More than a tasting venue, Oregon is a true and memorable culinary adventure.

The confluence of emerging culinary travel market and growing Oregon culinary product was auspicious. So Travel Oregon made a strategic decision to have a singular focus for the fall season: market Oregon as that unmatched place where it's still possible to meet the people and roam the places that make up Oregon's eclectic, hand crafted, intimate and uncrowded food scene. Oregon Bounty was born.

Our Strategy

Quality, authenticity, and more recently, sustainability are of critical importance to culinary tourists. Oregon owns bragging rights to all three via our wine regions, craft brewers, and innovative chefs. As further proof: Oregon wines, hazelnuts, pears, and blue cheese can all claim best-in-world status¹².

We highlight all regions of the state by promoting local food personalities travelers can meet, events, products and travel packages. Our consumer target is affluent culinary travelers aged 25-64 who earn at least \$75,000 and spend at least \$1,000 year or more on travel.

The 2009 Oregon Bounty promotion highlighted eight culinary "personalities" of Oregon, matching each region with an Oregon product and producer. The promotion was executed in the following ways:

¹¹ Profile of Culinary Travelers. Us Travel Assoc., 2007

¹² Oregon: Nature's Culinary Adventure, Foodtrekker, 2009

- **"Win an Oregon Bounty Cuisinternship" contest:** Consumers entered to win an all-expenses-paid week as an apprentice with a well-known Oregon culinary icon. To enter, they had to post a 140-character "tweet" friendly statement and a short video on our website on why they were the best candidate for the "job" of their choice. Candidates shared their videos with friends and followers via social media.
- **Launch of a new, comprehensive culinary website:** In previous years, information about Oregon Bounty was available on our website only during the fall. For 2009, we developed a comprehensive website to promote culinary tourism year-round and used Oregon Bounty as the launch vehicle: <http://food.traveloregon.com/>
- **Advertising creative: Short Films/Ads,** produced in documentary style, followed Portland chef Gabe Rucker as he traveled across the state in search of ingredients for the "perfect Oregon meal." This visual trek introduced consumers to Oregon's diverse culinary landscape and personalities. The films were featured on the Oregon Bounty website, YouTube and in rich media banner advertising. **Inspiration Maps** in large format (14.5 x 21) with whimsical illustrations highlighted both iconic and lesser known food and travel discoveries across the state. Maps were inserted in publications such as Sunset, Wine Spectator and Budget Travel and distributed via "street teams" in wine bars, cafés, bookstores, etc. in key markets. Promotions drove consumers to the website, where they could watch the videos and enter the contest.
- **Media outreach:** High-profile culinary bloggers by category (i.e., wine blogger, cheese blogger, etc.) were chosen to judge the "Cuisinternship" contest and were sent an Oregon Foodie Care Package. They were encouraged to share the promotion, thoughts about Oregon as a culinary destination, and/or experience with the judging process. Additionally, communications were focused on online journalists to leverage the online travel planning trend.
- **Partner outreach:** We pitched Alaska/Horizon Air to be our official airline partner and offer Oregon Bounty travel packages. We also created a **toolkit** for industry partners to participate in the marketing program.

Unprecedented Consumer Response

Since its inception in 2004 and over the course of the past seven years, Oregon Bounty has been the strongest consumer promotion Travel Oregon has ever produced. From our consumer survey, we have seen an average of 40% motivation to travel year-over-year.

It keeps getting better. The 2009 campaign survey showed that 60% of respondents were motivated to travel by the Oregon Bounty promotion¹³. In fact, Oregon Bounty 2009 was our most successful campaign ever executed—meeting or exceeding all objectives:

- The promotion generated more than double the unique web visitors in 2009 vs. 2008 (89,903 unique web visitors in 2009 vs. 41,954 in 2008)
- Advertising response rates increased 37% year over year
- Largest single day spike in unique visitors to TravelOregon.com: 20,000.
- Strong Engagement: 32% of site visitors taking a tangible action (includes watching a video, ordering a travel guide, etc.)
- PR and blogger relations generated 32 million impressions

A Platform for Industry Collaboration & Development

Oregon Bounty is produced by the Oregon Tourism Commission (dba Travel Oregon), with support from Oregon's regional destination marketing organizations, with the goal of encouraging economic growth and enhancing the quality of life in Oregon through a strengthened economic impact of tourism statewide. Travel Oregon collaborates extensively with local communities,

¹³ Travel Oregon / Oregon Bounty Consumer Survey, December 2009

industry associations (such as the [Oregon Wine Board](#)), government agencies and private business, and is proud to grow the [Oregon Bounty](#) promotion as a key campaign in the state's \$8.1 billion tourism industry, helping [Oregon](#) to be recognized as a not-to-be-missed culinary and travel destination.

