

THINK

DESTINATION

DESTINATION

DESTINATION

DESTINATION

H

K

COVID-19

DMO Impact and Response Scenario Planning

I

N

T





RODNEY



WILLIAM



FRANK



SARAH



DAVID

UNCERTAIN TIMES





DR. KIM JONES

Medical Scientist

PHD Viral Immunology

HOW MIGHT WE GET THIS PANDEMIC UNDER CONTROL?

Successful quarantine measures

Effective treatment

Widespread vaccine

Scenarios for the economic impact of the COVID-19 crisis

GDP impact of COVID-19 spread, public health response, and economic policies

Virus spread and public health response

Effectiveness of the public health response in controlling the spread and human impact of COVID-19

Rapid and effective control of virus spread

Strong public health response succeeds in controlling spread in each country within 2-3 months

Effective response, but (regional) virus resurgence

Public health response initially succeeds but measures are not sufficient to prevent viral resurgence so social distancing continues (regionally) for several months

Broad failure of public health interventions

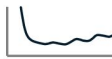
Public health response fails to control the spread of the virus for an extended period of time (e.g., until vaccines are available)

B1



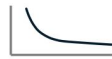
Virus contained, but sector damage; lower long-term trend growth

B2



Virus resurgence; slow long-term growth

B3



Pandemic escalation; prolonged downturn without economic recovery

Ineffective interventions

Self-reinforcing recession dynamics kick-in; widespread bankruptcies and credit defaults; potential banking crisis

A3



Virus contained, slow recovery

A1



Virus resurgence; slow long-term growth
Muted World Recovery

B4



Pandemic escalation; slow progression towards economic recovery

Partially effective interventions

Policy responses partially offset economic damage; banking crisis is avoided; recovery levels muted

A4



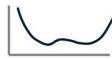
Virus contained; strong growth rebound

A2



Virus resurgence; return to trend growth
Strong World Rebound

B5



Pandemic escalation; delayed but full economic recovery

Highly effective interventions

Strong policy responses prevent structural damage; recovery to pre-crisis fundamentals and momentum

Knock-on effects and economic policy response

Speed and strength of recovery depends on whether policy moves can mitigate self-reinforcing recessionary dynamics (e.g., corporate defaults, credit crunch)

