SAXION

Don't Risk It!

A Crisis Management Guideline for Reisen mit Sinnen
-
Efficiently Preparing, Responding, and Recovering from
Tourism Crises

(Pinterest, 2020)

Michelle Palmer

15th of June 2020

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A Crisis Management Guideline for Reisen mit Sinnen

-

Efficiently Preparing, Responding, and Recovering from Tourism Crises

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15th of June 2020, Schöppingen, Germany

Declaration of own work

I hereby declare that:

- I am fully informed about the Thesis C assessment criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

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Date: 15th of June 2020

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Preface

After finishing my management internship at the tour operator Reisen mit Sinnen, I got the opportunity to write my Bachelor thesis in cooperation with the company. Since I already was familiar with the organisation and the people working for it, I felt confident to master the upcoming project. After the topic, managing tourism crises more efficiently, has been discussed with the client, I felt even more excited since I really liked the framework of the project. Suddenly, just before the thesis semester started, working on a major project all on my own seemed quite terrifying.

"How will I be able to manage everything completely by myself?"

"Am I capable of the upcoming challenge?"

Looking back, all these worries disappeared automatically as I got deeper into the process. I stuck to my planning and was able to pose any upcoming questions to my examiner, client or fellow students. However, due to the current circumstances of COVID-19, some problems occurred. Finding interview partners? – No chance. Having personal meetings with the client or my first examiner? – No chance. However, these issues did not stop me from finalizing my thesis project in time and, in the end, the problems were not even realized as real problems anymore.

On the one hand, it was not the best timing to conduct research within the tourism industry as every organization was busy managing the crisis. On the other hand, I could not have chosen a better time to work on my thesis project as there was so much spare time to do so and the topic was never as up to date as now.

Most importantly, I would like to thank my first examiner, Inge Gijsbers, who was always easy to approach and helped me out with any upcoming questions or problems that occurred. The support and confidence she gave me made me work ambitiously on the project. Plus, a big *thank you* to my client Reisen mit Sinnen for giving me the opportunity to write my Bachelor thesis in cooperation with them. Especially I would like to thank Corinna Schneider, who defined the topic in more detail and supported me as best as she possibly could during the busy times of managing the Coronavirus while being the Head of Product Management at Reisen mit Sinnen. Lastly, I am thanking my fellow students, which gave feedback on my work and process and therefore helped me out to steadily improve.

Michelle Palmer
Schöppingen, 15th of June 2020

Summary

This thesis project deals with the central question of how Reisen mit Sinnen can internally manage upcoming tourism disasters in a more efficient way. The following management question is answered within the thesis:

How can a crisis management guideline for Reisen mit Sinnen be designed in order to efficiently prepare, respond and recover from uncontrollable crises?

The project focusses on developing internal management procedures to master unforeseen disasters in destinations most efficiently. Especially the tourism industry needs to respond to different disasters all over the world in order to act responsibly and to meet the ultimate goal of keeping clients safe. As the world is facing more disasters nowadays, especially due to climate change, businesses need to be agile and adapt to this external development. The importance of having set management guidelines in place shows the current disaster of COVID-19, which requires a lot of responsibility and management from all kind of tourism businesses all over the world, especially from tour operators.

To research efficient ways of preparing, responding and recovering from disasters, the strategic management framework by Ritchie is used as a base for the research and the advice. The three phases are researched based on the different crisis management aspects in each phase. The needed information is researched by means of desk research. A literature review is written, content analysis are conducted, and external benchmarking is used to retrieve the needed information online.

The research findings show different perspectives on each crisis management aspect. Gaining control, communication, team leading, partnerships, team roles and evaluation strategies can all be approached in numerous ways. The outcomes are discussed and concluded. Every management aspect shows several ways, which can be applied within businesses. Therefore, these options are evaluated separately, and the most fitting alternative is chosen, based on fitting points of criteria.

In addition, the aspects of the most risky and frequent disasters per continent, client management scenarios during disasters, as well as costs and benefits are researched. However, these are not evaluated since these are non-flexible aspects of crisis management.

After conducting the research and evaluating the different alternatives for each management aspect, an advice for Reisen mit Sinnen is formulated. This advice includes an allocation of people and resources in times of disasters in order to respond to them most efficiently. First of all, the advice includes an overview of scenarios how to manage clients according to the extent of risk stating the overall steps to take as being the responsible tour operator. Plus, matrixes are designed, which show the most frequent and most risky disasters per continent in order to categorize disasters easily.

When responding to disasters, the advice concentrates on several components. At first, a guideline is established, which helps to ensure client's safety most efficiently in times of an occurring disaster. Plus, team roles are presented, as well as their tasks and allocation to the current team. This allocation fits the current circumstances of Reisen mit Sinnen of being a small team. To communicate more efficiently, a communication plan for personal meetings is presented, which is advised to be used during a disaster. In addition, it is proposed to add an extra communication tool of a chat function to increase efficiency. Concerning media communication, an inspirational plan is added, which shows an effective media communication strategy. This strategy focusses on the current channels of the website and Facebook but adds the channels of Instagram and YouTube. Content ideas are implemented into the plan as well. Additionally, partnerships are elaborated on. The essential partners are illustrated, and a table is created, which can be used to fill in contact details for every trip to include the chosen partners most efficiently into the management process.

Plus, a leadership guideline, including relevant goals and tasks, is added to the advice. This guideline focusses on keeping control of the process but including the team and its input equally at the same time. Finally, the costs and benefits of managing crises are elaborated on.

In the final phase of resolution and recovering from the disaster, an evaluation strategy is presented, which demonstrates the practical implementation of an organizational learning strategy. The double-loop learning strategy is used to steadily improve the crisis management process and to manage the next disaster even more efficiently.

With the gained input, the stated management question is answered, and the advice is recommended to be made use of by Reisen mit Sinnen in times of occurring disasters. Implementing the advices makes the internal management processes more structured and efficient so that clients are ensured in safety and Reisen mit Sinnen is seen as a responsible and trustworthy tour operator.

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1 Introduction

1.1 Reisen mit Sinnen

The thesis project is assigned by Reisen mit Sinnen, a German tour operator. Reisen mit Sinnen is a sustainable business, which designs and sells environmentally fair and authentic travel experiences to Europe, Asia, Africa, South America, and Oceania. The business was established 25 years ago and is a small-sized business with around 20 employees working in the main departments of Sales, Product Management and Marketing. The core products are high-quality and active group-, but also individual trips, which focus on actively exploring the culture, people and nature of the destination. The goal of the trips sold by Reisen mit Sinnen is to give their clients an authentic experience of the destination. The business is Corporate Social Responsibility (CSR) certified and therefore, the most important focus of Reisen mit Sinnen is to design and sell fair trips, which respect the natural environment and the local population (Reisen mit Sinnen, 2020). Moreover, the organizational culture of Reisen mit Sinnen can be described as offering a friendly and open workspace, where every employee's work is valued equally, and every team member is easily approachable. Teamwork is highly important, and the team and its quality of work are the most important asset of the company as an intangible product is sold. This valuation also refers to business partners and their work as it is equally needed to guarantee the quality of the sold product. Therefore, all employees, but also all external business partners are highly valued by Reisen mit Sinnen (M. Palmer, Personal Communication, September 30, 2019).

1.2 Reasons and Relevance of Crisis Management

This project evolves around the topic of designing an internal crisis management guideline for unforeseen and uncontrollable crises within destinations for the company Reisen mit Sinnen. The topic and its relevance are explained in the following paragraphs. Beforehand, it is important to mention that the following introduction often refers to tourism crises, which is an umbrella term within this project. Overall, the project focusses on one specific type of crises, namely disasters. This is explained more deeply within the theoretical framework of this report. However, it is essential to be clear from the beginning that the term crisis is made use of as it is not only an umbrella term, but also crises are the results of a disaster for tourism businesses.

At first, the project is carried out due to internal reasons of Reisen mit Sinnen. A missing crisis management guideline within the business causes unpreparedness for unpredictable crises in any of the offered destinations. Until now, the company has handled these situations spontaneously as they occur, and the decisions were made in the situation itself. This leads to an inefficient and unprepared management and the crisis management team does not have guidelines to base decisions and procedures on. Reisen mit Sinnen stated that upcoming crises lead to more internal chaos than they actually should, due to the missing management framework (M. Palmer, Personal Communication, February 6, 2020). Therefore, one of the product managers, and also a member of the crisis management team, asked to research the topic of crisis management within the tourism industry and to give an advice for a crisis management plan, which serves as a guideline for the team to handle upcoming crises as efficient as possible.

On the other hand, the project is highly relevant for Reisen mit Sinnen due to external factors. Adapting to the development of the rising number of crises within the world is highly important for the tourism industry as they are international businesses, which are affected by disasters from all over the world. Safety is a fundamental aspect of hospitality and therefore, the rising frequency of disasters stresses the need for preparation of tourism businesses. Only within the last year of 2019, the world has experienced 409 natural disasters, small-, as well as large-scale, due to the development of global climate change (Statista, 2020).

Major fires in the Amazon rain forest or Australia, floods on the Philippines or the cyclone Fani, a heavy storm in the Gulf of Bengal, are only some examples of disasters in 2019 caused by changing climate, which have heavy effects on destinations and cause deaths of numerous inhabitants and also tourists. With disasters as these and also of other types, the tourism industry has to cope with. Therefore, having management guidelines in place is essential for rapid and efficient actions.

