Tourism Crisis Management Institute

2010-2011 Annual Report
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**Dedication**

As the Tourism Crisis Management Institute celebrates it’s fourth year, we continue our dedication to Bernie Machen, President of the University of Florida. It was his vision and commitment to sharing the importance of tourism and crisis management which made this Institute possible!

**Vision**

The vision of the TCMI is to be the premiere North American Tourism Crisis Management Institute proving innovative, scholarly and applied research-driven service to private and public sectors. Quality research is facilitated through interdisciplinary teams of experts with experience and knowledge in problem solving.

**Mission**

The mission of the TCMI is to develop research driven solutions to crises that address reduction, readiness, response and recovery issues in local, national and global tourism economies.
Letter from the Director

This past year was riddled with crises which have affected many of our lives. From the earthquake and subsequent tsunami in Japan to the tornadoes in the Midwest, the world has been touched by a variety of disasters. As we move into our fifth year, we have focused our efforts on responding to these global disasters. As a result, our partnerships have grown and we are now affiliated with partners in Chile, Peru and the Middle East. While our partnerships have expanded internationally, we continue our work with our U.S. partners and look forward to sharing global best practices with you on an ongoing basis.

We are eager to announce that we have extended our online certificate and we now offer it in Spanish, in addition to English. Our first Spanish course will be offered in October and led by Phillip Griesser, a Ph.D. candidate at the International Center for Responsible Tourism at Leeds Metropolitan University. Ms. Elaine McLaughlin and Ms. Amy Elliot will continue to teach our classes in English. The online course is open to students globally and we look forward to a highly successful new class.

Our research initiatives continue to grow and we have multiple proposals in the works. Also, we are continuing our efforts post-earthquake in Chile. In March, I will be returning to Chile to train and teach industry professionals on the art of tourism crisis management planning.

I am also excited to announce the Second Annual Tourism Crisis Management Leadership Workshop in Aqaba, Jordan. We will travel to Jordan in November to work with the Arab Tourism Organisation on preparing tourism professionals in the MENA region for a variety of crises. We anticipate another successful workshop.

In the coming year, we hope to continue our initiatives and keep making a positive impact to the tourism industry. Please join us for our online certificate in October!

Best,

Lori Pennington-Gray
Lori Pennington-Gray, Ph.D.

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The 1st Annual Tourism Crisis Management Institute Leadership Workshop was held October 19 & 20, 2010 in Gainesville, Florida, US. Sessions focused on leadership issues related to risk reduction, readiness, response and recovery, which provided participants with a template for a tourism crisis management plan. Industry professionals, from both hospitality/tourism and emergency management, presented best practices to help provide working examples of how to lead an organization through nature and human induced crises in order to minimize damages to business and revenue. Participants were able to network with other industry professionals, as well as the speakers.

TCMI would like to give a special thanks to the speakers and participants who helped make the workshop a great success.

**Dirk Glaesser**  
*Head, Risk and Crisis Management, UNWTO, WhatAbout.travel*

*Speaking about Tourism Emergency Response Network:*

“When the percentage of travel and tourism of the GDP [over there] is above 20 percent, that’s more or less the thumb rule that we found, then these ministries are well integrated into the other structures and especially emergency structures at the national level.”

**Dennis Petroskey**  
*Senior Vice President, Communications, US Travel Association*

*Speaking about industry vulnerabilities:*

“Any attack on travel, whether it’s leisure or business travel, is an attack on all travel...one of the things that we need to do is to recognize where we are vulnerable, whether it’s a direct attack on travel or sometimes it’s even indirect.”

**Ibrahim Abu-Helil**  
*President Advisor, Arab Tourism Organisation*

*Speaking about network building:*

“It is very important at the regional level, and even at the international level, that these stories of how did we manage to address a crisis should be documented and should be learned from each other.”

**Thomas Drabek**  
*John Evans Professor, Emeritus, University of Denver*

*Summarizing the workshop:*

“We have to communicate to the vast sectors of the tourism industry that the danger around us is increasing.”
Developing the Town of Tomé, Chile

Subcontracted proposal with DTS Consulting in Chile sent to CORFO

The goal of this project is to increase dialogue between public and private sector tourism organizations in the town of Tomé and to provide world class best practices of responsible tourism examples across multiple sectors of the tourism industry. Additional goals are to train and prepare the tourism industry on the fundamentals of tourism crisis readiness and to provide an overview of marketing and funding structures to aid in the promotion of the destination.

Four workshops are proposed for project which are outlined below:

1. TARN - tourism area response networks and private/public sector dialogue
2. Responsible tourism practices - world class examples (how to keep the money local, how to ensure social and environmental and economic responsibility); setting up training programs for the tourist to keep them responsible (following the code of conduct by the UNWTO)
3. Crisis readiness - how to be prepared
4. Tourism marketing and management of destinations - funding issues, structures, inexpensive marketing programs, etc.