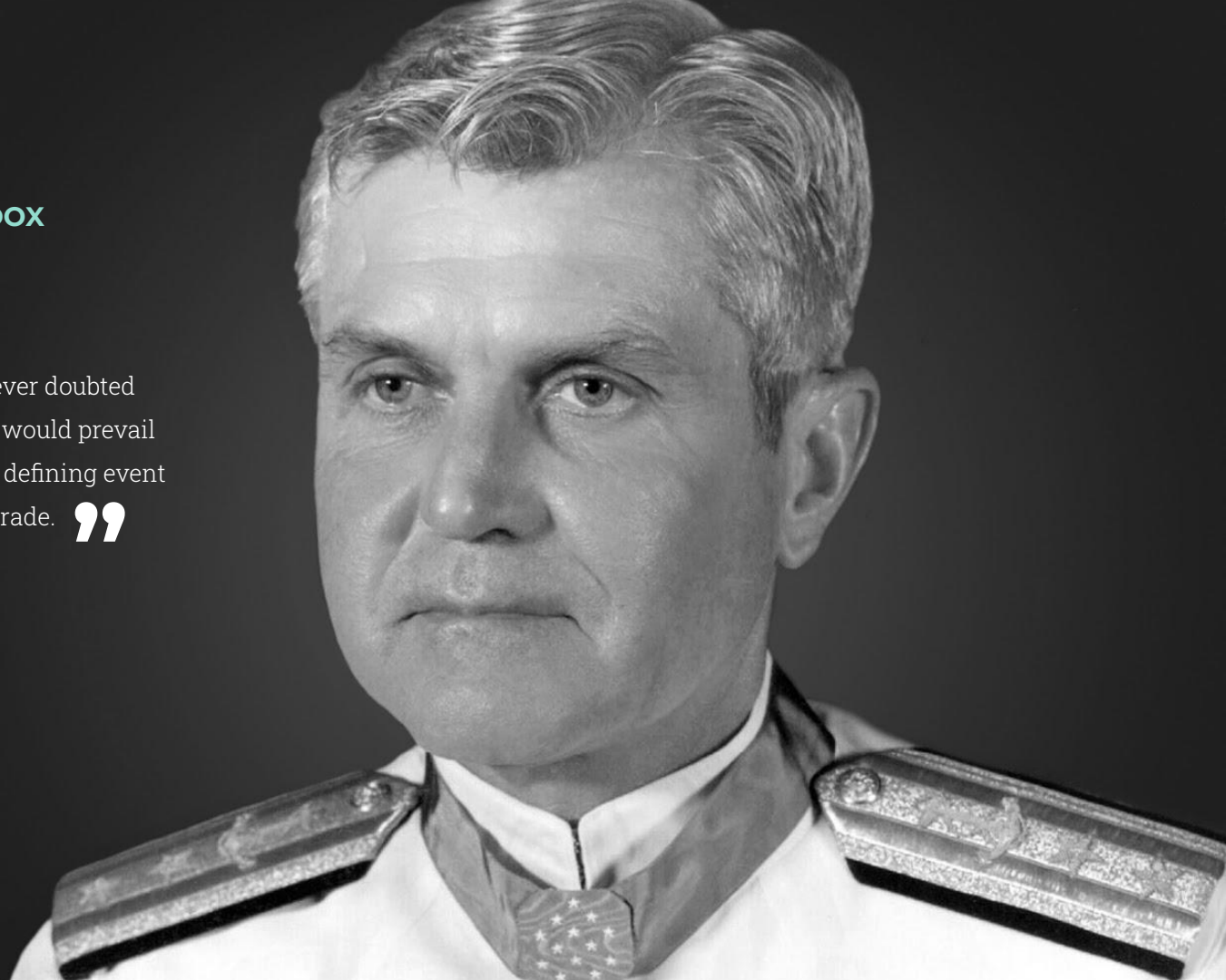


EMBRACE THE STOCKDALE PARADOX

“

I never lost faith in the end of the story. I never doubted not only that I would get out, but also that I would prevail in the end and turn the experience into the defining event of my life which in retrospect, I would not trade. ”