Next to that, the relevance can be motivated with the aspect of tour operators having to act responsibly towards their clients in order to maintain customers and to count as a trustworthy tour operator. This responsibility is a major part of hospitality as otherwise travelers, which faced a disaster on holiday, do not see Reisen mit Sinnen as a qualified tour operator anymore. Big tour operators already have implemented fixed crisis management strategies. However, smaller sized businesses within the industry often have not yet considered the topic as that urgent or did not have the capabilities to implement set crisis management strategies within their businesses. This leads to an unprepared and inefficient handling of upcoming crises, which can put clients into danger. Reisen mit Sinnen is aware of their responsibility, and especially due to the external development of the rising number of crises within the world, the management has realized the need of being more prepared.

1.3 Management Problem

The management problem of Reisen mit Sinnen can be summarized as not being prepared for unforeseen crises and not having guidelines in place to base decisions or processes on. As mentioned already, the company reacts spontaneously on disasters happening in the offered destinations. However, due to the rising number of natural disasters, and also other disasters happening in the world, which cannot be controlled, the missing crisis management guideline has been realized as a major internal management problem. The team does not have a management framework and the missing plan causes internal chaos. Unplanned actions and reactions are not leading to an efficient handling of crises. The management has realized this issue and therefore the business feels the need to implement a fixed internal crisis management guideline, which enables efficient operations.

This preparedness should reflect internal knowledge on the topic concerning potential risks or client management. This fundamental knowledge is needed to make the further management process effective. Plus, preparation includes having fixed processes in place, which are clear to the team and which enable rapid operations to manage affected clients as efficiently as possible. In order to be fully prepared, different aspects of management processes are to be considered. To structure the internal process, these guidelines are brought to paper in the advisory part. Additionally, preparedness needs constant improvement. An overcome of a crisis simultaneously includes the need for preparing for another crisis. Strategies on evaluation processes need to be considered by tour operators to enable the process of constant improvement. Overall, being prepared for crises within the tourism industry includes a lot of knowledge on the topic itself, but also on internal management structures.

To solve the management problem of Reisen mit Sinnen an internal document is created, which serves not only as a preparation tool for crises situations, but on which management processes can be based on. The plan consists of three major parts: Preparation for upcoming crises, responding to crises and recovering from crises. First of all, it is highly important to be prepared for different kind of crises and to know about potential risks and scenarios for managing clients. In that way, the team has a basic understanding of what might happen and what options are there to cope with the disaster. Secondly, the advice contains a guideline on how to respond to an occurring crisis most efficiently. This part mainly focusses on communication plans, essential partnerships, leadership, and the team and its roles. Lastly, there is an advice given on how to recover from a crisis. Going back to normal business operations and drawing positive conclusions from a crisis is highly relevant to constantly improve as a service business.

In conclusion, the end product of a crisis management guideline consists of three components: Preparation, responding, and recovering from crises.

This is coherent with the mentioned reasons for carrying out the thesis project since the framework is not only informing the company about the topic but enables efficient business operations. The spontaneous reactions and decisions are turned into planned working processes and the team has a guideline, on which processes can be based on. This preparation ensures that the business is carefully arranged to cope with the rising number of crises within the world. In that way, Reisen mit Sinnen will be able to respond responsibly to disasters and is seen as a trustworthy tour operator for their clients.

Due to the described management problem of Reisen mit Sinnen of not having a crisis management guideline in place, which enables the business to cope with crises efficiently, the following management question arises:

How can a crisis management guideline for Reisen mit Sinnen be designed in order to efficiently prepare, respond and recover from uncontrollable crises?

1.4 Objective of the Advice

The overall objective of the advice is to create an internal crisis management plan, which serves as a guideline for Reisen mit Sinnen to prepare for, respond to and recover from unforeseen disasters in order to enable the business to make the crisis management process more efficient and structured with the ultimate goal of adapting to the rising number of crises within the world, to keep tourists safe.

1.5 Required Information

To answer the stated management question, certain information is required. Naturally, the core concepts need to be defined. The two core concepts of the project are crisis and crisis management. After definitions and boundaries for the core concepts are set, it needs to be found out what is stated about the concept. In that way, the end advice can be based on a theoretical base. After this theoretical base is defined, further research needs to be done to gain the required information for the advice.

First of all, ways on how tourism businesses prepare for crises need to be researched. Besides that, information on how to efficiently respond to these is essential. When a crisis occurs, not only being prepared is important, but to have a management framework in place, on which decisions can be predicated on. Insights into management procedures and how these aspects can be applied in practice are needed. Lastly, a tourism business needs to go back to usual business operations. However, information is to be gathered on evaluation strategies to do that most effectively. In that way, Reisen mit Sinnen can be advised on recovering from crises as efficient as possible.

1.6 Objective of the Research

To research the needed information an objective is formulated. The objective of the research is to gain insights into efficient crisis management strategies within the tourism industry in the phases of preparation, responding and recovering from tourism crises with the goal to have an overview of how the three crisis management phases can practically be approached.

1.7 Reading Guide

The remaining report focusses on the theoretical framework of the project first. The two core concepts crisis and crisis management are defined and elaborated on in a literature review. Afterwards, the thesis presents the methods used in the conducted research. Per research, a description of the chosen research strategy, the chosen method of data collection, the selection of data sources and the method of data analysis is given. Then, the research results for each research question are discussed and presented, as well as summarized and reflected on. Afterwards, the advice options follow, which are based on the research results. For each management aspect, advice options are presented and, based on criteria, evaluated. The best alternatives are included into the strategic management framework by Ritchie, which forms the advice for the company. Finally, the project is reflected on based on the personal planning and the value for the industry.

2 The Research

2.1 Introduction

The research gives insights into the topic of crisis management within the tourism industry, focusing specifically on tour operators. This research intends to present information on the various phases of crisis management and how businesses can practically approach the management of dealing with the rising number of crises within this world.

The objective of the research is to gain insights into efficient crisis management strategies within the tourism industry in the phases of preparation, responding and recovering from tourism crises with the goal to have an overview of how the three crisis management phases can practically be approached.

To meet the objective of the research, research questions are formulated, which are researched and subsequently, discussed and answered within this chapter. The following research- and its belonging sub-questions are going to be addressed:

1. **What are ways for tourism businesses to be prepared for disasters in a destination?**
   a) What natural disasters are happening most frequent in each of the continents and what extend of risk do these have?
   b) What are scenarios of managing clients?

2. What are ways for tourism businesses to strategically respond to a disaster?
   a) What are ways of getting first control?
   b) What makes partnerships most efficient?
   c) What makes internal and external communication efficient?
   d) What makes media communication efficient?
   e) What makes a leadership style most efficient?
   f) What roles contribute to an efficient crisis management team?
   g) What costs and benefits can arise?

3. What are ways for tourism businesses to evaluate past disaster situations to ensure organizational learning?

2.2 Theoretical Framework

The stated research questions are based on the theoretical framework of this project, which is defined within this chapter. The core concepts of this project are **Crisis** and **Crisis Management**. These concepts are essential to be defined, to have set boundaries around them and to elaborate, what is scientifically stated about the concepts. In that way, the thesis project has a solid theoretical base and the end advice can be predicated on this theoretical framework. A literature review is conducted to define the concepts and to set boundaries for the project. The literature used is of scientific nature and chosen based on the AAOCC (Authority, Accuracy, Objectivity, Currency, Coverage) criteria (Elmer E. Rasmuson Library, 2018). However, some literature might be not as current. For this topic, this is not a reason to not include the sources, as the chosen definitions fit the current general understanding of the terms. Plus, the models are only frameworks, which are filled out with current research outcomes later.

2.2.1 Crisis

The concept crisis is a broad term, which is used in many different regards, also in the tourism industry. First of all, it was stated by Prideaux et al. (2003) that "crises are the possible but unexpected result of management failures that are concerned with the future course of events set in motion by human action or inaction precipitating the event" (as cited in Scott & Laws, 2005, p. 152). According to these authors, a crisis is caused by management and does not occur due to external influences of the environment. They distinguish between crises and disasters.

Disasters are described as an "unpredictable catastrophic change that can normally only be responded to after the event, either by deploying contingency plans already in place or through reactive response" (as cited in Scott & Laws, 2005, p. 152). A disaster can be defined as an unforeseen event within a destination having effects on tourism businesses, and which requires a planned response of businesses after it has occurred. Overall a crisis is an unexpected event, which is negatively affecting a destination and its tourists due to management failures, and therefore man-made. A disaster, on the other hand, is fully unpredictable and needs prepared guidelines of tourism businesses to deal with it afterwards so that negative effects caused by the disaster are minimized, and tourists are kept safe.

Next to that, Faulkner (2001) considers a crisis as "an event where the root cause of the situation is to some extent self-inflicted through problems such as inept management structures and practices or a failure to adapt to change" (as cited in Scott & Laws, 2005, p. 152). This author chooses to define a disaster separately as well. A disaster refers to situations, where a tourism destination is facing an unpredictable and catastrophic event, which is uncontrollable (as cited in Scott & Laws, 2005, p. 152). Faulkner's definition is quite similar to the one of Prideaux et al. since it also states that crises occur due to problems in management structures or failures of adapting to changes. These failures can lead to having consequences on a destination and potentially can put tourists into dangerous situations. A disaster, on the other hand, is an event, which cannot be controlled, and which destinations are facing suddenly and in an unswayable way.