The importance of the state's industry [guilds and associations](#) (bed and breakfasts, brewers, wine associations, etc.) continuing to work [individually and together](#) to develop and promote culinary product (events, [tasting trails](#), [marketing co-ops](#)) cannot be overstated. With these collaborative contributions, Oregon Bounty has become a [marketing engine](#) that drives culinary events and product development to support our [economy](#).

We offer industry partners opportunities for sponsorship, co-operative advertising, promotion of travel deals and itineraries on [TravelOregon.com](#), and integrated marketing support via our [Oregon Bounty toolkit](#). As such, Oregon Bounty now serves as a platform to market local destinations [independently and collectively](#) as a statewide culinary tourism experience.

Appendix C

The Heritage Tourism Program (HTP) of the National Trust for Historic Preservation has a variety of resources available for cultural and heritage tourism attractions and organizations. For example, in 2009 the HTP completed an online "survival toolkit" (www.preservationnation.org/survival-toolkit).

Supported in part by an award from the National Endowment for the Arts, the toolkit describes eleven key survival strategies and includes 80+ survival stories to show these strategies in action. The toolkit was developed after hundreds of hours of outreach to national and state leaders in cultural and heritage tourism.

In addition, the National Trust's Heritage Tourism Program has compiled numerous "survival stories" about cultural and heritage tourism attractions that have overcome economic difficulty. The compilation allows users to search for stories by region of the country, type of attraction or organization, and/or the survival strategy or strategies that the story illustrates.

Following are links to the success stories and to additional cultural heritage toolkits, along with selected pages from the HTP's website.

Success Stories:

<http://www.culturalheritagetourism.org/stories.htm>

Tool Kits for National Trust and States

<http://www.culturalheritagetourism.org/CulturalHeritageToolkits.htm>

National Trust's Tool Kit Overview of Steps & Principals:

<http://www.culturalheritagetourism.org/fourSteps.htm> Tourism Risk Management for the

Five Principles for Successful and Sustainable Cultural Heritage Tourism

Make the most of your opportunities for cultural heritage tourism by following the National Trust for Historic Preservation's five basic principles. Follow these principles and you'll avoid many difficulties that could otherwise arise when culture, heritage and tourism become partners.

Collaborate



Much more can be accomplished by working together than by working alone. Successful cultural heritage tourism programs bring together partners who may not have worked together in the past. [read more...](#)

Find the Fit



Balancing the needs of residents and visitors is important to ensure that cultural heritage tourism benefits everyone. It is important to understand the kind and amount of tourism that your community can handle. [read more...](#)

Make Sites and Programs Come Alive



Competition for time is fierce. To attract visitors, you must be sure that the destination is worth the drive. [read more...](#)

Handouts now available in this section...

Focus on Quality and Authenticity



Quality is an essential ingredient for all cultural heritage tourism, and authenticity is critical whenever heritage or history is involved. [read more...](#)

Preserve and Protect



A community's cultural, historic, and natural resources are valuable and often irreplaceable. [read more...](#)

© National Trust for Historic Preservation

[How were these principles developed?](#)

[How have these principles worked for others?](#)