James Stockdale



- 1. LEADERSHIP**
- 2. STRATEGY**
- 3. ACTIONS**

LEADERSHIP IN UNCERTAIN TIMES

BE HUMAN

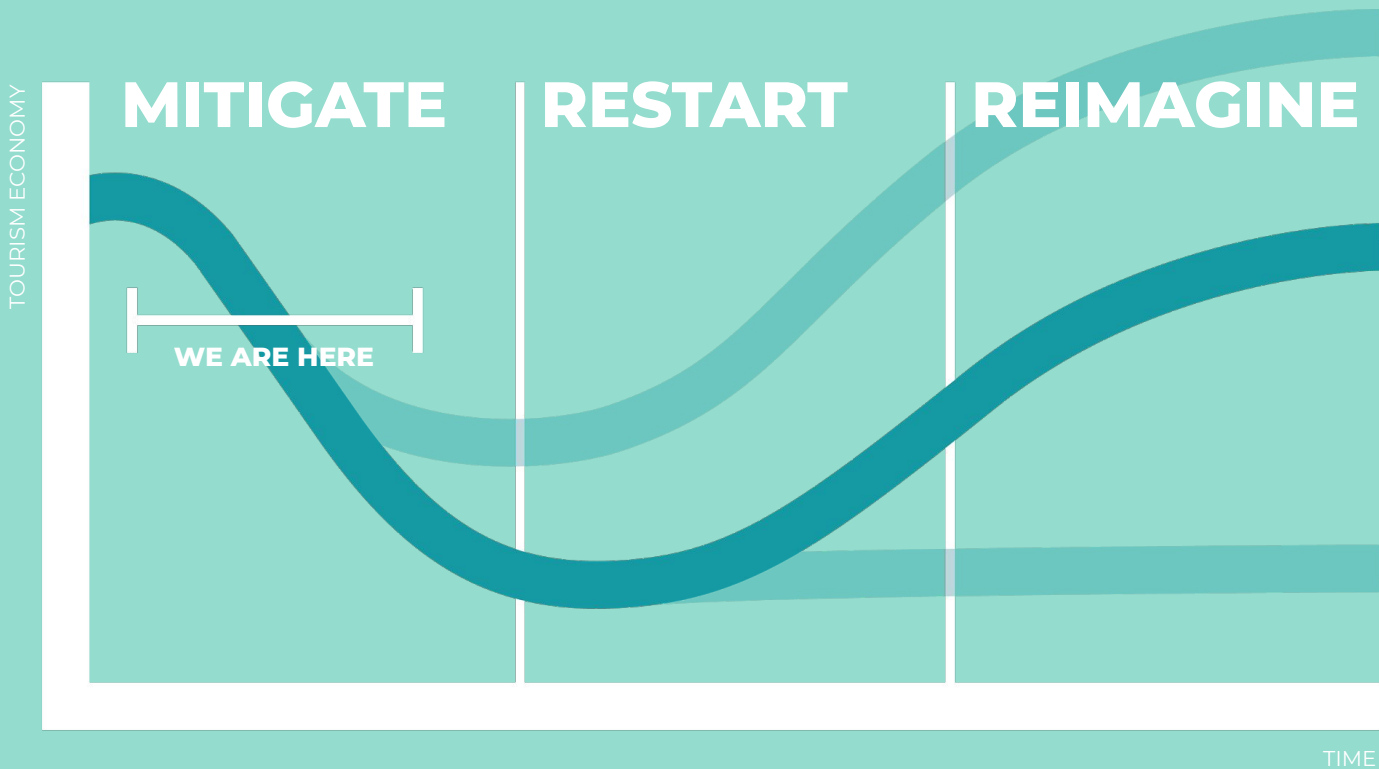


THIS IS YOUR CHANCE TO STEP UP AND MAKE A DIFFERENCE.

Don't be afraid
Rise up to the challenge
You have nothing to lose

STRATEGY IN UNCERTAIN TIMES

THREE PHASES OF FOCUS



MITIGATE

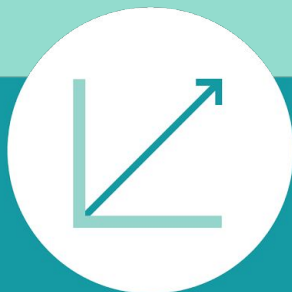
Take a leadership approach. Create agile plans to react to changes in phases of restriction while planning for a restart and reimagine the new reality. Take actions to minimize the impact of travel restrictions due to the pandemic.

RESTART

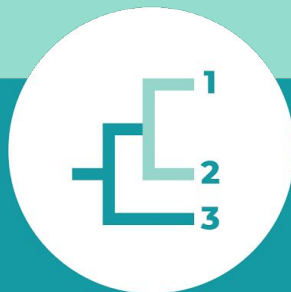
Once travel restrictions are permanently lifted, restart your industry by taking into account what will be available and who is most likely to rebuild reputation and economy.

REIMAGINE

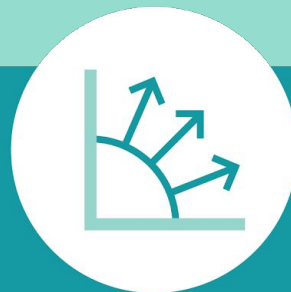
Don't assume things will be the same as before. Reimagine a better future for industry, residents and the environment.



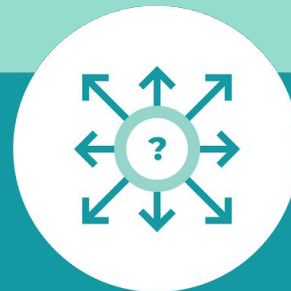
LEVEL 1
CLEAR ENOUGH FUTURE
Single view of the future



LEVEL 2
ALTERNATIVE FUTURES
Limited set of possible
future outcomes, one of
which will occur