Building intellectual capacity for farmers who have adopted tourism as an alternative form of development in order to mitigate the impact of natural disasters (Peru)

Proposal sent to USAID

To provide crisis-management workshops to local farmers who have pursued the alternative path of agrotourism in traditional coca-growing regions of Peru.

Partly in response to USAID's Alternative Development program, many Peruvian farmers are renouncing coca cultivation to embrace licit, productive and sustainable livelihoods. They have begun to re-orient the existing economic landscape toward the provision of a variety of products and services attractive to the affluent agro-tourist. For low-income farmers, hosting tourists in their communities and homes has proven to be an effective strategy in the development of new streams of income. Marketing to an up-scale, overseas market willing to pay a premium for agro- and eco-tourism experiences has the potential for producing economic and social benefits. A small number of organizations in the Cusco region already have implemented this strategy with successful results. The goal of the presently proposed project, then, is to assist farmers who have adopted agrotourism as an alternative form of development in creating the financial and organizational capacity necessary to successfully manage and recover from disaster, both natural and man-made.
Social Media

Social media is becoming ever more popular, causing the way in which individuals use new media and the Internet to continually evolve. As our society participates online, it is critical to understand the use of social media, especially related to the dissemination of information to tourists during a crisis. The following are findings from a study of potential and/or past visitors to the Gulf Coast beach destinations conducted by Research Data Services, in a partnership with TCMI to address the Deepwater Horizon Oil Spill. Data was collected between May 7-12, 2010, within a few weeks of the Oil Spill.

**Travelers Are Connected!**

*Just over one half participate in at least one online community or social network.*

*Facebook is by far the most popular social media channel (52.0%)*

![Social Media Channel Usage](chart1)

Those planning a visit to a Gulf Coast beach destination this year connect to the following:

- **Facebook**: 58.3%
- **YouTube**: 15.4%
- **LinkedIn**: 8.0%
- **Twitter**: 7.4%
- **My Space**: 6.3%
- **Google**: 1.7%
- **Hi5**: 1.1%
- **Other**: 0.6%

Those who said the oil spill affected their vacation choices connect to the following:

- **Facebook**: 50.0%
- **YouTube**: 18.6%
- **LinkedIn**: 14.3%
- **Twitter**: 2.9%
- **My Space**: 2.9%
- **Google**: 1.4%
- **Hi5**: 1.1%
- **Other**: 2.9%

Of those planning a visit to a Gulf Coast beach destination this year, **80.2%** are not connecting to social networking sites for travel information compared to **69.2%** of those who said the oil spill affected their vacation choices.
Selected Speaking Engagements

**ESTO**

Workshop to Train SMEs and Public Authorities on Tourism Crisis Management Strategies

July 28, 2010
Savannah, Georgia

April 6, 2011
Curico, Chile

**Associacion Chilena de Empresas de Turismo**

April 12, 2011
Santiago, Chile

**Travel & Tourism Research Association**

June 19-21, 2011
London, Ontario
TOURISM CRISIS MANAGEMENT INSTITUTE

Online Certificate

Course Details
To address the critical need to prepare tourism industry professionals for crises, TCMI’s comprehensive Online Tourism Crisis Management Certificates for Destination Management Organizations (DMOs), Lodging Industry and Attractions Industry continues to be offered. The Destination Management Organizations (DMOs) course is now offered in Spanish. The certificates focus on crisis reduction, readiness, response and recovery efforts from natural and human-induced disasters that might affect destinations or businesses.

Course Instructors
DMOs: Elaine McLaughlin (English)
     Lori Pennington-Gray (English)
     Philip Grieser (Spanish)
Lodging/Attractions: Amy Elliot (English)

2nd Annual Tourism Crisis Management Leadership Workshop

November, 2011

Will you be ready if a crisis hits? Attend and learn.
The second annual workshop will be held in Aqaba, Jordan. The goal of this workshop is to bring tourism crisis management to the forefront of the minds of the Middle East and North Africa (MENA) Region industry professionals.

Don’t miss this opportunity to meet with industry leaders in the Middle East and hear what they have to say about being prepared and what happens when you are not. For up-to-date information about the workshop, please visit www.tourismcrisis.org.

Benefits of Attending MENA Region Workshop
• Learn how your business/destination can better prepare for crisis events that affect tourism and general economic well-being
• Learn the four phases of tourism crisis management
• Network with a group of industry professionals in the Middle East to build cooperation, best practices, and assistance in times of crisis
• Learn and develop crisis management knowledge and skills - A great opportunity for emerging leaders

Testimonial
The tourism crisis management course is a fabulous way for tourism professionals to benchmark themselves as well as their crisis preparedness. The course provides a strong theoretical background as well as a good framework for the preparations of an integrated security plan. The practical homework assignments put the new knowledge to a test and will for sure be beneficial to the student as well as his organization.

