

THINK FORUM



RODNEY



FRANK



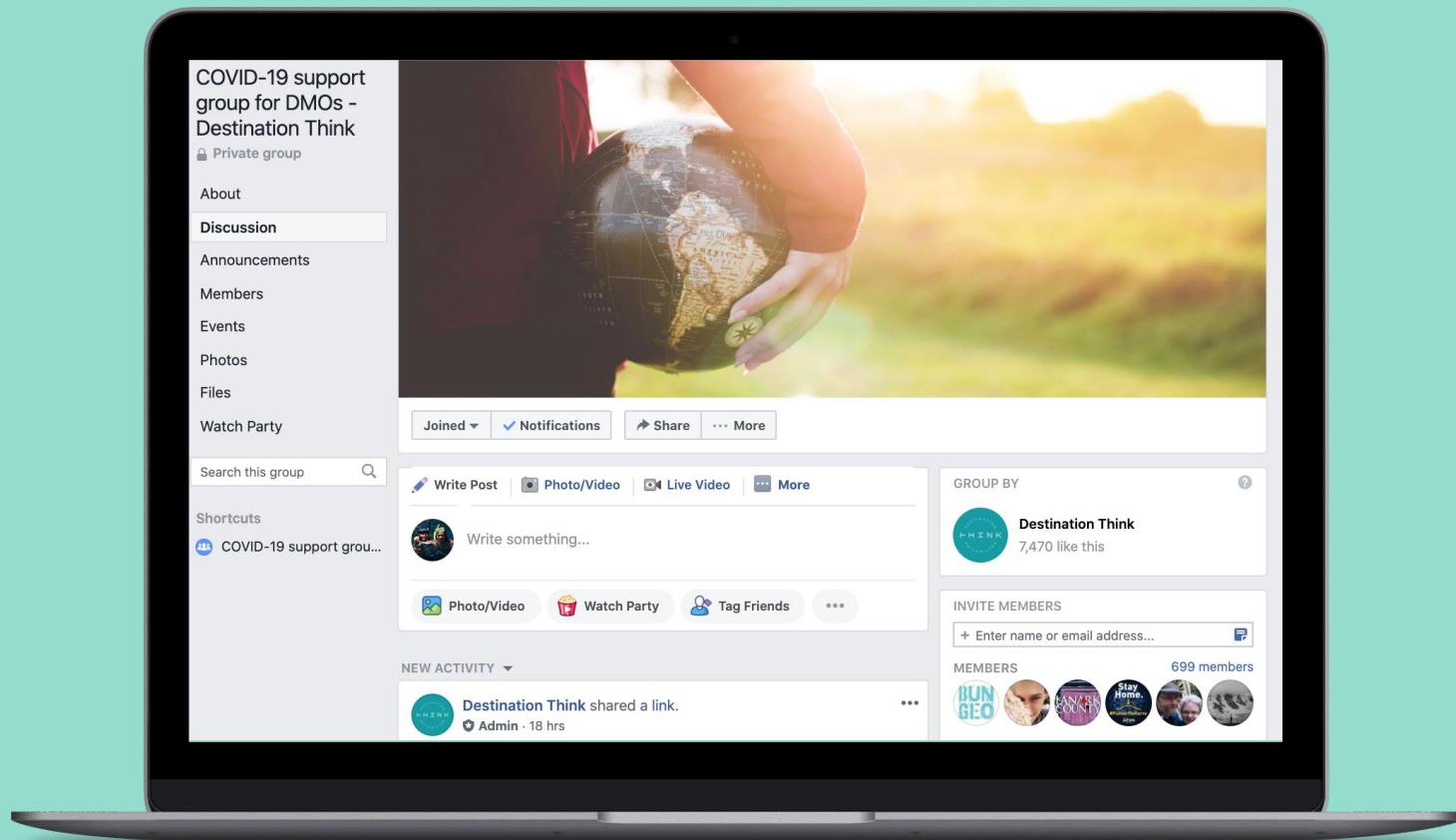
SARAH



DAVID

UNCERTAIN TIMES





DAY BEFORE

STRATEGY

YESTERDAY

COMMS

TODAY

INDUSTRY



JOIN THE COVID-19 NETWORK

SUPPORT INITIATIVE

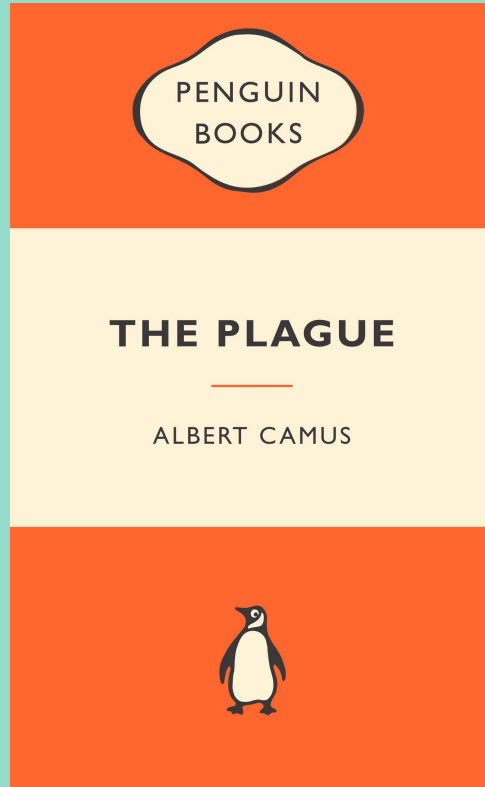
destinationthink.com/jointhenetwork

Tools and support you need to guide your destination through the COVID-19 pandemic.