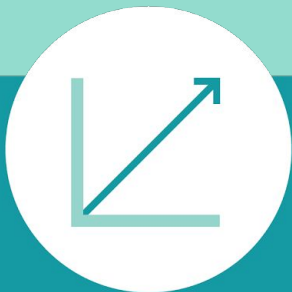


LEVEL 3
RANGE OF FUTURES
Range of possible
future outcomes

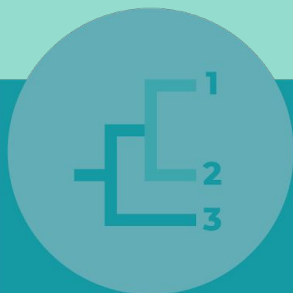


LEVEL 4
TRUE UNCERTAINTY
Not even a range of
possible outcomes

**MOST ARE
RESPONDING
LIKE THIS**



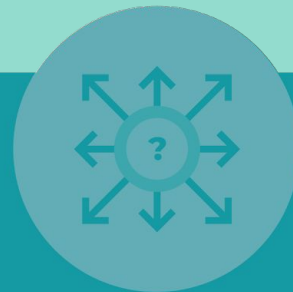
**LEVEL 1
CLEAR ENOUGH FUTURE**



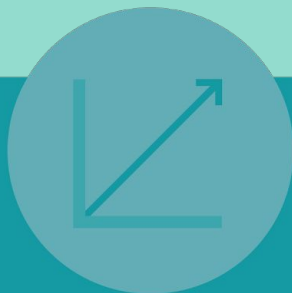
**LEVEL 2
ALTERNATIVE FUTURES**



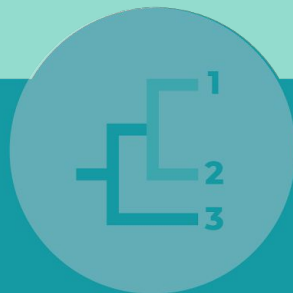
**LEVEL 3
RANGE OF FUTURES**



**LEVEL 4
TRUE UNCERTAINTY**



LEVEL 1
CLEAR ENOUGH FUTURE
Single view of the future

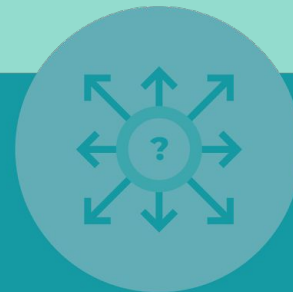


LEVEL 2
ALTERNATIVE FUTURES
Limited set of possible future outcomes, one of which will occur