Reilly (1993) is solely concentrating on the term crisis. A crisis is a "situation, which is harmful and disruptive (versus a turning point or an opportunity); is of high magnitude (…); is sudden, acute and demands a timely response (…) and is outside the firm's typical operating frameworks (…)" (as cited in Scott & Laws, 2005, p. 152). This author does not differentiate between crises and disasters and sees a crisis as a sudden and harmful event within a destination, caused by no specific factors, which a tourism business has to respond to besides its usual business operations.

As a conclusion, it becomes clear that two of three authors decide to differentiate between a crisis and a disaster, which destinations and therefore, tourism businesses are facing. Both of them state, that a crisis is occurring due to failures in management and therefore are unexpected, but man-made. A typical example might be the crisis of Chernobyl, which has effects on tourism within that destination, but the crisis itself can be led back to parties being responsible for it. A disaster, on the other hand, is unforeseen and catastrophic. A major example is the tsunami happening in the Indian ocean in 2004. Destinations are experiencing a catastrophic event, which puts locals and tourists into danger. Tourism businesses need to respond rapidly to these events, even if they occur without a warning and without parties being responsible for it.

Framework for This Project

For this project, the definition of disasters by Faulkner is chosen to be relevant since it underlines that a disaster is uncontrollable and catastrophic. Therefore, the need for management guidelines, which ensure an efficient management of tourism businesses, becomes highly clear. Disasters are uncontrollable crises, which are occurring without a warning and therefore guidelines have to be established to serve as a management base. Faulkner (2001) has also developed a diagram (Appendix I), which shows examples of tourism crises and disasters (as cited by University of Brighton and Canberra, n.d., p. 4). It becomes clear that all examples in this graph affect the tourism destination. However, disasters have a larger risk of having negative impacts on tourists than a crisis can possibly have. Due to this reason, this project focusses on **disasters**, which a destination can be facing.

Disasters can be categorized into different types of disasters, which all can have negative impacts on tourists. These disasters require crisis management of businesses to efficiently manage the tourists and the situation.

The relevant types of disasters are natural disasters (floods, earthquakes, volcanic eruptions,…), complex emergencies (breakdown of authorities, war, …), and pandemic emergencies (contagious diseases) (World Confederation for Physical Therapy, 2020).

When researching question 1a) natural disasters are solely focused on, since including more types of disasters would exceed the timeframe of the research phase. Plus, natural disasters are the ones, tour operators are most likely to be facing. However, the internal management guidelines, which are researched afterwards, can be used for the confrontation of other disasters as well. Within the advisory part, risk assessment matrixes are used to categorize natural disasters for each continent. A risk assessment matrix presented by Vector Solutions (2020) is used as inspiration. The two components of the matrixes are *severity*, the extent of risk, and *probability*, the frequency (Appendix II). In that way, potential risks for each continent are presented and their level of risk becomes visible. To conclude, disasters can be categorized directly, and the urgency of the situation can be correlated.

2.2.2   Crisis Management

The second concept is crisis management. Crisis management in the tourism industry can be handled in many different ways. However, the most common way is to establish an internal guideline, which prepares for crises situations. Therefore, the definitions are based on this understanding of crisis management. First of all, a definition is chosen on which the report is based on. Secondly, two different crisis management frameworks are presented to serve as an understanding of the concept. One of these frameworks is then used as a guideline for the advice.

First of all, Scherler (2016) states that crisis management includes "measures of all types which allow a business to cope with a suddenly occurring danger or risk situation in order to return as quickly as possible to normal business routine" (as cited in Martens, Feldesz, & Merten, 2016, p. 91). This definition states that crisis management is a measure to return to usual business routines as rapidly as possible, after a sudden disaster in a destination, which the business had to deal with.

Next to that, Glaesser (2003) defines crisis management as "the actual implementation of an action plan as well the adaption of existing tasks and business processes in the case of an acute crisis" (as cited in Martens, Feldesz, & Merten, 2016, p. 91). Glaesser sees crisis management as an adaption of tourism businesses to manage crises, which occur in a destination.

Lastly, Hosie and Pforr (2009) state that:
> Crisis management is about preparing for events that the organization has not previously experienced. Terrorist threats, major criminal activities and natural catastrophes are high on the agenda for these never experienced events, and consequently, the application of a well-considered management strategy for a response to such events is a vital aspect of crisis management (Ch. 2).

These authors focus on the importance of a structured response of tourism businesses to unforeseen crises, similar to Glaesser. Hosie and Pforr underline the foreignness of these events happening in a destination, and the therefore occurring need of a well-planned strategy of businesses within the tourism industry.

Framework for this Project

To conclude, Scherler describes crisis management as a measure to cope with unusual and unexpected events within a destination. However, he refers to measures of tourism businesses in a very general way. Next to that, the definitions of Glaesser and Hosie and Pforr have similarities, since both focus on the needed preparation. However, Hosie and Pforr focus more on disasters relevant for this project, and not only include the importance of preparation, but also the execution of the plan as a response. This is why the definition of Hosie and Pforr is chosen to serve as a base for this project. Based on this definition, some authors have conducted models to cope with disasters as a tourism business.

Two popular frameworks are shortly presented to give insights into the application behind this theoretical concept.

Faulkner (2001) has established one of the most extensive frameworks for disaster management in tourism, consisting of a 6 - phases model (Appendix III). This framework consists of the phases: Pre-event phase, prodromal phase, emergency phase, intermediate phase, long-term (recovery) phase, and resolution phase. Plus, he names actions to take for each phase. However, this model is applicable mainly for tourism destinations, and not focused on tourism businesses operating outside the destination (as cited in Laws & Prideaux, 2008).

Ritchie (2004) has applied these phases of Faulkner to his Strategic Management Framework. This framework sums up these phases and speaks more general to tourism businesses, rather than to a destination only. It is divided into three main phases: Crisis/disaster prevention and planning, strategic implementation, and resolution, evaluation and feedback. Plus, Ritchie underlines the importance of flexibility, resolution and modification in his model. Additionally, actions to take are named in each of the phases. These actions are theoretically described and can be read in the framework overview below:
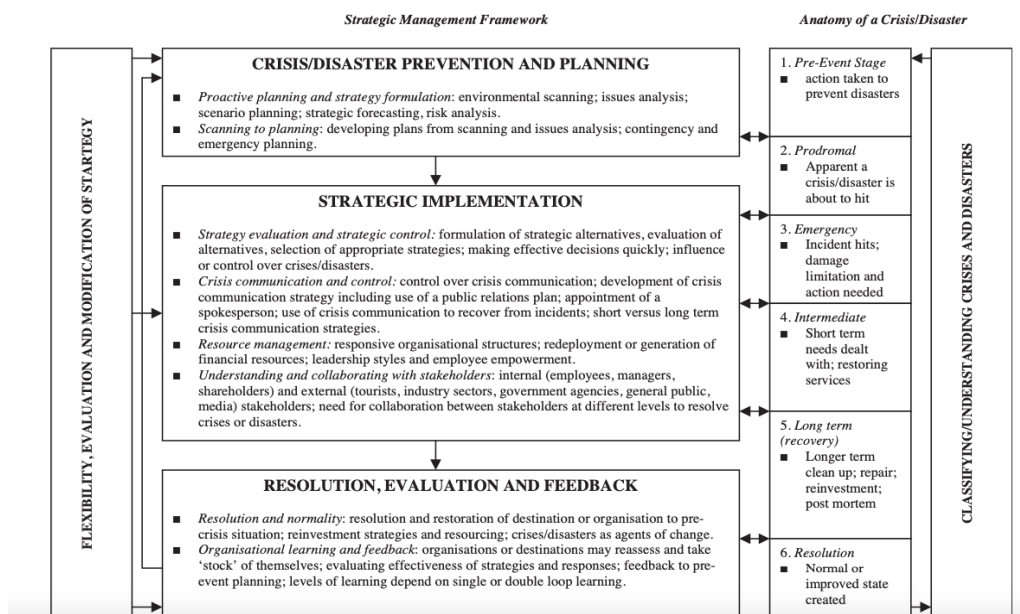
Figure 2.1. Strategic Management Framework by Ritchie (2004)

Overall, the first phase is mainly about analyzing the environment to prepare for different disasters and potential risks and their impacts. The next phase focuses on gaining control of the situation and managing it. Internal and external communication plans, resource management, and a collaborations plan are part of this phase. Lastly, the last phase concentrates on going back to usual business operations and the step of organizational learning is involved. The project is based on Ritchie's framework since it is comprehensively including the phases of Faulkner and it is focusing specifically on tourism businesses outside the destination. Plus, the focus on modification is from great importance and highly relevant, in order to constantly improve. The stated steps will be further researched in the research discussion to gain practical insights into this theory. However, not all sub-actions named can be researched and included in the advice of this project, as this would exceed the framework of the project. Plus, not all of the aspects mentioned in the framework by Ritchie are relevant for the client.

2.2.3   Crisis – Crisis Management

The two core concepts are operationalized to serve as a preparation for the research (Appendix IV). The first concept crisis is separated into the dimensions of crisis and disasters, based on the earlier mentioned concept by Faulkner. The two terms are both subdivided into the aspects of 'frequency' and 'impact'. However, this project focusses on the dimension 'disasters' only as motivated above. Different tourism disasters will be further researched on their frequency and the extent of impact. The second concept of crisis management is divided into its components based on the framework by Ritchie, as defined in the literature review. These components are preparation/planning, strategic implementation and resolution, and evaluation and feedback. Each of these components has several sub-components, which are presented above within the overview of the model.