Alexander Kesper
Security and Safety Executive, Bali Hotels Association

Upcoming Certification Dates
DMOs, Lodging, and Attractions: October 7-23, 2011
Risk perception and evacuation decisions of Florida tourists under hurricane threats

C. Matyas, S. Srinivasan, I. Cahyanto, B. Thapa, L. Pennington-Gray, J. Villegas

Published in Natural Hazards

The state of Florida faces greater risks related to hurricanes than any other state in the US (Elsner et al., 2004). Due to the potential for widespread destruction, preparation and well-organized evacuation procedures are vital to the safety of individuals. The state of Florida welcomes approximately 80.9 million tourists each year (Visit Florida, 2010), with a majority visiting during hurricane season (June 1 – November 30). As a population, tourists are especially vulnerable during hurricanes for many reasons (Phillips & Morrow, 2007). Tourists may not be familiar with risks related to hurricanes. Often, tourists are not familiar with their surroundings and do not have the social network of their home community while on vacation (Burby & Wagner, 1996; World Tourism Organization, 1998). Given the magnitude of the tourism industry in the state of Florida and the high risk for hurricanes, evacuation procedures that include tourists and tourists’ evacuation behaviors need to be understood.

Although the behaviors of tourists during hurricane evacuations are important, a majority of past research has concentrated on residents. A total of 448 tourists visiting central Florida were surveyed about their risk perceptions and their likelihood of evacuation under various hurricane conditions. Participants were presented with four maps illustrating track forecast cones produced by the National Hurricane Center, as well as text information featuring different conditions, such as the intensity of the storm, coast of landfall, centerline position relative to the survey site, time until landfall, and the duration of the event. Particular attention was given to which hurricane conditions, demographics, and tourists’ previous hurricane experience, most likely influenced their perception of risk and likelihood of evacuation for respondents located inland (near Orlando, FL) or on the Gulf Coast beaches (in Pinellas County, FL) beaches.

Highly rated scenarios featured a Category 4 hurricane making landfall along the Gulf Coast with the centerline passing over the sampling site. Tourists who had not been previously affected by a hurricane, had a trip duration of less than 6 days, and had investigated the possibility of a hurricane before leaving for vacation indicated the highest risk and evacuation ratings overall. However, differences between tourists in coastal and inland destinations were found for other tourist attributes. While tourists were to some extent knowledgeable about hurricanes, tourists generally misinterpreted hurricane conditions and the track forecast cone; leading to a lower perception of risk and evacuation likelihood. There is an apparent need for tourists, particularly residents from outside of Florida, to be better educated about the risks related to hurricanes that make landfall.
Profiling Best Practices

The Case of Bali’s Response to Japan’s Earthquake

Profile
On March 11, 2011, an 8.8 magnitude earthquake was recorded off Japan’s coast. The massive earthquake triggered a devastating tsunami. Tsunami warnings were issued across the region.

The earthquake and tsunami caused devastation along Japan’s coast and has negatively impacted the country’s tourism industry.

Best Practice
The following made this crisis communication a best practice:
• Bali Hotel Association (BHA) sent an email to subscribers of their listserv
• Informed recipients that BHA was closely monitoring situation and would keep them updated as needed
• Advised recipients to monitor the media for evacuation and tsunami warnings
• Told recipients that based on scientific information from BMKG, Bali was not at risk and no action was required at the time
• Advised recipients to reassure guests not to panic if necessary
• Provided links to website, phone number, and email for any questions concerning the situation

The Case of Memphis’ Response to Mississippi River Flood

Profile
Intense rainfall and melting snow caused the Mississippi River to start flooding in spring 2011, affecting the southern states of the US. A similar situation to this historic flood was last seen in 1937.

The national media covered this crisis situation with great intensity. Images and videos showcased flooding in Memphis and exacerbated the perception that the city was greatly affected by the overflowing Mississippi River.

Best Practice
The following made this crisis response a best practice:
• The President of the Memphis CVB sent a memo to subscribers of a US Travel Association listserv
• Addressed misperceptions about the flood affecting Memphis tourism created by national media coverage
• Outlined quantitative facts on the current state of tourism, as well as how flooding affected the city of Memphis
• Sent message that Memphis was “open for business”
• Informed public that CVB was monitoring situation and expected a return to normalcy
• Provided updates on website and through social media accounts
Accomplishments

**Funded Research**

Eric Friedheim Foundation Grant - Identifying the Factors that Influence the Evacuation Decisions of Florida Tourists when Hurricanes Strike

SETTRA Research Grant—Modeling Tourists Evacuation Decisions While at the Destination

ASTA Holland American Line - Understanding Tourists Hurricane Risk Information Behavior While in the Destination

**Invited Presentations**


**Professional Presentations**


**Referred Publications**


**Submitted Proposals for Funding**


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