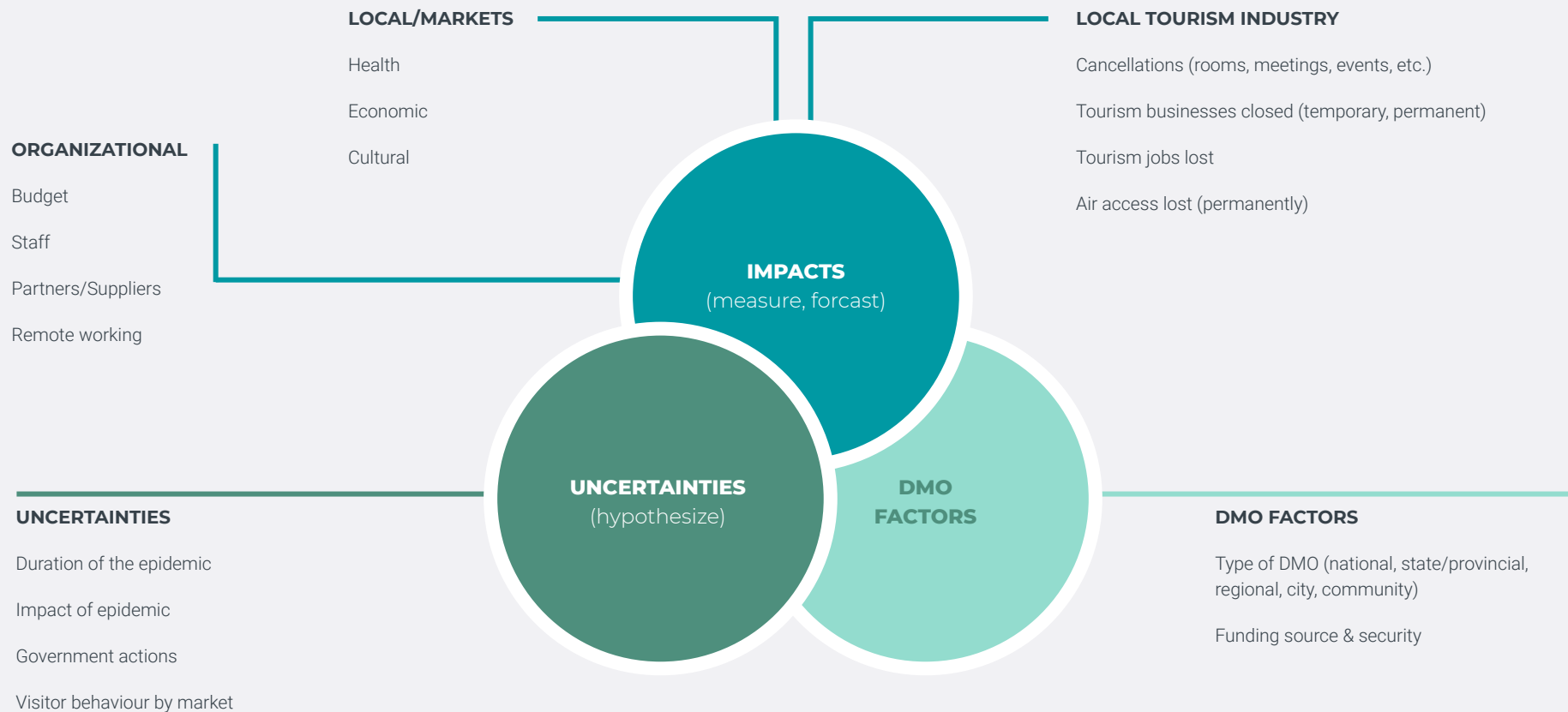
**WE SHOULD BE
RESPONDING
LIKE THIS**



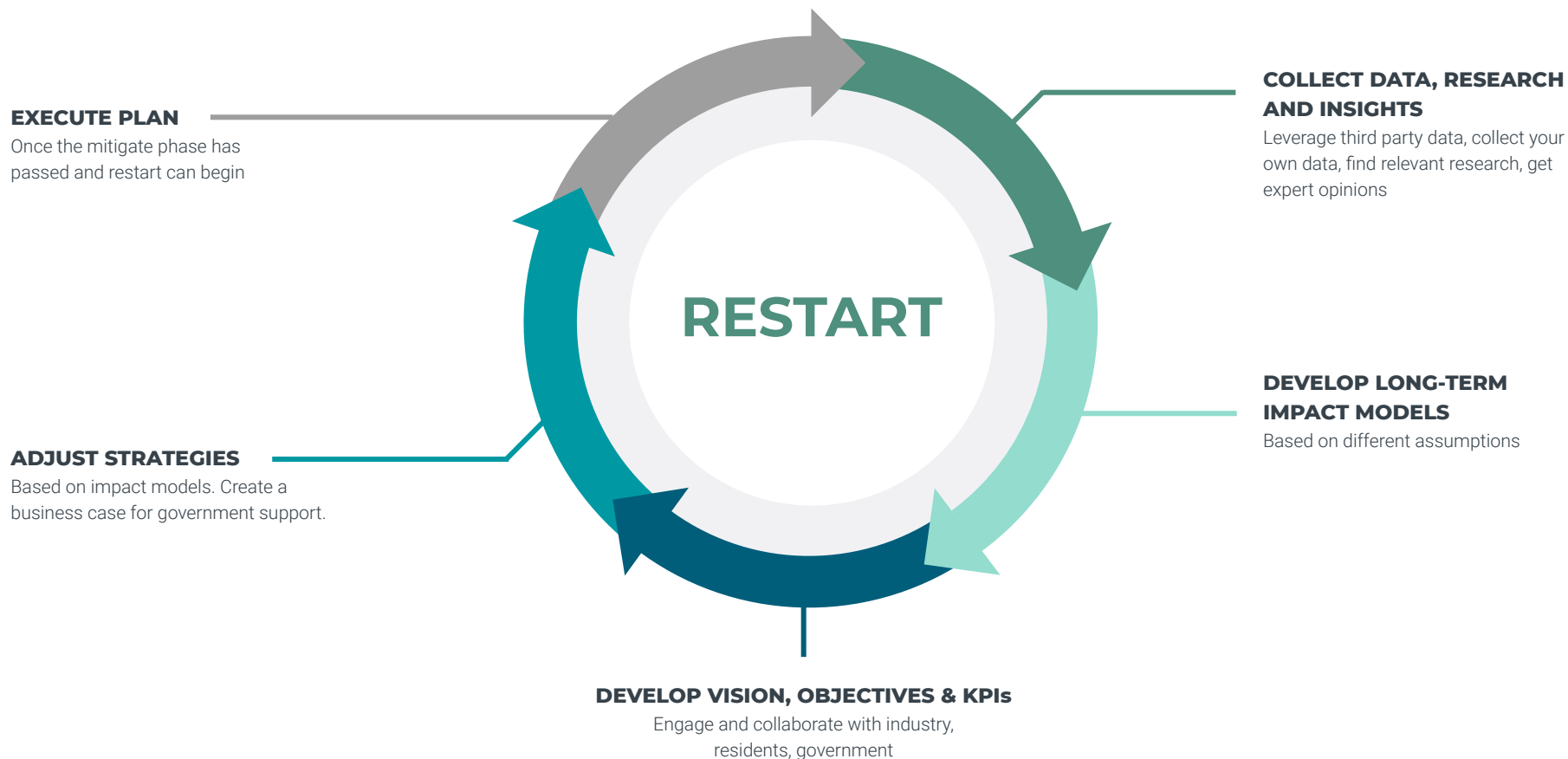
LEVEL 3
RANGE OF FUTURES



LEVEL 4
TRUE UNCERTAINTY
Not even a range of possible outcomes







ACTIONS IN TIME OF UNCERTAINTY

RESTRICTION SCENARIOS



PLACES WILL MOVE BACK AND FORTH THROUGH PHASES

RESTRICTION SCENARIOS

01

LOCKDOWN

People restricted to their homes. Social distancing implemented. Restaurants closed. Restricted delivery. No regional or international travel. Borders closed.

02

LOCALLY RESTRICTED

Social gatherings allowed, locally. Restaurants open. No regional and international travel. Borders closed.