Naturally, the two core concepts are highly intertwined. Overall, external and unforeseen crises and disasters cause the need for crisis management. At first, businesses need to prepare before disasters even occur. Then, if it is the case that a disaster has occurred, the business needs to strategically manage this situation in order to handle it without suffering from internal chaos and to minimize the negative effects. Therefore, internal business strategies need to be clear. If the disaster in the destination has been overcome, tourism businesses need to recover from it to go back to normal business operations. Plus, businesses are advised to learn from it, so that the next crisis can be approached even more efficiently. An overview has been designed, which shows the relationship between the core concepts (Appendix VI).

2.3   Research Methods

Within this chapter, the research methods used are presented and motivated. Three methods are used within the research, which are elaborated on below.

2.3.1   Approach of Conducting Literature Research

The first sub-question of the first research question (1a)) is answered by using a quantitative research design. The research question asks for the frequency and extent of disasters within the different continents of the world. By researching this question, Reisen mit Sinnen can prepare for various scenarios more strategically and the disasters can be categorized easily. To conduct the research, primary sources, statistics, are reviewed. This results in this question being researched by literature research. For this project, the statistics are structured by categorizing the researched data per continent.

This research method is applied since the question of disasters, and their frequency and risks, is of quantitative nature. Statistics have been established by various organizations beforehand, which are reviewed to answer the sub-question. Due to that, the information does not need to be found out by primary research, as this is also not possible in the framework of this project. This not only provides a foundation of the topic but serves as an introduction to various disasters and its risks. Plus, this literature research helps to answer the following research questions since an understanding of the most common disasters in the tourism industry is given (Royal Literary Fund, 2020). The research outcomes are reviewed by categorizing most frequent disasters for each continent separately and also by separating the extent of risks into three categories: High-risk disaster, medium-risk disaster and small-risk disaster. This input is used for filling out the risk assessment matrixes within the advice.

2.3.2   Approach of Conducting a Content Analysis

The majority of research questions are answered by applying qualitative desk research by means of a content analysis. Content analysis means to ''systematically collect data from a set of texts, which can be written, oral, or visual.'' (Scribbr, 2020). The written or visual data can come from all kind of sources: books, newspapers, magazines, reports, speeches, interviews, web content, social media or films, which can be found online. Applying this research method intends "to review previous research findings

to gain a broad understanding of the field." (Userfocus, 2020). This results in reviewing research findings, which have been conducted by another researcher or organization beforehand.

However, the own research objective has to be kept in mind. This method is chosen since the current circumstances of COVID-19 do not allow any field research, which fits this project. Therefore, content analysis is used as a research method, which allows to research data from many different sources.

The content analysis will be based on primary and secondary sources found on the internet. Data found online, written texts or visualizations can be analyzed. To analyze sources, the gained information is reviewed by means of coding, which structures the conducted data. By coding, the information is categorized and reviewed in a structured manner and the research results become explicit. The coding process is done utilizing a specific coding method. First of all, the so-called decontextualization is done. Text parts are broken down into meaning units, small parts of a source, which include relevant information. Step two is the recontextualization. That step helps to reduce the original text solely to data, which is answering the research question. In the next step, the categorization, themes and categories are identified, in which the information can be categorized into. Finally, the last step is the compilation. Within qualitative content analysis, the researcher has to "consider the data collected from a neutral perspective and consider their objectivity" (Bengtsson, 2016). Within this last step, it is made sense of the conducted data by either staying close to the text or by identify hidden meanings behind it (Appendix VII). This research strategy is applied since it gives insights from various stakeholders. This leads to the discussion of different views on crisis management and the spectrum of different guidelines is enlarged (Bengtsson, 2016).

2.3.3 Approach of Conducting External Benchmarking

Furthermore, external, strategic benchmarking is done for question 2d. Strategic benchmarking asks for comparing strategies based on benchmarks. This question is researched using this strategy, as communication via the media is easily visible to the public. Media communication, in this case, is concentrating on internet communication channels, as Reisen mit Sinnen is not making use of print media, broadcast, or out of home media concerning crisis communication to the public. By benchmarking, competitors are analyzed, rather than ignored, which gives a competitive advantage of informing guests correctly (CH Consulting Group, 2017).

A benchmark model consisting of several steps is used within this research strategy. The used steps are: **1. Planning, 2. Analysis**, 3. Integration, and 4. Action. However, for the research phase, only the first two steps are from importance. Integrating the outcomes into the company Reisen mit Sinnen and naming actions to take will be done in the advisory part of this report. At first, the planning phase states to name the function to benchmark and to identify organizations for the benchmark process. After that, performance measures (benchmarks) are stated, on which the strategies are compared. The last step is to identify a data collection method (The National Academies of Sciences, Engineering, and Medicine, 2012). These first steps are taken within the next paragraph.

For this research question, media communication strategies to future or potential clients are benchmarked. This makes it strategic benchmarking. Applying this research strategy helps to build a competitive advantage since several strategies are analyzed and best practices are jointed (CH Consulting Group, 2017). The sample is chosen on purpose based on the characteristics of being a small-sized and sustainable tour operator based in Germany. This is done since these businesses are struggling with the same questions and strategies can be easily compared. Three businesses have been chosen for the research: Wikinger Reisen, Chamäleon, and SKR. Information on the strategies will be retrieved from primary sources, namely their websites and social media channels. The following benchmarks are used: Accessibility to the information, Quantity of the information, Content, and Channels of informing. Benchmarking these aspects helps to develop a strategy inspired by competitors

and to retrieve the best practices out of different strategies so that innovative approaches can be found (University of Ohio, 2007). The end advice will be based on the best performances for each benchmark.

2.4 Discussion of the Research Results

Within this chapter, the research results are discussed separately for each of the sub-questions. The above-described research methods are applied to collect input for the research results. Within this part of the project, the gathered information is reviewed and discussed. First of all, the results concerning the preparation phase within crisis management are discussed. Secondly, input on responding to a disaster is disputed and finally, strategies on how to recover from disasters are presented.

2.4.1 Preparing for Unforeseen Disasters

Frequency and Extend of Risks of Disasters

Every continent is facing different natural disasters, which tourism businesses need to be prepared for. Asia is the continent facing the most natural disasters within the world. During the year 2018, 76.3% of people affected by a natural disaster where situated in Asia. Plus, 79.8% of all natural disasters happening within the world in 2018, happened in Asia. 8 out of 10 countries, which faced the most disasters within that year, are located on this continent. Countries, which were most likely to be affected are China (22 disasters), India (22 disasters), Indonesia (15 disasters), the Philippines (10 disasters), Japan (7 disasters) and Vietnam (7 disasters) (Statista, 2020). Prevention Web (2019), a knowledge platform for disaster prevention, has reported that most natural disasters Asia is facing are floods, with an average of 40 per year. Storms, around 32 per year, and earthquakes, 13 per year, are the second and third most common disaster within Asia. Natural Disasters, which are happening as well, but less frequent are (most frequent to least frequent): Mass movements, extreme temperatures, droughts, wildfires and volcanic eruptions.

Africa faces disasters most often after Asia. However, there is a big gap between the two continents. In 2018, 8.7% of all disasters occurred in Africa and 12.6% of affected people were located on that continent. However, out of the countries, which are facing the largest number of disasters within the world, none of them is located within Africa (Statista, 2020). The most common disasters are droughts and storms, with an average of 5-6 each year. Disasters, which are occurring, but not frequently, are (most frequent to least frequent): Earthquakes, wildfires, mass movements, volcanic eruptions and extreme temperature (Prevention Web, 2019).

America is quite similar to Africa, according to the statistics. In the year 2018, 8.1% of all natural disasters happened in America and 9.8% of people being affected by a natural disaster faced one in America. One country, which is exposed to frequent natural disasters is Argentina. However, with 5 disasters, it is the least affected country out of the ten (Statista, 2020). Disasters, which occurred most frequent are: Storms (27/year) and floods (23/year). Other disasters, happening a lot less, are earthquakes (5/year), wildfires (4/year), mass movements (3/year), droughts (3/year), and extreme temperature (2/year) (Prevention web, 2019).

Europe was only facing 1.9% of worldwide disasters in 2018. Only 0.1% affected people experienced a natural disaster within this continent (Statista, 2020). Two major disasters happen the most in Europe: Floods (13/year) and Storms (11/year). These are followed by extreme temperature events, earthquakes and wildfires. Droughts and mass movements are disasters which Europe has been rarely facing (Prevention Web, 2019).

Oceania faced 1.6% of all disasters in 2018, close to Europe. However, the percentage of affected people worldwide is 1.2%. Natural hazards, which the continent is facing are mainly storms (6/year) and floods (3/year). Hazards, which are rarely occurring are earthquakes and wildfires (Prevention Web, 2019).

Naturally, natural disasters have different extents of risks. It has been researched that during the years of 1980-2019 the **highest-risk disaster** were earthquakes. During these 40 years, 6 out of 10 natural disasters causing the highest number of deaths, were earthquakes.