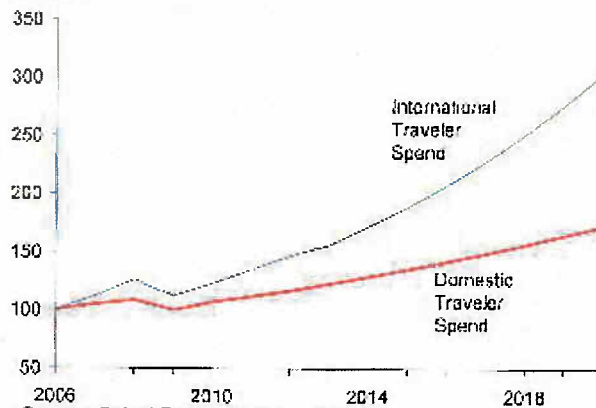
Appendix D

Source: Oxford Economics research

Destination	Target Market	Amount Spent	Return Spending	Return Taxes (Federal unless noted)
Australia	United States	\$3.5 mn	\$64:\$1	\$6:\$1
United Kingdom	Global		\$47:\$1	\$6:\$1
Canada	United Kingdom	\$970,000	\$13:\$1	\$3:\$1
Canada	Germany	\$1.1 mn	\$24:\$1	\$4:\$1
Canada	United States	\$4.8 mn	\$23:\$1	\$4:\$1
Philadelphia	Western Europe	\$1.2 mn*	\$44:\$1	\$3:\$1**
Canadian Province	US	\$306,000	\$11:\$1	\$2:\$1
New York City	Northeast	\$5.0 mn	\$5:\$1	\$1:\$1**
United States	United Kingdom	\$4.1 mn	\$117:\$1	\$10:\$1

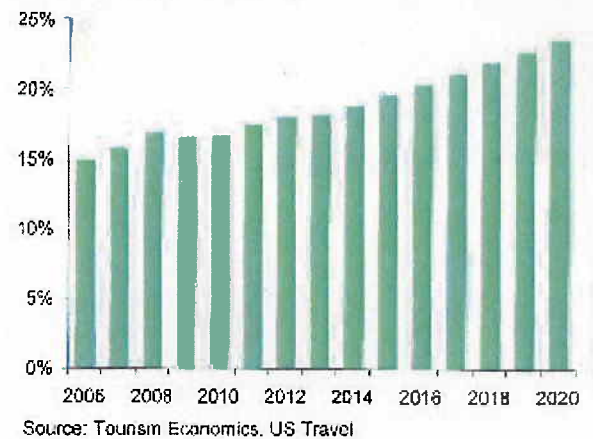
US Visitor Spending Compared

2006=100



International Inbound Visitor Spend

Share of all US Traveler Spending



Appendix E

A report from U.S. Travel Association, "Travel & Tourism Works for America." highlights how the vast and diverse U.S. travel industry benefits the nation's economy. This report provides an overview of travel and tourism's size, scope, and impact with top-line industry data, along with the synopses of leading travel segments.

Below is a sampling of the data included in the report, which is available for \$35 a copy from the USTA Publication Department, 202-408-8422 or pubs@ustravel.org

Direct Impact of Travel on State Economies 2008

- o Total Travel Expenditures for all states (in millions): \$772,915
- o Travel Generated Employment (in thousands): 194,100.7
- o Travel Generated Payroll (in millions): \$7,719.4
- o Travel Generated Tax Receipts (in millions) \$118,918.9

Trip Advisor Top Ten Towns/Cities as of 3/8/2011

1. Carmel, CA
2. Traverse City, MI
3. Charlottesville, VA
4. Telluride, CO
5. Cape May, NJ
6. Fredericksburg, TX
7. Rockport, MA
8. Camden, ME
9. Ashland, OR
10. Galena, IL

TOOLBOX FOR CRISIS COMMUNICATIONS: CHECKLISTS AND BEST PRACTICES

Draft

Edited September 30, 2010

Property of UN World Tourism Organization

(For review and discussion only by USTTAB)

United Nations World Tourism Organization

2

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Introduction

Why spend the time and financial resources to prepare a communications action plan in the event of a crisis? If you don't, you may spend months or years trying to recover. Good crisis communications planning may be one of the best investments you ever made. No other activity in the initial hours, days and weeks of a crisis has the potential to mitigate its effects so significantly. It could also reward you with significant savings.

Crisis reaches deep within the corporate or civic community where it occurs. The physical safety and health of residents may be jeopardized and the livelihoods of those employed directly in travel and tourism or those indirectly benefiting from the industry may be disrupted dramatically. Depending upon the type of crisis, there may also be deep fear and uncertainty. There may be issues of cultural identity and its perception both within and outside the community. And with the sector at least temporarily wounded and a populace possibly distraught, the social and cultural environment of a community can be greatly compromised.