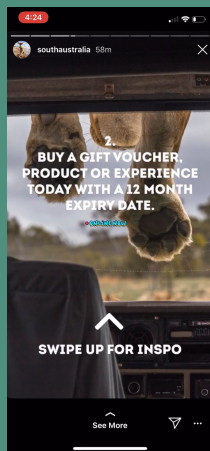
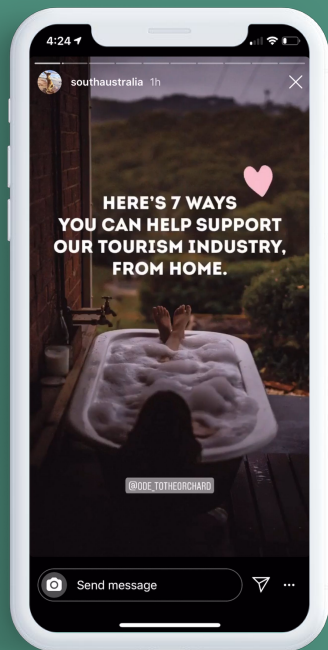
SUPPORTING THE INDUSTRY

PRIORITY

The industry is being devastated by this pandemic and needs our full support.

KEY ACTIONS

- Encourage your industry to be creative in identifying new ways to generate revenue
- Lobby on your industry's behalf to open doors and change policies
- Rally your locals to support businesses that are still open
- Prepare a businesses case for government funding
- Advise industry on funding resources available
- Empathize with industry, facilitate connection and keep spirits up
- Open source approach to resources





#BERKELEYRELIEFFUND

Community coming together to support small businesses, arts nonprofits, and residential tenants during the COVID-19 pandemic.

[Home](#)[About](#)[Share](#)[Promote](#)[Apply](#)[FAQ](#)[Contact](#)[* Special Events *](#)[DONATE](#)
(tax deductible)

Our businesses,
nonprofits & residents
need your help!



Berkeley City Council
has approved \$3 million
for emergency relief
grants to small

Racing toward our goal

Latest Update

\$681,000

Goal = \$3,000,000 (match the city funds)



Berkeley Mom Of Three Retweeted •

sgarly zhang @sgarly

2 hours ago

I donated \$100 to
[#BerkeleyReliefFund](#) to help
community business - small cafes,
restaurants and shops. Despite such
a small amount, I want to give my
support.



EVOLVE COMMUNICATIONS

PRIORITY

Communicating with your audiences based on their needs and current state.

KEY ACTIONS

- Be present & responsible: transparent, informative and visitor first
- Keep destination top-of mind while being sensitive to audience's realities
- Authenticity: stay true to your Place DNA®
- Highlighting the destination in creative ways
- Inspire civic pride
- Prepare for initiatives in upcoming phases



A Love Letter from Inuvik: Not Goodbye, Just See You Later.

If you ask anyone "What makes Inuvik special?" we are pretty sure the response would be "the people".

It is with this in mind that we are at this time turning our attention to protecting and supporting our most precious resource: our local residents, friends, families, & surrounding communities.

Here at Inuvik Tourism we also love our visitors and we can't wait to welcome you and show you what our #TrulyArctic lives are all about, but now is not the time.

Now is the time that we each need to do our part to support the global efforts to flatten the curve and respond to the ongoing effects of the current health crisis by practicing social distancing.

Here in the North and across the Arctic, many of us will be at home with our immediate families or out at our cabins and tents enjoying our incredible vast wilderness, fresh Arctic air, and harvesting from the land.

We hope you will do the same where you are.

Keep well. Stay safe. Take care of each other.

We will see you later, when the time is right.