This underlines the risks of earthquakes to the human population and also to tourism. Some major examples are the earthquake in the Indian ocean (2004) with 220,000 deaths, Haiti (2010) with 159,000 deaths, Pakistan (2005) with 88,000 deaths, and China (2008) with 84,000 deaths. The consequence causing most deaths are tsunamis, caused by the earth-shaking, as happened in the Indian ocean in 2004. Secondly, high-risk disasters are heavy storms. During the past 40 years, only two major storms were responsible for 279,000 deaths in total. These storms occurred in Myanmar (2008) and Bangladesh (1991). Next to that, heatwaves caused large numbers of deaths within the world. Solely two heat waves caused the deaths of 126,000 people within Central Europe and Russia (Statista, 2020). Next to high-risk disasters, there are **medium-risk disasters**, which still have the potential to be extremely dangerous, but as reported during the past years, do not typically result in such large numbers of victims. Disasters, which can be categorized in this section are floods. During the past 40 years, two years have been reported with the highest number of deaths caused by floods. Around the year 2000, 35,000 people died and around 2010, 10,000 people died from floods (EMDAT, 2017). A natural disaster, which causes the smallest number of deaths, a **small-risk disaster**, are volcanic activities with less than 100 deaths per year. Additionally, mass movements, landslides, and wildfires did not cause deaths of a lot of people during these years either. The highest number of deaths reported within one year was 13 caused by mass movements, 3,400 caused by landslides, and 75 caused by wildfires (EMDAT, 2017).

Scenarios of Managing Tourists in a Crisis Destination

There are several scenarios for tourism businesses on how to manage tourists responsibly, which are spending their holidays within a destination when it is facing a sudden disaster. This management decision is depending on the type and extent of the disaster. First of all, the Queensland's government (2020) sees evacuation, flying clients back to their home country, as necessary as soon as the holiday destination is unsafe. According to this organization, this step is taken when the disaster has consequences, which have the possibility of affecting clients dangerously. Therefore, they are to be evacuated to keep them in safety.

The Coordination Office of the Committee for Economic and Commercial Cooperation of Islamic Cooperation (COMCEC) states that "In the event of a crisis occurring in a destination, stakeholders such as outbound tour operators and airlines generally adopt a conservative response and evacuate their customers as rapidly as possible." (Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation, 2017, p. 40). This decision does not differ from the one of the Government of Queensland. However, relevant factors deciding for this evacuation are not only to minimize the potential risks for clients, but also to keep the image of being a responsible tour operator. Additionally, it is stated that as soon as the national government declares an official travel warning to an affected country, which becomes the case in a large-scale disaster, an insurance does not cover the tour operator anymore and clients are advised to be evacuated. However, if the travel warning only concerns one region or one country, the tour operator can offer an alternative trip to a destination which is not affected (Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation, 2017).

Overall, evacuation is not always needed if the disaster is not of a major extent. An alternative response to the disaster is to arrange a transport to another area of the country or solely to move to another accommodation, which is not affected by the disaster. In that way, the tourist does not have to cancel the trip but stays safe and unaffected (Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation, 2017).

To conclude, there are three options on how to manage clients. These are the evacuation or the relocation to another (part of the) country or to another accommodation, which is unaffected. Choosing a management scenario is done based on the extent of the disaster.

2.4.2 Responding to Unforeseen Disasters

Gaining Control

If a sudden disaster hits a destination, tourism businesses need to react quickly and gain control over the situation in order to start managing it efficiently. Different approaches can be applied.

On one hand, businesses can start by scanning the prepared crisis management guideline, so that planned procedures and actions become clear. After that, it needs to be defined, which stakeholders need to be contacted and the concerning phone bridges have to be established. Each team member of the crisis management team is in need of gaining a first overview and to know about tasks and responsibilities, so that gaining control becomes a structured process by reviewing a previous designed guideline (Global Rescue and World Travel and Tourism Council, 2019).

The World Travel and Tourism Council (WTTC) not only underlines the importance of knowing who to contact, but to focus on business partners and to start communication right away. "Having a team of key people in your contact file who know what their role needs to be is crucial. This becomes even more relevant if communications channels are disrupted: knowing not just who you will contact, but how you will contact them, with multiple options in case some channels fail" (Medium, 2018). That means, in case of an occurring disaster, essential stakeholders need to be clear beforehand, just as ways of communicating with them. By making this clear to the team and affected stakeholders, the cooperation is regulated, and the management can be approached together with the essential partners.

The Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation (2017) focusses on a different aspect. It is not about reviewing the prepared plan or contacting partners about common management decisions. It is advised to first ensure the safety of clients by any means and to decide afterwards how they will be further managed (evacuation, relocation). At the same time, it is essential to ensure the safety of staff and partners. This is done by planning ways of transportation and alternative solutions in order to leave the affected area quickly. While doing so, the crisis management team communicates internally, as well as externally with partners, so that common decisions can be made. Customers are communicated with as well to inform them about the alternatives of staying safe. Overall, this view on gaining control advises a crisis management team to firstly focus on the safety of all guests, staff and partners and to ensure their safety by any means first. Best approaches to do so are then discussed internally and externally.

Managing Disasters with Stakeholders

Upcoming disasters cannot be dealt with alone as a tourism business. Especially a tour operator is dependent on other stakeholders to cooperate with to make the management as efficient as possible. Overall, there are three perspectives on cooperation. The bureaucratic view means there is a hierarchical structure and one has the control of taken actions. This means organizations, which are part of the process, cannot decide independently on what actions to take. Secondly, the structural view in cooperates an individual choice of management depending on each organization separately. On the other hand, networked cooperation can be applied, which means that the needed stakeholders are becoming one centre of management (US Department of Health and Human Services, 2014).

Moreover, different stakeholders can be chosen to be most important during crisis management. First of all, the World Travel and Tourism Council (WTTC) states that two stakeholders are most likely to have essential information about the tourists: The accommodation and, in case of tourists being injured, the hospitals. These stakeholders are essential to be in contact with as they might be able to help the

tour operator out with further information about the clients (Medium, 2018). It is focused on partners which ensure the information flow of the well-being of the clients.

Whereas the WTTC minimizes the most relevant stakeholders to only two, the CBI Ministry of Foreign Affairs (2018) names more industry sectors, which enable the most effective crisis management.
Next to the accommodation also the airline, the local travel agencies, security and safety centres, as well as the tourists themselves are seen as needed partners. Furthermore, it is advised to join a national or international tourism association since information can be exchanged and the social capital, the knowledge within this network, becomes much bigger. "Social capital thus comprises both the network and the assets that may be mobilized through that network" (Nahapiet & Ghoshal, 1998, p. 243). It is advised to include stakeholders, which can proactively help with managing the further process. More partners of different sectors are included so that not only information is flowing between all partners, but effective decisions can be made together.

The Australian Government Department of Resources, Energy and Tourism has developed a tourism industry crisis network. According to this institution, numerous stakeholders are essential as well. The most relevant partners of the outbound tour operator are advised to be the state tourism organization, the tourists and their families, the media, the government, and regional tourism organizations (Australian Government, 2020).This view on cooperation is similar to the number of essential stakeholders to the CBI. However, whereas the CBI focusses on local businesses, transportation and tourism associations, the Australian Government adds governmental institutions, such as the state tourism organizations and the overall government to the crisis management network. Nevertheless, the Australian government has grouped the most relevant stakeholders being the customers, the staff, and local partner agencies (Australian Government, 2020). It becomes clear that the CBI and the Australian government focus on close cooperation with partners out of different sectors in crisis management.

Lastly, the COMCEC (2017) defines only two stakeholders as most important for an outbound tour operator. However, these are not only the airlines, but also the tourists themselves. By cooperating closely with the responsible airline and the tourists, the clients can be evacuated or relocated most rapidly (Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation, 2017, p. 41). The COMCEC focusses on fewer partners, but the two most important ones when it comes to evacuation or relocation.

Efficient Internal and External Communication

To manage a tourism disaster internally, but also together with partners, efficient communication is a pre-condition. Plans and procedures must be clear beforehand so that it can be communicated effectively in case of a disaster happening. Communication needs to be proactive, honest, and transparent (Global Rescue and World Travel and Tourism Council, 2019). Only by considering this, information can be communicated to team members without changing the actual information. Furthermore, communication of information needs to be quick, accessible and empathic (Global Rescue & World Travel and Tourism Council, 2019).

Concerning internal communication, PRSA (2018) states essential factors to make it efficient. Before a disaster occurs, a crisis communication document concerning meetings needs to be spread within the team including procedures so that no misunderstandings appear in case of a disaster. To make the communication within personal meetings as efficient as possible, the communication document should mention place, time, participants, and responsibilities during meetings (Association of Southeast Asian Nations, 2015). Besides that, it is important to have one spokesperson assigned. This spokesperson helps to answer any upcoming questions and concerns of the team and leads the meetings. Due to that, the spokesperson must be in the position to answer any question. This means, (s)he needs to be fully involved in the process and also available outside of actual working hours (PRSA, 2018).

Furthermore, internal communication can be more efficient if more crisis communication channels are established. On these extra channels, frequent updates can be exchanged, and quick questions can be asked (Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation, 2017).

The most suitable channels, next to personal communication, need to be determined. Every business needs to decide individually, which channels work best for them (Business.com, 2019).

Concerning external communication, it is underlined, as well by the US Department of Health and Human Services (2014), that communication rules with partners must be set beforehand. Contact details, within and outside working hours, must be visible to every team member and the actual plan on how, when and what to communicate is to be distributed to every stakeholder.