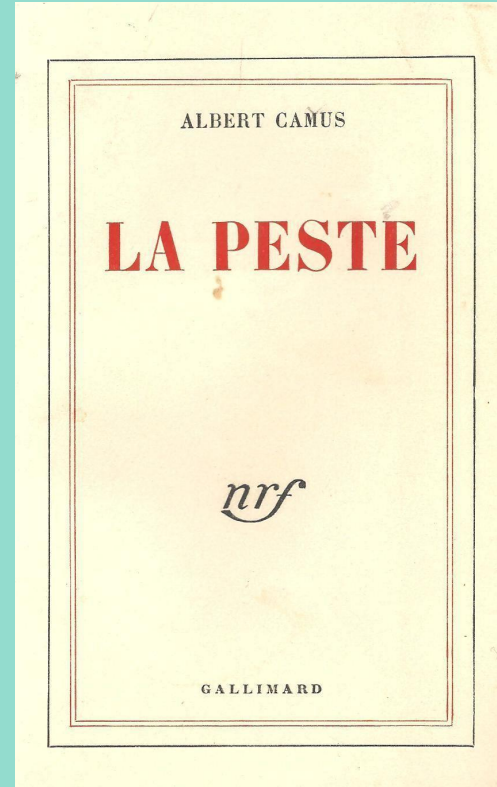
- Weekly insights and data
- Planning resources
- Communications guidance and toolkits
- Playbooks for industry support
- And peer support groups