With Love ❤️

Inuvik, Northwest Territories, Canada



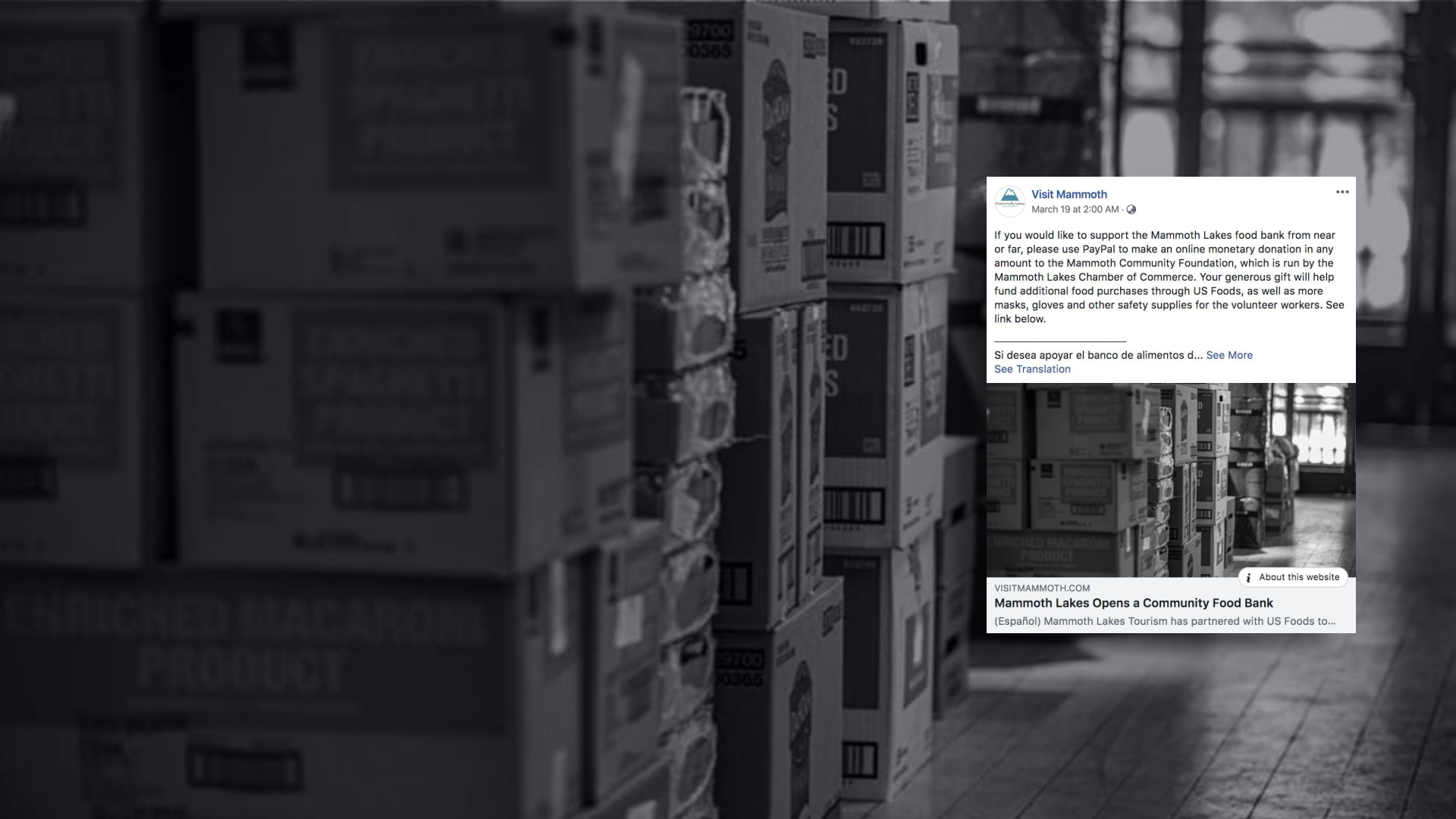
SUPPORT YOUR COMMUNITY'S NEEDS


PRIORITY

Be willing to step into a new role and address your community's greatest needs.

KEY ACTIONS

- Be willing to collaborate with other stakeholders (i.e. city officials, etc.)
- Activate pride of place
- Keeping your community's spirits up
- Engage local residents ambassadors and local influencers (i.e. local pride videos)





**Visit Mammoth**

March 19 at 2:00 AM · 🌐

If you would like to support the Mammoth Lakes food bank from near or far, please use PayPal to make an online monetary donation in any amount to the Mammoth Community Foundation, which is run by the Mammoth Lakes Chamber of Commerce. Your generous gift will help fund additional food purchases through US Foods, as well as more masks, gloves and other safety supplies for the volunteer workers. See link below.

Si desea apoyar el banco de alimentos d... [See More](#)
[See Translation](#)



 [About this website](#)

[VISITMAMMOTH.COM](#)
Mammoth Lakes Opens a Community Food Bank
(Español) Mammoth Lakes Tourism has partnered with US Foods to...

REORGANIZE & REALIGN

PRIORITY

Organizational and team adaptation to the new reality and shifting reality.

KEY ACTIONS

- Proactively develop a culture of empathy and caring
- Proactive operations for a remote team
- Realigning operational infrastructure
- Reviewing and re-assigning roles and organizational structure
- Replan your budget and team's role
- Using the right tools, systems, & technology
- Adjust or develop new processes to support productivity

SUMMARY

RECOMMENDATIONS

This is your time to lead.

Plan for multiple scenarios specific to your destination.

Let your tactics be guided by the level of travel restrictions.

Be willing to reinvent yourself and change how your organization operates.

KEY ACTIONS

Develop strong leadership practices and find support.

Develop and maintain scenarios to guide strategic planning.

Stay informed: collect new forms of data, research & insights.

Evolve your communications for each of the phases of restricted mobility.

Support your industry.

Support your community.

Restructure and realign your organization.