Additionally, for exchanging information externally, channels with partners and clients need to be discussed beforehand (Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation, 2017). Concerning these channels of communication, various tools can be evaluated and the most fitting one is then used in case of a disaster (Business.com, 2019). These communication channels need to enable quick communication and regular updates can be exchanged as well (US Department of Health and Human Services, 2014). These services can be used next to phone calls, so that communication becomes faster. There are different alternatives to make use of, such as intranet tools, chat rooms, or discussion forums (Elcom, 2020). Each business has to choose what fits them internally, as well as their partners best.

Media Communication

Keeping potential and future clients informed about the situation is essential during disasters. Media communication can be handled by focusing on different aspects. Due to the current circumstances, this benchmark is based on an extreme example of a worldwide epidemic, COVID-19, as it is currently determining the tourism industry and therefore strategies of media communication become strongly visible. At first, the current media communication strategy of Reisen mit Sinnen is shortly presented to follow the earlier presented benchmark strategy. The two communication channels are the website and Facebook. The home page includes a hyper link, which leads to a comprehensive summary of internal procedures, updates on future bookings, and new guidelines on cancellations and insurances. The website is updated only when necessary (Reisen mit Sinnen, 2020). A link to the Facebook channel can be found as well. On Facebook, updates are given, as well as personal greetings, positive news and the information from the website is repeated. This channel is updated every few days and therefore some postings can be found (Reisen mit Sinnen, 2020).

Wikinger Reisen uses three communication channels: The website, Facebook and Instagram. The homepage features a link to a webpage with further information about the disaster, as well as a link to the social media channels (Wikinger Reisen, 2020). The website is updated with the most essential information every 1-2 weeks, whereas the Facebook channel is posted on every 2-3 days (Wikinger Reisen, 2020). Instagram features the two most important posts showing a challenge, the *#coronachallenge* (Wikinger Reisen, 2020). This challenge states updates on trips, which would have taken place in the near future. Furthermore, the overall content displays tips and inspiration on how to handle the situation most positively. The website additionally updates clients on internal procedures and the process of bringing clients back home. The general content is up to date and informs about future trips (Wikinger Reisen, 2020).

Chamäleon uses four different media communication channels: the website, Facebook, YouTube and Twitter. The homepage shows an information field and links to social media channels can be found. All these channels are updated every few days, except for the website, which is not used for detailed information (Chamäleon, 2020). However, the Facebook channel updates on the business situation, shows personal videos of colleges, refers to a self-made podcast, and gives insights of different

stakeholders into the crisis (Chamäleon, 2020). The YouTube channel shows personal videos about the situation (Chamäleon, 2020) and the Instagram channel is used to inform about the situation in various countries and to share positive news about the disaster (Chamäleon, 2020). Twitter updates the clients on future trips as well (Chamäleon, 2020).

Information and possible questions can be answered by having a look at the various channels. The information posted is accurate, and due to the current postings, up to date.

SKR communicates via its website and Facebook. The webpage includes a link for clients where detailed information about the current situation can be found. Additionally, a question and answer tool is implemented, where common questions of clients are answered. The content also evolves around the idea of buying vouchers instead of fully cancelling trips. Plus, a link to social media channels can be found and references to other websites serving as an information source. The information found on the website is detailed as a lot of questions are referred to (SKR, 2020). Also, the Facebook channel is updated every day, which means a lot of content is given. The social media channel gives updates and creative ideas to make the best out of the disaster. Tips, recipes and different countries are authentically presented (SKR, 2020). The information posted is updated frequently and therefore up to date.

Efficient Leadership Style

Leaders have major responsibilities during crisis management. "Managers can play an essential role in minimizing harm and restoring calm but leading during a crisis may require a different approach than managing under normal conditions" (United Nations, n.d., p. 28).

Overall, there are different management styles. During a disaster, a crisis management team needs guidance, but not in an autocratic manner, which subdues the team and its actions. The most effective leadership style is a mixture of the three most common management styles: laissez-faire, autocratic and democratic (United Nations, n.d.).

First of all, it is important to keep in mind that "If a leader projects fear and unease, that unease transmits to everyone else, much like a contagious disease. This is why it is absolutely necessary for leaders to look like they are masters of the situation" (Engagedly, 2018). This view on leadership in cooperates that leaders are the head of the process and guide the team through the process as they are the 'masters of the situation'. This results in leaders being the head of the team, which follows the procedures and decisions accordingly. Still, motivation is to be communicated.

On the other hand, the staff can be empowered and included in the process, so that trust in every team member, as well as the engagement, is stimulated. However, the urgency of the situation still has the highest priority (United Nations, n.d.). Therefore, the manager still has to take control and delegate tasks. Plus, final decisions are taken solely by management, which can only be done by having an explicit overview of the whole situation (Engagedly, 2018). Giving this structure to employees helps to minimize the panic, which might come up. This results in the team being involved and empowered in the process, but final decisions are still taken by managers only.

The Management Training Institute (2017) states that managers need to stay calm and communicate information quickly and clearly to the team to ensure an efficient management. Most important, as also pointed out by the UN and Engagedly, the manager needs to value the team. Plus, it is advised to highly empower it. In that way, new perspectives and input can be considered and creative thinking of the manager, but every team member is enhanced. Diverse solutions can be found by applying this management style. Moreover, when working together as an equal team, it is the task of the manager to manage the relations, which can be hard in hectic situations. However, a friendly and respectful contact is essential to enhance teamwork, which is required in times of disasters. Overall, it is enhanced to be one team and to consider everyone's input equally. This underlines the importance of being an equal team so that every team member is highly empowered and motivated.

Every crisis management team needs a mixture of different roles so that the crisis can be managed as efficiently as possible. Allocating roles can be handled in many different ways. Roles are to be allocated beforehand, so that during a disaster the crisis management team (CMT) can respond quickly.

First of all, the Association of Southeast Asian Nations (ASEAN) Tourism Crisis Communication Manual presents a constellation of required roles of a crisis management team. Next to the CEO, which is advised to be included, various managers are essential: Operations, Marketing, Communication, Finance, HR, Legal, IT, and Safety (Association of Southeast Asian Nations, 2015). However, a special focus is put on the communication department as "Crisis communications is a critical component of crisis management. It is usually overseen by a sub-team of the CMT, called the Crisis Communications Team (CCT)." (Association of Southeast Asian Nations, 2015, p. 9-10). This allocation makes it an inflexible CMT, due to the fixed variety of roles advised to be implemented.

The Organization of American States (OAS) and the Caribbean Disaster and Emergency Response Agency (CDERA) (2009) advise to include the general manager into the team as well who, at the same time, is the Emergency Coordinator. Next to that, an alternate Emergency Coordinator is to be chosen, which can take over the role in case of absence. Furthermore, proposed team roles presented by the organizations are a Manager of Operations, a PR Manager, an Environmental Person (if one is already present within the business) and a representative of important departments of the business. However, it is pointed out, that the task and role division is depending on the size of the business and can be adapted to that, which makes it highly flexible. Plus, it is stated that, if a business is rather small, different tasks can be assigned to one person.

WorldAware (2016), an organization of risk management solutions, underlines the importance of a good-working and ambitious crisis management team including high-level members of the organization out of different departments. This organization also states that the constellation of the crisis management team varies since every business has different conditions, size- and department-wise. However, required positions are a Leader, and several managers: Legal, Operations, Communication and HR. Further roles are advised to be allocated flexibly. This view is similar to the one by ASEAN, however slightly more flexible due to less fixed roles. Still, the stated managers are needed to be included to different members of the crisis management team.

Arising Costs and Benefits

Naturally, implementing a fixed crisis management strategy results in costs, as well as in benefits for the business. The costs, which are to be considered within crisis management can be categorized as being overhead costs, as these "support your business but do not generate revenue. Overhead expenses are indirect costs, which do not generate money." (Patriot, 2020). However, also one-time costs can arise.

Primarily, fixed overhead costs are linked to crisis management, which have to be paid by an organization consistently. Fixed costs, concerning managing disasters, can be annual salaries of the crisis management team and utilities needed (e.g. different software) (Patriot, 2020).

Additionally, fixed costs, which are one-time costs, might be other utilities needed, such as more radios, computers, phones and mobile phones. By purchasing these utilities, fast communication and an efficient information flow can be ensured (Patriot, 2020).

Next to that, variable overhead costs have to be considered. "Variable overhead costs are affected by business activity." (Patriot, 2020). Meaning, these costs rise during a disaster. Variable costs, which a tour operator might be facing can be consulting services, to get external advice on how to manage the

disaster (Patriot, 2020). Furthermore, and most important, expenses to keep clients safe rise. Depending on the extent and type of the disaster, the tour operator has several costs and unpaid work arising, as compensations, changes of future bookings, relocations, and returning guests home. These overall results in less revenue and more costs, which have to be covered (Roselieb & Dreher, 2008).

However, crisis management leads to benefits as well. Due to the well-prepared management of disasters, the business can efficiently manage upcoming disasters and can assist clients effectively. This structure helps to manage a disaster less time-consuming. Plus, if clients are managed correctly, these not only are, but also feel safer. Due to that, the businesses image depends on the ability to protect clients from dangerous situations. Tourists choose for a tour operator to have someone to rely on. Acting responsible helps to protect the image of being a reliable business, even during disasters. This prepared way of managing crisis helps to make sure that affected clients will choose the company again instead of booking the next trip via another tour operator, which might seem more confidential (Council of Australian Tour Operators, 2016). Therefore, benefits, which will eventually turn into monetary benefits, can be summarized to less internal chaos and a more strategic management, keeping clients safe by making efficient and correct decisions, and establishing the image of a responsible and confidential tour operator, which enhances customer retention, as well as customer acquisition in the end.