MANAGING AND LEADING YOUR INDUSTRY *IN UNCERTAIN TIMES*

DIFFERENT **ATTITUDES** DURING A CRISIS



COVID-19: LEADING INDUSTRY IN UNCERTAIN TIMES



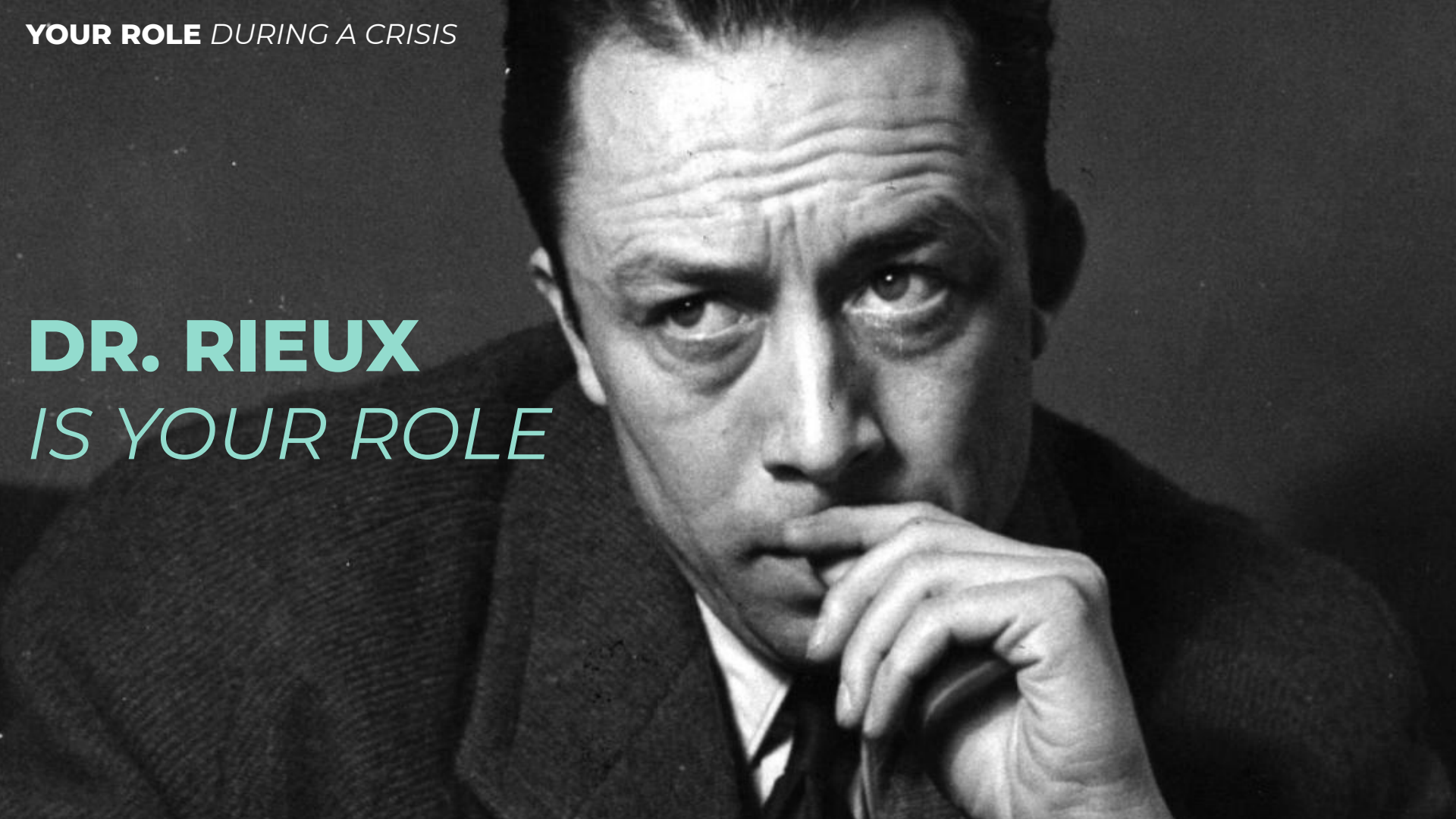
APRIL 2020

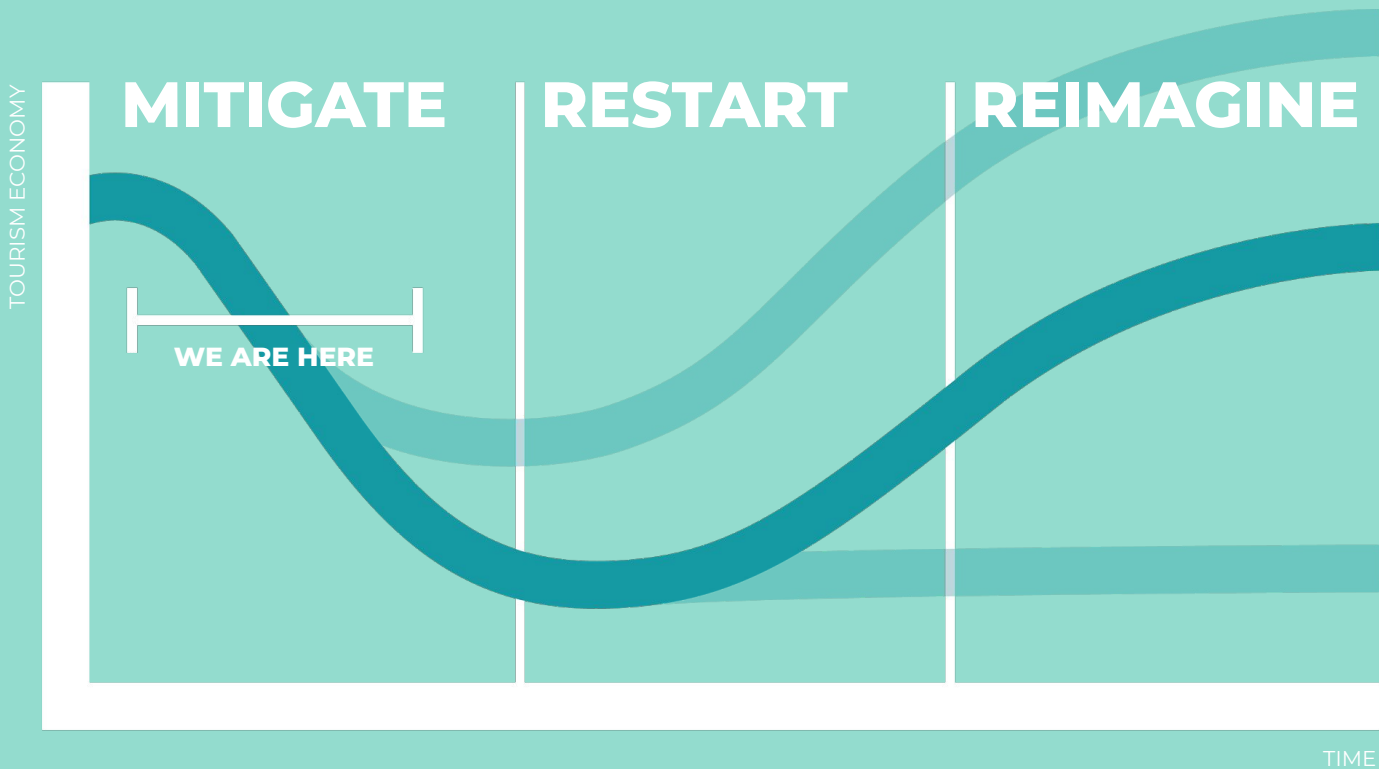
THINK

THE FATHER PANELOU
THE COTTARD
THE RAMENENBERT
THE TARROU

YOUR ROLE *DURING A CRISIS*

DR. RIEUX
IS YOUR ROLE





3 STAGES OF LEADING YOUR INDUSTRY IN TIMES OF UNCERTAINTY

1. MITIGATE *IMPACT*

2. RESTART *YOUR INDUSTRY*

3. REIMAGINE *TOURISM*

MITIGATE IMPACT

NATURE OF THE IMPACT

Psychological

Financial

Health

SUPPORTING YOUR INDUSTRY

SUPPORTING YOUR INDUSTRY *THROUGH COVID-19*

BEING AN **INDUSTRY LEADER** *MEANS BEING A* **COMMUNITY LEADER**

Destinations are places where people work and live

No separation between 'the public' and 'stakeholders'

It is a time to **pivot**

1. CRISIS MANAGEMENT TEAM

RETHINK ROLES & REDEPLOY RESOURCES

Strategic (scenario-based) planning

Financial aid, guidance & support

Crisis communication

Crisis relief

Government relations & lobbying

2. AID IN RELIEF

‘Langford Cares’ campaign to cover hotel expenses for frontline health care workers

Initiative gives back to health care staff living on the West Shore

[NINA GROSSMAN](#) / Apr. 7, 2020 1:50 p.m. / [LOCAL NEWS](#) / [NEWS](#)



A new campaign will help West Shore-dwelling frontline health care workers stay in hotels for free during the COVID-19 pandemic.

The City of Langford and United Way Greater Victoria are launching ‘Langford Cares’ to provide free stays at Langford’s Four Points Sheraton hotel for West Shore workers who would like to take advantage of alternative accommodation away from their family.



Homeless to be shifted to five-star hotel to protect them from COVID-19

Web Desk On Mar 31, 2020



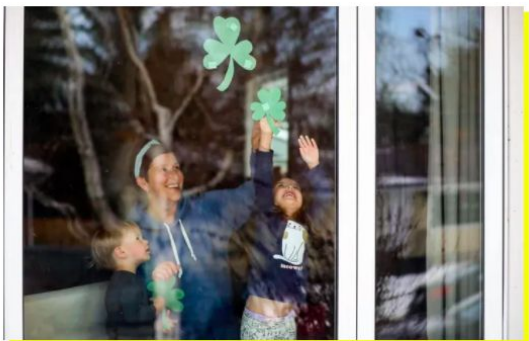
In an effort to protect homeless people from the novel coronavirus, they will be moved from the streets and into rooms at a \$260-a-night five-star hotel.

The West Australian government, under its 'Hotels with Heart' pilot, is planning to accommodate homeless people at Pan Pacific hotel in Perth.

The trial program is aimed at protecting the homeless and the community from the spread of COVID-19.

Window Scavenger Hunts Are Bringing Canadian Kids Together Nationwide

These crafts are great for both indoor AND outdoor time.



LEAH HENNEL/ALBERTA HEALTH SERVICES

Photojournalist Leah Hennel caught a candid shot of HuffPost Canada editor Michelle Butterfield and her family prepping for their Calgary neighbourhood's scavenger hunt.



Jean Cloutier
@AltaVistaWard18

We are loving seeing all the families and households participating in the 'Neighbourhood Window Walk.' Such a creative way to beat those social-distancing blues and get outside and enjoy the weather!

Shout out to the @Fernbank_CA for pulling this together.