Travelers impacted by a crisis and the industry organizations directly and indirectly affected also pay a price. It can be physical, it can be emotional and it most certainly will be financial. Travelers unharmed but touched by the crisis can have a strong influence on future visitation to the area affected. Travel organizations related even tenuously to the crisis may be faced with difficult economic decisions affecting employment for the near term or even longer. The travel industry value chain has deep roots and many will feel the pain.

Action by travel management in a crisis can range from denial to frenetic activity that is essentially directionless. The purpose of this Toolbox is to channel the efforts of destinations, private sector organizations, and NGOs into a structured, thoughtful, practical response through the development of a crisis communications plan that can address the needs of all travelers whether the purpose of their journey is business, personal, education or tourism. Approval of this plan must be at the highest level and the resources and authority to implement it must be designated, specific and swift under unexpected circumstances. Timing is critical.

The reader is encouraged to:

- Use this Toolbox as a step-by-step guide in preparing a practical, customized crisis communications plan. Utilize the guidelines and checklists. Pick and choose from a wide range of tools and templates. Integrate traditional media approaches with the latest in wireless applications and social media for a plan that works best for your organization.
- At the very least, use the Toolbox as a checklist of activities and resources necessary for effective communications in the event a crisis occurs without a plan in place.

Appendix G

Following is a preliminary list of organizations that represent key travel industry stakeholders, with a brief description of the mission statement for each.

GOVERNMENT & PUBLIC / PRIVATE ENTITIES

Corporation for Travel Promotion (CORPORATION FOR TRAVEL PROMOTION): A partnership between the travel and tourism industry and the federal government, established to create a marketing and promotion program that would help the U.S. compete for more international visitors.

Tourism Policy Council (TPC): Coordinates national policies and programs relating to international travel and tourism, recreation, and national heritage resources which involve federal agencies.

Travel and Tourism Advisory Board (TTAB): Acts as a liaison among the stakeholders represented by the membership and provides a forum for those stakeholders on current and emerging issues in the travel and tourism industry, ensuring regular contact between the government and the travel and tourism sector.

Office of Travel and Tourism Industries (OTTI): Enhances the international competitiveness of the U.S. travel and tourism industry and increase its exports, thereby creating U.S. employment and economic growth.

INTERNATIONAL COOPERATIVES

United Nations World Tourism Organization (UNWTO): A global forum for tourism policy issues and a practical source of tourism know-how; promotes the development of responsible, sustainable and universally accessible tourism, paying particular attention to the interests of developing countries.

Organization for Economic Cooperation and Development (OECD) Tourism Committee: A forum of exchange for monitoring policies and structural changes affecting the development of international tourism; promotes sustainable economic growth of tourism.

Asia Pacific Economic Cooperation (APEC) Tourism Working Group: Fosters economic development in the Asia-Pacific region through sustainable tourism recognizing that Tourism is one the region's fastest growing industries and is of significant importance to the economic development of APEC economies.

TRADE ASSOCIATIONS

U.S. Travel Association (USTA): Promotes travel to and within the U.S.; lead industry-wide initiatives to grow and sustain travel and ensure the freedom to travel; provide economic data, information, analysis and travel trends to benefit members and support industry advocacy and promotion.

The following trade associations focus on specific segments of the travel and tourism industry:

Air

- *Air Transport Association:* Leads industry efforts to fashion crucial aviation policy and supports measures to ensure aviation safety, security and well-being.

- *International Air Transport Association*: Improves understanding of the industry among decision makers and increase awareness of the benefits that aviation brings to national and global economies.

Lodging

- *American Hotel & Lodging Association*: Provides members with national advocacy, public relations and image management, education, research and information to ensure a positive business climate for the lodging industry.

Car Rental

- *American Car Rental Association*: dedicated to the betterment of the industry by supporting and promoting sensible legislation that will benefit all its members.

Tours

- *National Tour Association*: A trade organization of tourism professionals involved in the growth and development of the packaged travel industry.

Travel Services

- *American Society of Travel Agents*: Facilitates the business of selling travel through effective representation, shared knowledge and the enhancement of professionalism.
- *Interactive Travel Services Association*: Promotes consumer choice, access, confidence, protection and information in the online travel business; seeks to develop consensus among industry, consumer organizations and policy makers on issues related to consumer use of the Internet to meet their needs.