2.4.3   Recovering from Unforeseen Disasters

The time after a disaster might seem like the end of the crisis management process. However, in order to steadily improve business operations and to manage disasters even more efficiently, a business needs to evaluate its processes afterwards. The destructions, which are caused by a disaster, have the ability to be an opportunity to rebuild structures, management or operations even more efficient (Global Rescue Council & World Travel and Tourism Council, 2019).

First of all, the evaluation process can consist of asking questions about the process in a brainstorming meeting. Questions, which can be posted during evaluation meetings may be regarding the effectiveness of the response, learning outcomes, potential improvements, catering of clients, required changes, preparation, or media management (Pacific Asia Travel Association, n.d.). Business.com (2019) adds some additional topics to be evaluated within the team afterwards. These concern the topics of internal and external communication, which ensure a better working flow of information.

On the other hand, fixed strategies to ensure organizational learning can be applied. There are two evaluation processes, which can be used to review past management structures. First of all, an organization can apply the method of single-loop learning, where "organizations or groups modify their actions according to the difference between expected and reached outcomes" (Organizational Learning, 2014). This means that the processes are adapted to the gap of the expected and reached outcomes. The current and desired situation is carefully analyzed, with the help of evaluation questions. Based on this analysis, the management can be adapted accordingly. However, some problems can occur with this method, since "we only remove the symptoms, while root causes are still remaining. That is not a good thing because we will have new problems in the future." (Organizational Learning, 2014). This means that single-loop learning does not erase the actual problem, but only the actions caused by it (Organizational Learning, 2014).

Next to that, an organization can apply double-loop learning. This evaluation method enables businesses to analyze underlying issues of the problem and not only the problem itself. These issues can be norms, policies, motives, ways of working, informal practices or assumptions (Organizational Learning, 2014). This leads to an understanding of the actual issues, which are the reason for a gap between the desired and actual management. However, in order to apply this organizational learning strategy, some skills of the team are needed: Self-awareness to identify habits, honesty to recognize mistakes, and responsibility for making changes.

By conveying these competencies to the crisis management team, the strategy of double-loop learning helps to improve the management of disasters (Organizational Learning, 2014).

2.5 Conclusion of Research Results

Within this chapter, the stated research outcomes, which are discussed above are concluded into a comprehensive answer to each research question.

2.5.1 Preparing for Unforeseen Disasters

Tourism businesses, and especially tour operators, have to deal with different kind of disasters within the world affecting their clients. Especially natural disasters are rising due to the development of climate change. Asia has been reported to be the continent, which is facing most natural disasters and most people, which are affected, have suffered from one within Asia. 8 out of 10 countries, which are most likely to experience natural disasters, are located within the continent. These are China, India, Indonesia, the Philippines, Japan and Vietnam. Most common natural disasters are floods and earthquakes, as well as storms. Less frequent ones are mass movements, extreme temperature, droughts, wildfires and volcanic eruptions. Africa faces disasters less frequent. No country, out of the 10 experiencing most natural disasters, is located within Africa. Most often, droughts and storms are hitting Africa. Less often earthquakes, wildfires, mass movements, volcanic eruptions and extreme temperature are happening. America does not differ much from Africa, according to numbers. However, Argentina is the 10th country out of 10, which is affected by natural disasters most often. Most frequent disasters are storms and floods. Earthquakes, wildfires, mass movements, droughts and extreme temperature are happening less often. Europe is not much likely to be affected by natural disasters. Floods and storms are happening the most. These are followed by extreme temperature, earthquakes and wildfires. Lastly, Oceania is quite similar to Europe, based on numbers. Storms, floods and less frequently earthquakes and wildfires are natural hazards being faced by Oceania (Statista, 2020).

Natural disasters can be categorized according to their risk. Some disasters are very risky, whereas others are not as harmful. Based on history and the number of people killed by a disaster, the highest-risk disasters are earthquakes and its consequences, as tsunamis. Next to earthquakes being most risky overall, heavy storms and heat waves cause large numbers of deaths (Statista, 2020). Medium-risk disasters have been reported to be less harmful to a destination, its population and tourists. These are most commonly floods. Natural hazards which usually result in a smaller number of deaths around the world are volcanic activities, mass movements, landslides, and wildfires. Every natural disaster can be different risk- and extent wise. However, this is what has been reported during the last years (EMDAT, 2017).

Moreover, tourists have to be managed according to the risk and extent of the disaster happening within the destination. There are several possibilities on how to manage tourists, which are affected. Overall, evacuating tourists becomes necessary as soon as the disaster is large scale and an official travel warning has been stated by the national government of the tour operator. Evacuating tourists, in this case, is essential to exclude the opportunity of clients being put into potential danger (Queensland government, 2020). Next to that, the image of the tour operator needs to be protected. It can be damaged extensively when putting clients into danger. However, tourists can be transferred to another region or country, if this was on their actual travel route. In that case, the route is adapted due to the circumstances. This can become the case if the disaster is not large-scale and has not affected clients or a complete country already. If a disaster is small-scale, there is also the option to relocate the tourists only. If an accommodation is located in the area of a small-scale disaster, the tour operator can relocate the clients to a different accommodation, which is safe and the trip does not have to cancelled or changed (Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation, 2017).

2.5.2 Responding to Unforeseen Disasters

As a business cannot prepare for a disaster, since it happens suddenly, gaining control of the situation quickly is important. One way to do so is to be highly structured and to take the prepared guideline to hand first and to put phone bridges of needed stakeholders into place. This is done by every team member so that afterwards tasks can be delegated according to the disaster and communication with partners can be started. This ensures a strategic approach to the disaster (Global Rescue Council & World Travel and Tourism Council, 2019). Next to that, a business can approach the disaster more network related. Needed stakeholders can be contacted straight away to directly ensure close cooperation. Therefore, partners need to be clear beforehand, just as the ways of communicating (Medium, 2018). Especially, local partners are from importance to make correct decisions and to retrieve trust-worthy information. Additionally, a business can focus on safety, rather than taking management decisions directly. After the safety of clients, staff and partners has been ensured by any means first, management decisions on further processes can be discussed internally and together with partners (Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation, 2017).

After a first overview of the situation has been gained, a business needs to manage the crisis further. To do so, partnerships are needed, especially in tourism as there are several suppliers within the tourism supply chain. However, there are different ways on how to approach partnerships. Businesses can have bureaucratic partnerships, which indicates a hierarchical structure and one tells others what to do. Next to that, businesses can partner up structurally, which means that every management choice is depending on each business individually. Or, businesses can form a networked cooperation, in which they become one centre of management and manage the disaster together (US Department of Health and Human Services, 2014). Additionally, there are different views on which stakeholders to focus on in the crisis management process. The partnerships within the process can be held small and only stakeholders can be included, which help to ensure the information flow concerning clients, such as the accommodation or hospitals (Medium, 2018). Focusing on evacuation, only two partnerships are from importance as well: the tourists and the airline (Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation, 2017). On the other hand, more stakeholders out of different sectors can be included to make decisions together. Accommodations, airlines, local agencies, the tourists and other individual and important suppliers can be involved. Plus, joining a tourism association can have advantages too (CBI, 2018 & Australian Government, 2020).

Furthermore, fast and efficient communication is needed to manage a disaster, internally but also externally. First of all, internal communication can be enhanced by personal communication and therefore regulations on team meetings have to clear beforehand (Association of Southeast Asian Nations, 2015). Next to that, one spoke person can be assigned, which is responsible for regulating internal, and also external communication and decides what is to be communicated to the media. Besides, communication channels can be added, which ensure quick communication within the team and with partners and can be used next to phone calls or e-mails. Each business needs to choose individually which extra channels can be used to enhance efficient internal and external communication. Possible options might be intranet tools, chat rooms, or discussion forums (Elcom, 2020).

External communication also includes communicating the situation to future and potential clients on the website and social media channels. Reisen mit Sinnen is communicating via the website and Facebook. Procedures, updates on new guidelines, positive news and personal greetings are shared. The website is updated only when it is necessary, and the Facebook channel is made use of every few days (Reisen mit Sinnen, 2020).

Overall, the strategies of the benchmarking process show a lot of similarities. It becomes clear that SKR is only communicating via the website and Facebook, possible concerns and questions are addressed in detail by a question and answer tool. Plus, the idea of buying vouchers is displayed.

The Facebook channel is updated every few days and creative ideas (recipes, presentation of different countries) on how to live through the disaster are given. The tour operator is focusing on current, creative and helpful information, however on limited channels (SKR, 2020). Wikinger Reisen communicates on three different channels, including the website, Facebook and Instagram. The information can be accessed by following a link to another webpage or the links to social media channels. Facebook is made use of every few days, whereas the website and Instagram are only featuring the most important posts. The overall content displays updates on the internal situation, the current disaster situation and some tips on how to handle the worldwide disaster most positively. This organization concentrates on the most important information (Wikinger Reisen, 2020). Chamäleon uses its website, Facebook, YouTube and Twitter as communication channels. The homepage includes a direct information field and the social media channels are linked. All channels are updated every few days, except for the website. The social media channels are used for updates, personal videos, information about the situation in different countries, positive news and displays a self-made podcast. Chamäleon focusses on more channels and includes all kind of information (Chamäleon, 2020).