Plz retweet 🙏



👍 14 8:11 AM - Mar 18, 2020



Carole Saab
@carolesaab

Uplifting: Our neighbourhood organized a shamrock scavenger hunt for the kiddos. People hung them in their windows for kids to find on social distancing approved walks. So, so cute. I couldn't take them, but here's photo evidence of them loving it. #wellingtonwest cc:@JLeiper



👍 191 10:41 AM - Mar 17, 2020



💬 34 people are talking about this



3. COMMUNICATION IN CRISIS

PRINCIPLES

Be human and empathetic

You probably can't overdue industry relations

Avoid over-reassurance

Acknowledge uncertainty

Share dilemmas

Give industry things to do (control)

Create resources

Mobilize local support





TOURISM AUSTRALIA CORONAVIRUS WEBINAR SERIES

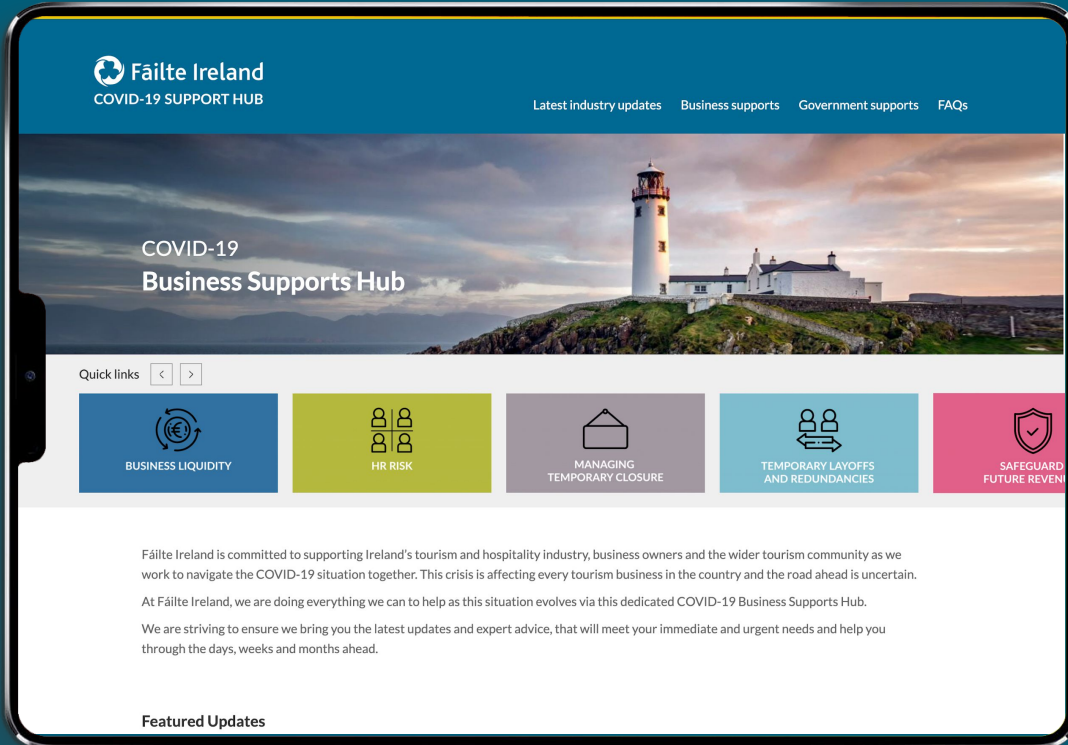
In response to the coronavirus pandemic, Tourism Australia is hosting a series of weekly webinars with different guest speakers.



DBC Forecast on Impacts to the Tourism Industry

2020	- A - BEST CASE	- B - LIKELY CASE	- C - WORST CASE	2019
Industry Revenue Loss	-\$9.8 Billion	-\$16.8 Billion	-\$19.0 Billion	\$21.5 Billion
Industry Job Loss	-75,000	-130,000	-147,000	166,000
Government Tax Revenue Loss	-\$0.8 Billion	-\$1.4 Billion	-\$1.6 Billion	\$1.8 Billion





SUBJECT:

Business liquidity

HR risk

Managing temporary closure

Temporary layoffs & redundancies

Safeguard future revenues

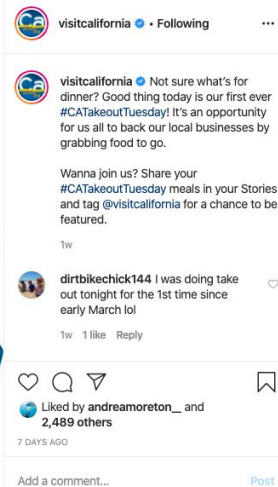
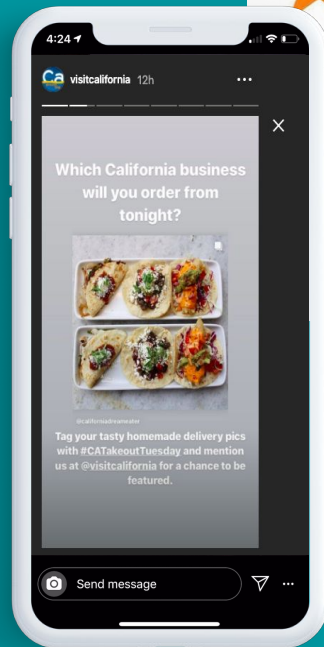
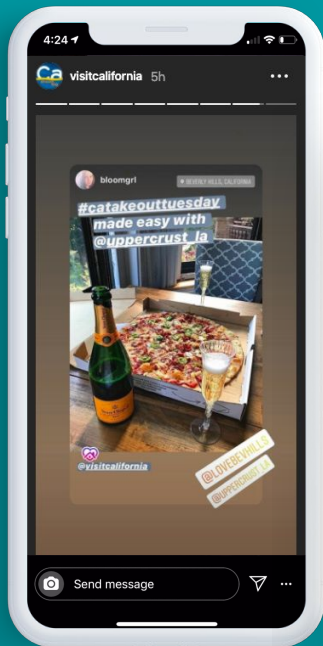
Jump starting sales

Operational guidance

Government support

Brand & reputation

Employee wellbeing



COMMUNITY SPIRIT

HOW TO SUPPORT LOCAL IN CALGARY

How to interact with your community and support local businesses from home.

share this page

Calgary has an undeniable community spirit that always comes together in challenging times. Discover the incredible ways you can support your favourite local businesses, attractions, arts and culture organizations, and community groups from the comfort of your own home.