TODAY'S PRESENTATION

An introduction to;

THE THREE PHASES OF RECOVERY

WHAT WE CAN DO RIGHT NOW

- Leadership
- Scenario planning
- Action

PRESENTATIONS
DATA, STRATEGY AND PLANNING

PRESENTATIONS
COMMUNICATIONS AND TACTICS

PRESENTATIONS
LEADERSHIP

EMBRACE THE STOCKDALE PARADOX

“

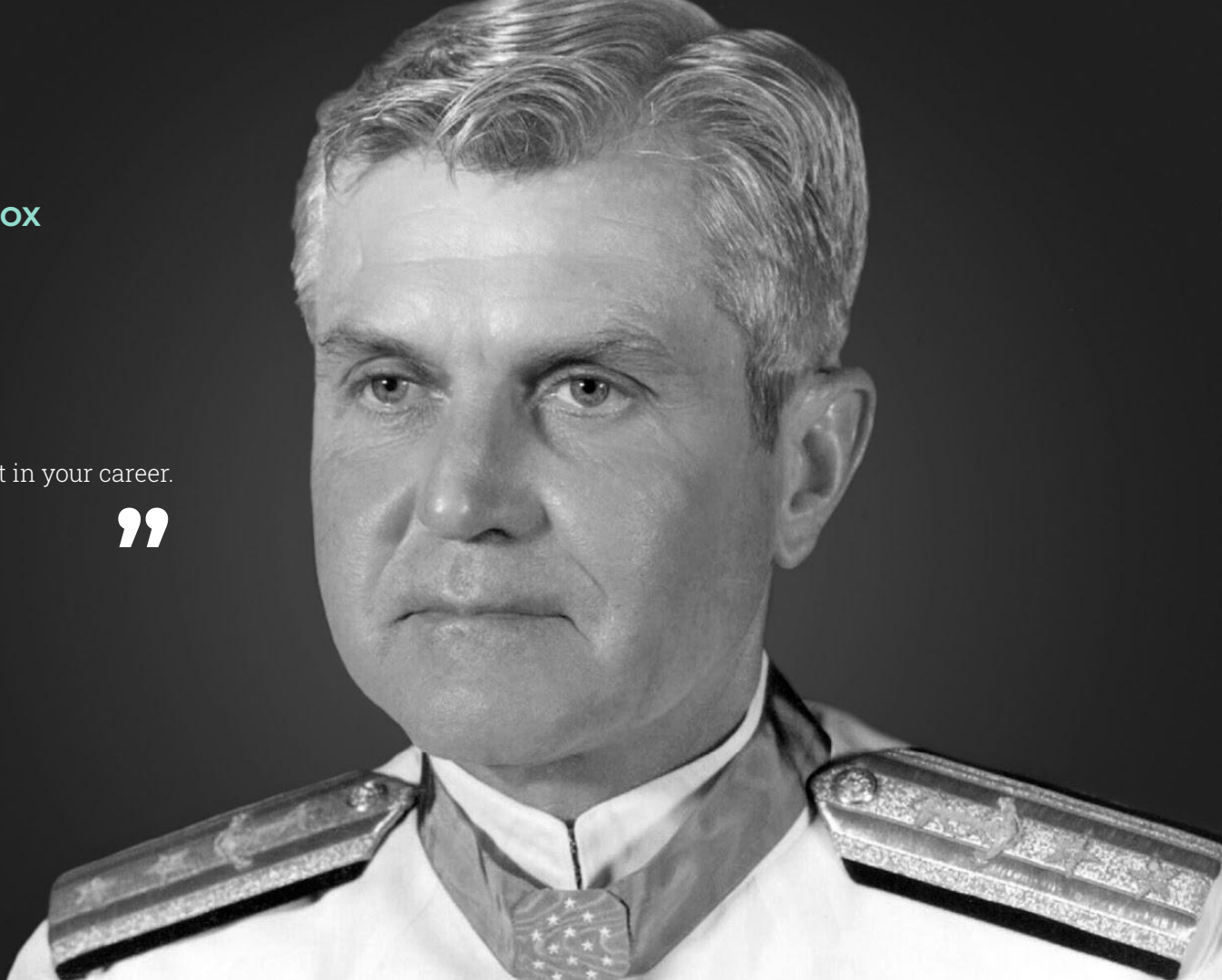
Never lose faith in the end of the story.

Never doubt that we will prevail.

Turn this experience into the defining event in your career.

James Stockdale

”



LET'S STAY IN THIS TOGETHER

Join us and your peers

COVID-19 support group for DMOs on Facebook

www.facebook.com/groups/DTtravelsupport



THINK

DESTINATION

DESTINATION

DESTINATION

DESTINATION