Thank you for continuing to practice safe social distancing and frequent hand washing while enjoying these digital experiences from the safety and comfort of your home. With everyone's help, we will get through this together.

#LOVEYYC FROM HOME



tourismcalgary • Following
Calgary, Alberta



Now is not the time for travel (#stayhome), but staying connected is more important than ever. We want to continue connecting you to what makes Calgary special - from supporting local, to celebrating our people, to sharing moments of beauty. The traveling has stopped and our day-to-day lives have changed, but Calgary continues to show its undeniable community spirit and has found new ways to unlock the best version of our city. From virtual tours to Spotify playlists, to numerous acts of generosity - the love is big in YYC. We hope you'll explore digitally with us and continue to share the #LoveYYC from the safety of your home. Go to link in bio for more information! @ana_staise



Liked by emilyncalgary and 1,196 others

4 DAYS AGO

Add a comment...

Post

4. ADAPTATION

LEADERSHIP IN ACTION

Engage your industry in collective problem solving

- Symbolic actions
- Response actions
- Contingent/"if-then" actions

Create forms for engagement - harness people's concern

- Strike a task force
- Hold virtual workshops (ideation, planning, problem solving)
- Open your phone-lines

KEY TAKEAWAYS

- 1) It is time to pivot
- 2) Pause. Determine focus for mitigation activities
- 3) Lead collective problem solving
- 4) Uncover possibilities

RESTART YOUR INDUSTRY

FIGHT AMNESIA

Review all the lessons learned, including the need to improve risk assessment and crisis preparedness.

Create Tourism Emergency Plans and fully embrace the principles of crisis preparedness and management in the tourism sector.

Ensure inclusion of tourism in national emergency mechanisms and response systems.


CAMPAIGNS

Destinations around the world will be doing the same thing: inviting visitors back.

Zag. While everyone else zigs.

Root restart campaigns in civic pride and Place DNA^R.

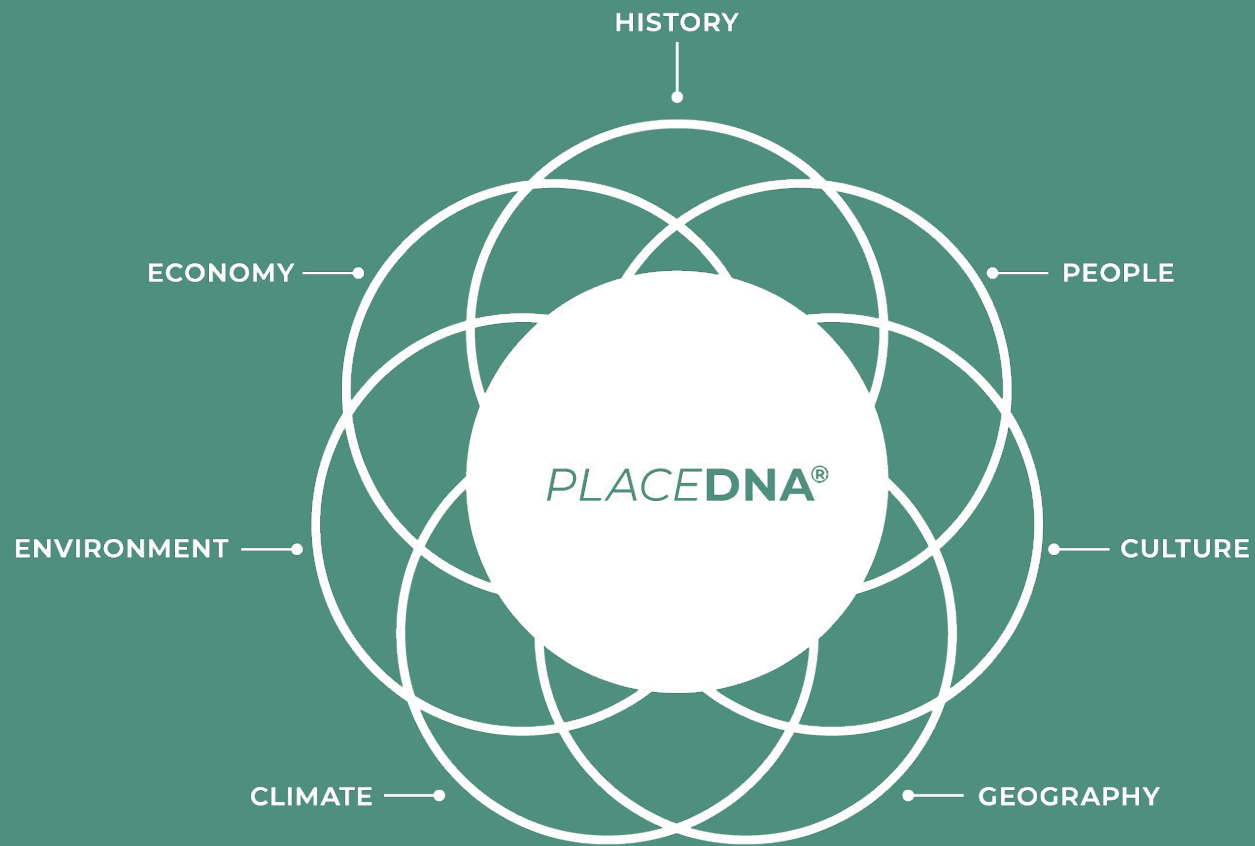
BE SYMBOLIC



I am
enjoying
#BeautifulLesvos



BE YOURSELF



CREATE NEW PARTNERSHIPS

CREATE NEW PARTNERSHIPS

- New role of DMO
- New landscape of DMOs
- Create a restart committee
- Partner with digital investment platforms

DIVERSIFY

DIVERSIFY



DIVERSIFY

- Avoid dependence on one single activity or market
- Address the underlying shifts in demand
- New tourism experiences (rural regions, disadvantaged communities)
- Diversify pricing, revenue and funding
 - Temporary suspension
 - Relief fund
 - Flexible implementation of rules
 - Design special promotions

REIMAGINE TOURISM

DER WEG DER DESTINATIONEN IN DIE ZUKUNFT

Tourismus**zukunft**
REALIZING PROGRESS

Steps

Schock &
Verwirrung

Einsicht &
Loslassen

Offenheit &
Ausprobieren

Erkenntnis

Integration

Doing



Status quo Analyse

Branchendiag-
nosen

Szenario-Analyse

Branchendiag-
nosen

Identifikation neuer
Aufgaben- &
Zielgruppen

Refokussierung der
Werte &
Positionierung

Neuordnung
Organisation, Team,
Partner & Netzwerk

Roll out neue
Geschäftsmodelle

Feiern der Erfolge

Krisen-
Kommunikation

Nachjustierung
Werte Ketten

Finanzielle Status
quo Analyse

Öffnung der
Ressourcen

Öffnung
Handlungsfelder &
Grenzen

Identifikation
Handlungsbedarf
Produkte

Adaption
Werte Ketten

Anpassung
Marketing &
Kommunikation

Thinking



relevante
Stakeholder &
Shareholder

Herausforderungen

Handlungsoptionen

Chancen

Handlungsfelder

Merke, Werte,
Vision

Stakeholder Map,
Organigramm

Geschäftsmodell-
Strategien

Beteiligte Menschen

akute interne und
externe
Kundenbedürfnisse

Cashflow, Liquidität,
Darlehensberechtigung

Handlungsspiel-
räume

Personal- und
Finanzmittel

Raum, Partner &
Produkte

Produktprinzipien &
Kundenbedürfnisse

neue Werte Ketten &
Kernoffern

Auftritt & Ansprache

Feeling



Hilfslosigkeit &
Überforderung

Solidarität &
Pflichtgefühl

Hoffnung

Verständnis

Mut

Klarheit

Zuversicht & Wärme

Wertschätzung

Befriedigung

(Verlust)angst

Stress

Resignation vs.
Optimismus

Entgrenzung

Freiheit

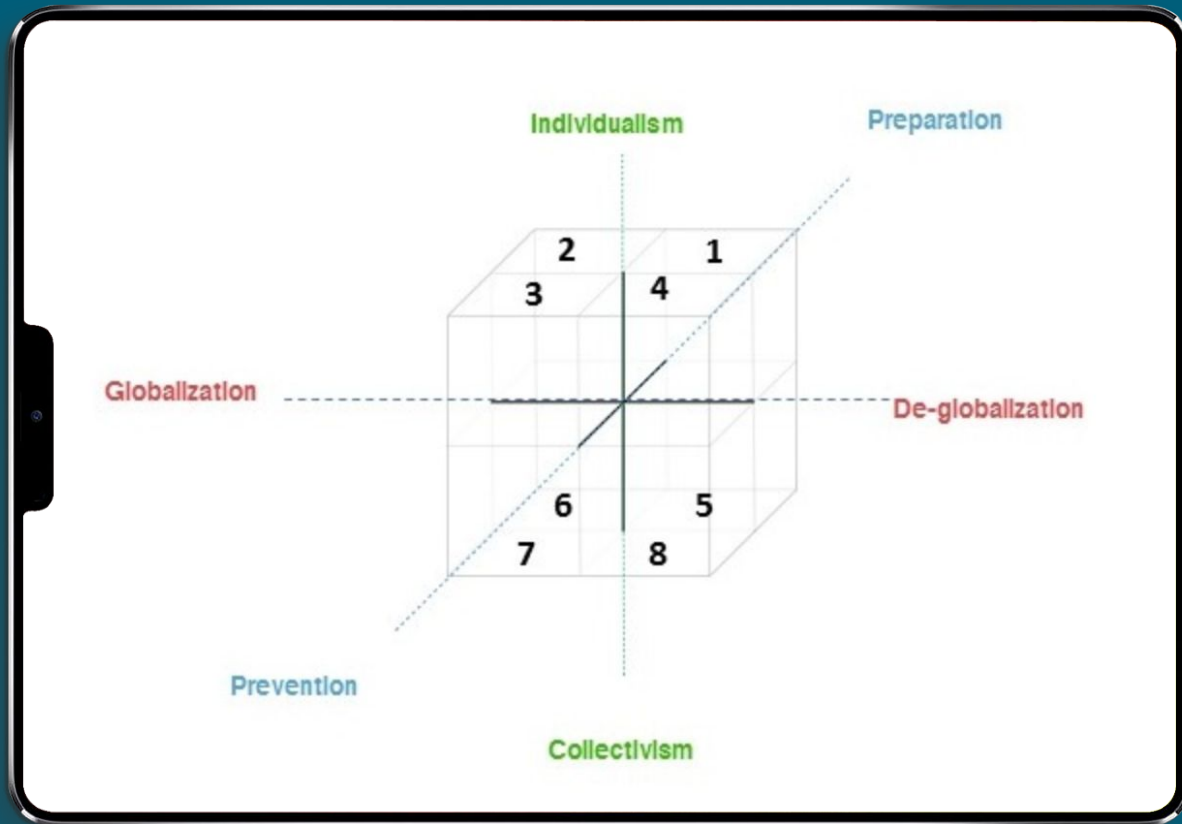
Bestätigung

Erleuchtung

Stolz

REIMAGINE

THE FIRST SIGNS



THE FUTURE OF TRAVEL

EPISODE 1: MICHAEL LEVIE

COO, CITIZENM

QUO



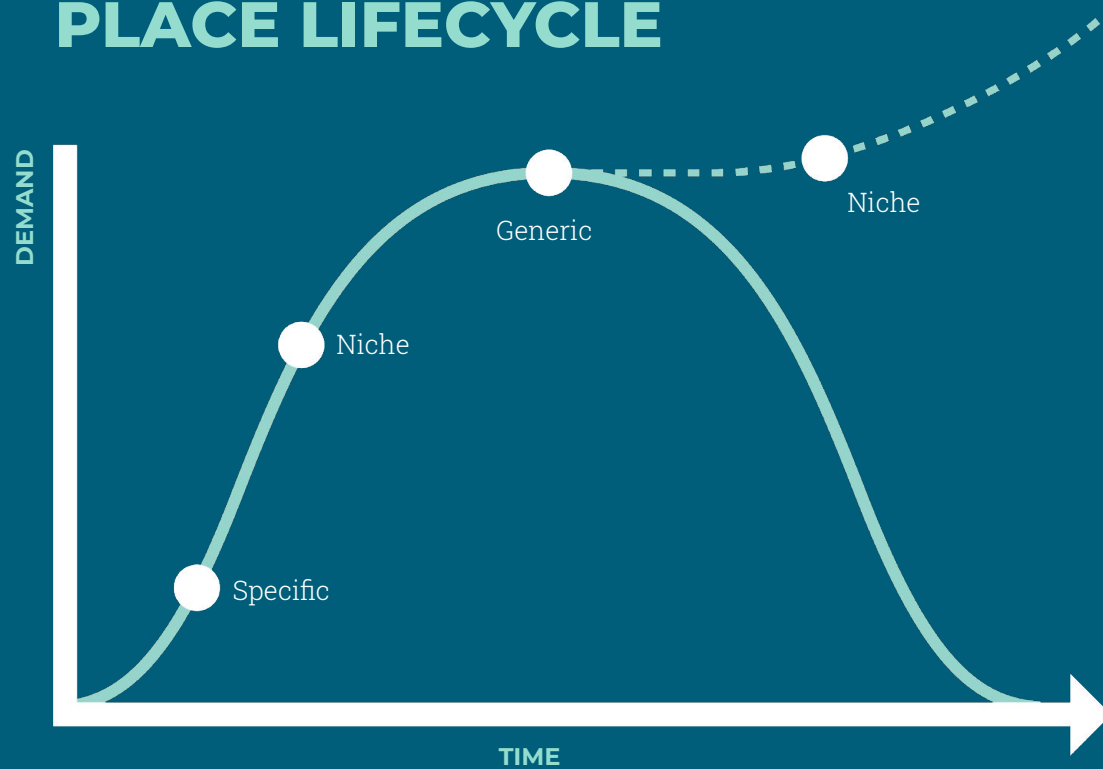
REIMAGINE

REDEVELOP

REDEVELOP

- Invest in infrastructure (or not)
- Incentivize digital transformation
- Reconsider skills and develop human talent

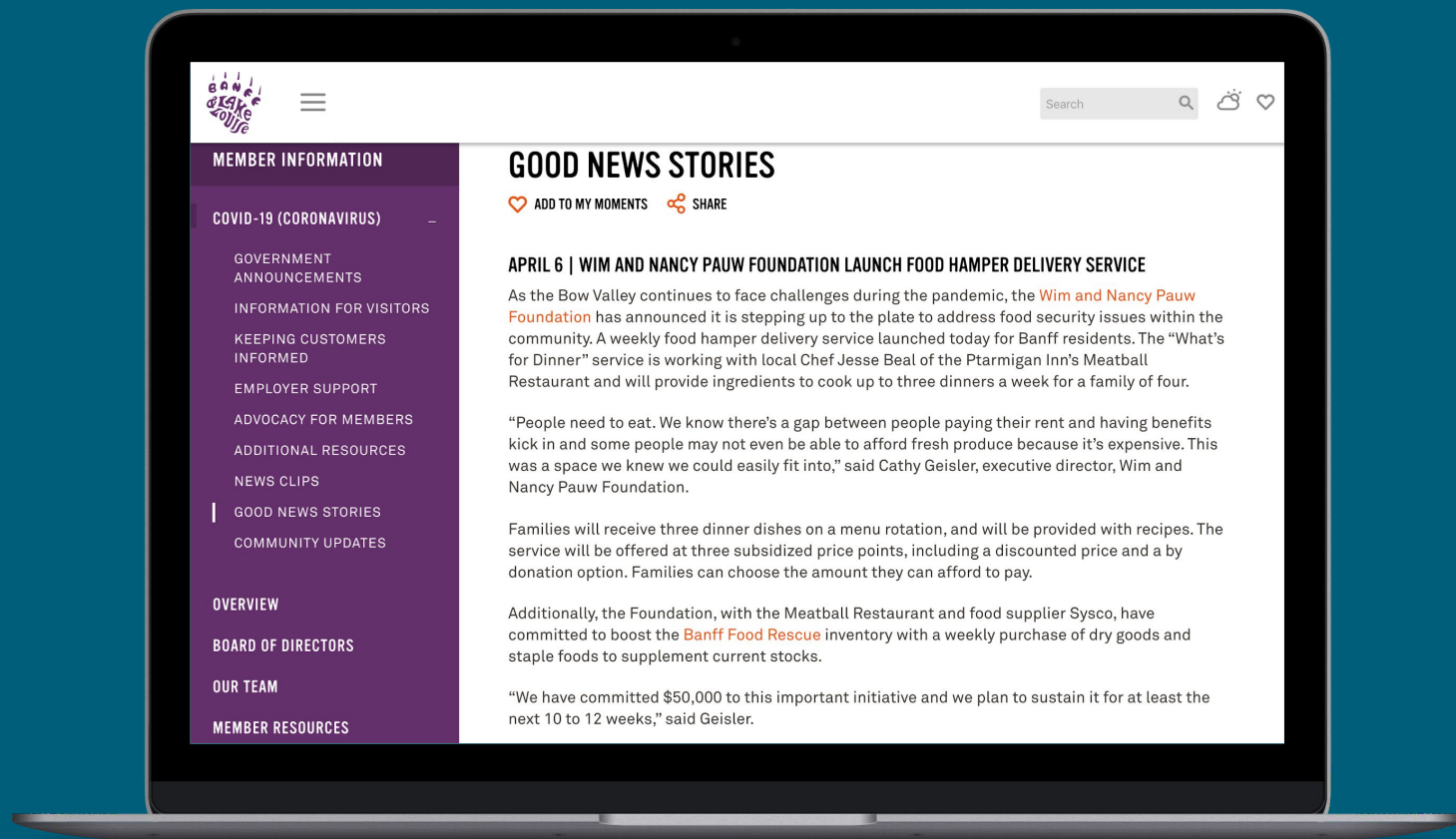
PLACE LIFECYCLE



REDEVELOPMENT WILL BE COMMUNITY BASED IN TWO WAYS...

COMMUNITY BASED PART ONE: **INSIDE**







Cities have the capability of
providing something for everybody,
only because, and only when, they
are created by everybody.

— *Jane Jacobs* —

REIMAGINE REDEVELOP

RACHEL PETTE



REIMAGINE REDEVELOP



$$P = \sum P_e + Exc + Inc$$

COMMUNITY BASED
*PART ONE: **OUTSIDE***







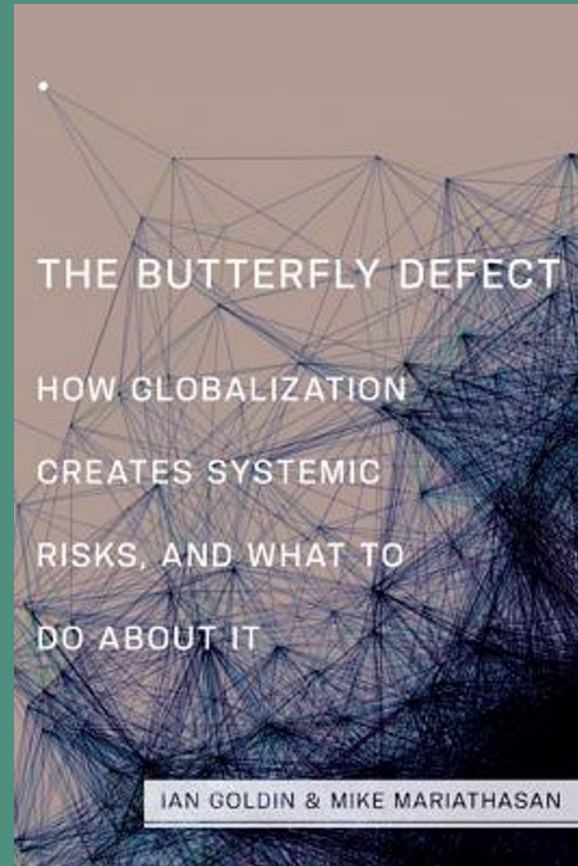
REIMAGINE REDEVELOP

Niche Rollout Plan

ELKHART COUNTY CONVENTION VISITORS BUREAU



RETHINK *TOWARDS A NEW NORMAL*



CIRCULAR

- Rent electric cars (eg. Werfenweng, Austria)
- Redistribution of food waste (eg. *Too Good to Go*, *Olio*)
- Tap (drinkable water app)

REIMAGINE RETHINK





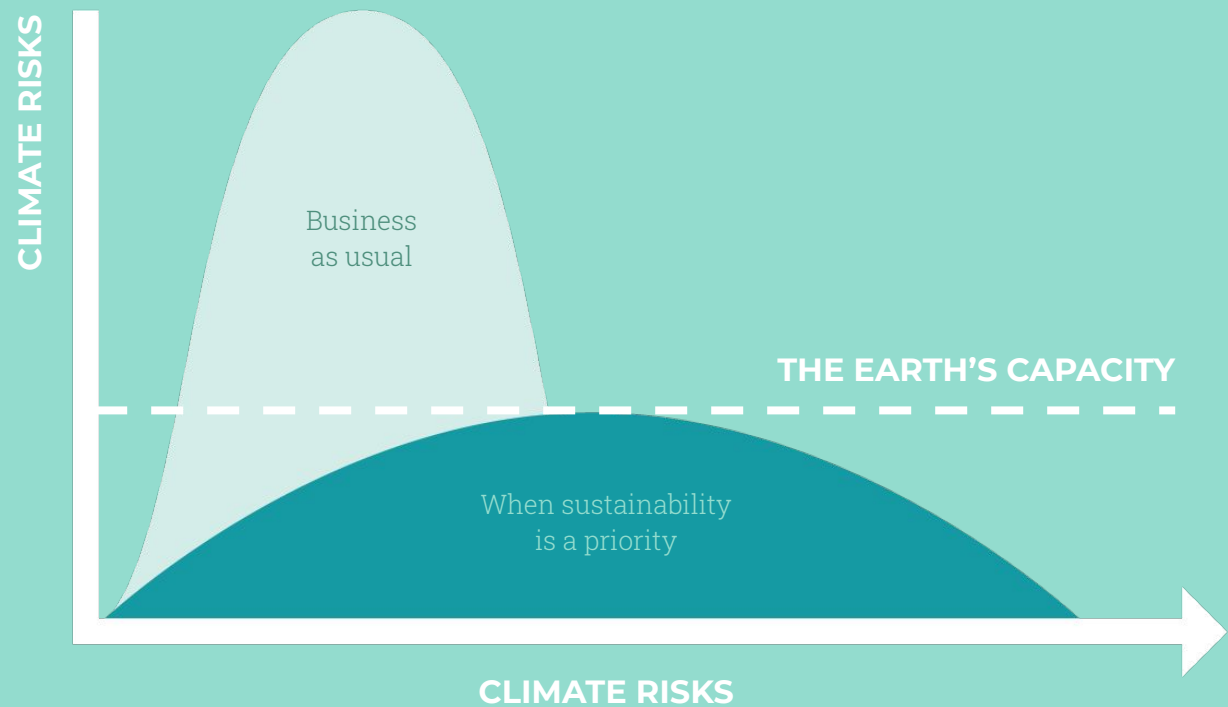
REIMAGINE *RETHINK*

NEW ZEALAND
BAY
OF PLENTY

TĀPOI TE MOANANUI Ā TOI / TOURISM BAY OF PLENTY

TOURISM WITH PURPOSE

A PLAN FOR REGENERATIVE TOURISM



REIMAGINE *RETHINK*

FROM WIN-WIN TO WIN-WIN-WIN



6 KEY TAKEAWAYS

- 1) Fight, don't deny
- 2) Be creative in adaption
- 3) Community at the heart, start planning
- 4) Recovery is an illusion
- 5) Redevelop and cocreate
- 6) The future is now



JOIN THE COVID-19 NETWORK

SUPPORT INITIATIVE

destinationthink.com/jointhenetwork

Tools and support you need to guide your destination through the COVID-19 pandemic.

- Weekly insights and data
- Planning resources
- Communications guidance and toolkits
- Playbooks for industry support
- And peer support groups

LIVE QUESTIONS

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 FORUM