Aside from that, there must be one team member leading the crisis management team to ensure effective procedures. Managing the team can be done in various ways. Overall, managers need to be structured, but agile at the same time as every disaster requires different actions. All in all, there are three different management styles: laissez-faire, autocratic and democratic. To ensure efficiency, a mixture of these is needed (United Nations, n.d.). On the one hand, leaders can choose to be the head of the management process and pass confidence to the team. They are the masters of the situation and employees can rely on the manager. Decisions are made solely by management (Engagedly, 2018). Next to that, the team leader can be more empowering. The manager still takes control, but employee engagement and empowering movements are taken, and the team is more involved in the process. However, decisions are still mainly taken by the manager (United Nations, n.d). Finally, managers can choose to consider everyone's input equally and to exclude any hierarchical structures. By applying this style, new ideas and diverse input are enhanced (United Nations, n.d. & Engagedly, 2018).

The team, which is led by the leader, can exist out of different roles. Overall, the crisis management team has to be designed, so that the business has the most important responsibilities allocated beforehand. At first, businesses can choose to focus on fixed roles, which are presented by several organizations as useful. These might be the CEO and mangers of the departments of Operation, Communication, Finance, HR, IT and Safety (Association of Southeast Asian Nations, 2015). These are numerous roles, which need to be taken over by the team. However, roles can be allocated more flexible according to the size of the business. The General Manager should be the head of the team. Plus, an alternate Head should be chosen. Next to that, an Operations and a PR Manager can be included. The rest of the roles are based on the business itself and already existing roles, which might be relevant. If the original team is already rather small, the crisis management team can also be small, since more than one responsibility can be allocated to one person (Organization of American States, & Caribbean Disaster and Emergency Response Agency, 2009). On the other side, the team can consist of a mixture of a few fixed roles, which are urgently needed and individual roles, based on the business and its capabilities. This semi-flexible view includes a Leader, a Legal Manager, an Operations Manager and an HR Manager. Further roles can be allocated flexibly of each business to additional team members (WorldAware, 2016).

Naturally, including a fixed crisis management strategy results in upcoming costs and also benefits for a tour operator. In general, costs can be categorized as being overhead costs, as these do not generate direct revenue, but still support a business. First of all, fixed overhead costs can come up: the annual rise of salary for the team and utilities needed (different software). Other fixed, one-time costs have to be considered as well: other utilities needed (more radios, computers, phones, and mobile phones). Variable overhead costs are to be incorporated too, such as consulting services (Patriot, 2020),

compensations, changes in future bookings, relocations, or returning guests home (Roselieb & Dreher, 2008). However, effective crisis management results in benefits as well.

To conclude, it causes less internal chaos due to a more strategic management, it keeps clients safe by making efficient decisions and establishes an image of a responsible tour operator (Council of Australian Tour Operators, 2016).

2.5.3   Recovering from Unforeseen Disasters

When a disaster is over and the destination is recovering from it, tourism businesses need to review the management of it to ensure an even more efficient handling next time. Overall, the situation can be evaluated by posing different questions within brainstorming team meetings. These topics might be the effectiveness of the response, what to do better, how well clients were catered, or the communication flow (Pacific Asia Travel Association, n.d., & Business.com, 2019). However, the evaluation process can be more structured as well. There are two alternatives to make use of. Single-loop learning is used to identify the gap between the desired and actual management. By analysing this gap, the management can be adapted. This can be done by evaluating the situation as a team and posing questions about actual and desired outcomes. However, this only adapts the management and does not erase the actual problem, which causes the gap. On the other hand, double-loop learning can be applied, which analyses the underlying issue of the problem as well. Norms, policies, ways of working, or informal practices are examined next to the gap, which is analysed beforehand. Overall, double-loop learning can be made use of next to single-loop learning to enable effective organizational learning (Organizational Learning, 2014).

2.6   Reflection of the Research

2.6.1   Reliability

Verhoeven describes research results being reliable when they are free from random errors (Verhoeven, 2011). Naturally, the larger the sample, the more the number of random errors can increase. The retrieved research results could potentially include incorrect information. Since the sample is held rather small, due to the qualitative research design, the potential of including false information is small as well. Moreover, the raw research outcomes were summarized into a coding table, which was reviewed several times so that the information was understood correctly. Plus, iteration was used. This means that the data was analyzed twice so that conclusions were drawn correctly. Data was collected for several weeks in order to ensure that the most important data is retrieved from the content. In addition, it was made use of peer feedback. Close cooperation with a fellow student of tourism management writing her thesis was highly helpful since the research methods and results were given feedback on from an objective kind of view (Verhoeven, 2011).

However, the aspect of triangulation has not been focused on due to the given circumstances. The method of triangulation is used to ensure that the research results are not dependent on the research method used and do not change when applying a different method. The actual research plan was to make use of interviewing experts. Due to the current circumstances of a worldwide epidemic, the tourism industry is highly affected and suffering. Therefore, interviews could not be conducted. Plan B was executed and a content analysis, next to benchmarking and literature research, was executed. Since this was the only option left, no other research method could be applied to retrieve information, neither to check if the outcomes are independent from the research method used. Next to that, the communication with the client has suffered from the current situation as well. Reisen mit Sinnen has major responsibilities towards their clients during crises and therefore e-mail contact was the most common form of being in contact. More personal contact moments could have been planned to discuss the process if the external situation would have been a different one (Verhoeven, 2011).

2.6.2 Validity

Validity can be described as the research being free of systematic errors (Verhoeven, 2011). Internal validity concerns the measurement instrument. The research questions have been answered properly and unbiased since there is no personal connection regarding the research outcomes.

Therefore, the questions have been answered completely objectively. Another factor of internal validity is the aspect of construct validity, which asks if the research measures what was intended to measure. Since the research questions are based on a framework, the research results are answering the questions. Therefore, the actual intention of researching crisis management in the tourism industry has been met (Verhoeven, 2011). Next to that, the external validity of the research can be assessed. At first, the chosen sample represents the population of tourism businesses. All content used, as input to answer the research questions, was retrieved from tourism organizations or other management associations. Plus, it was defined, which content to include and not to include. Some documents seemed not as credible and therefore were not made use of (Verhoeven, 2011).

On the other hand, the research outcomes can be judged according to their generalizability. Since the research is mostly of qualitative nature, and the sample is not consisting of a large number, the outcomes might differ when researching other tourism businesses about their crisis management strategies. Additionally, the factor of replication is to be reviewed. Due to the current situation of COVID-19 affecting the tourism industry enormously, some management strategies become extremely clear and businesses try to do their best as possible. It might be that management strategies are adapted when the disaster would be a different one. Plus, if the study was replicated with another sample, results might be slightly different, but overall quite similar (Verhoeven, 2011).

2.6.3 Conclusion

Looking at the overall quality of the research it can be concluded that the reliability of the conducted research can be determined as quite high. Even if interviews were planned, the qualitative desk research is now seen as a good-working research alternative. The potential of including false information is small, as the sample of sources is held rather small as well in the qualitative research design. Plus, the focus on iteration and peer feedback increases the reliability of the research a lot. Data was retrieved for several weeks until information was repeating itself. This underlines the high reliability of this research.

On the other hand, the overall validity of this research is assessed as being medium. First of all, the internal validity is high, as the research questions are based on the used framework and therefore the results are answering the research questions. Plus, the external validity is quite high as well as the chosen sample of sources represents the tourism industry. On the other hand, the validity concerning the generalizability is not as high as it possibly could, since the sample is not consisting of a large number and the retrieved data might be influenced by the current pandemic of the Coronavirus. Overall crisis management strategies can potentially look different during more regular times. Therefore, the overall validity of this research is assessed as medium.

3 The Advice

3.1 Introduction

The advice is based on the concluded research outcomes. The overall objective of the advice is to create an internal crisis management plan, which serves as a guideline for Reisen mit Sinnen to prepare for, respond to and recover from unforeseen disasters in order to enable the business to make the crisis management process more efficient and structured with the ultimate goal of adapting to the rising number of crises within the world, to keep tourists safe. The following advice question is going to be addressed during this chapter:

How can a crisis management guideline for Reisen mit Sinnen be designed in order to efficiently prepare, respond and recover from uncontrollable crises?

At first, alternative approaches for the different management aspects are evaluated. Since the client asked for the advice of an internal crisis management guideline, the end product itself is not evaluated. However, there are some crisis management components, which can be approached in several ways as presented in the research outcomes. Therefore, the management processes of gaining control, team roles, partnerships, communication, media communication, leadership, and evaluation strategies will be evaluated based on several criteria to choose the best alternative for Reisen mit Sinnen. These are implemented into the strategic management framework by Ritchie afterwards. The risk assessment of disasters per continent, scenarios on how to manage tourists during disasters and costs and benefits will be part of the advice, but not evaluated beforehand since these are non-flexible aspects of crisis management.

3.2 Evaluation of Alternative Solutions

The management approaches are evaluated within this chapter with the ultimate goal of finding the best alternative for each aspect for Reisen mit Sinnen. The stated alternatives are presented within the conclusion of the research findings. For the evaluation, management criteria are used so that the best alternative becomes clear. The scores go from 1 to 3, whereas 3 is the best score. For each aspect, different criteria are chosen, since every management approach differs from another and therefore, various criteria are needed to evaluate the management alternatives best.

At first, **gaining control** of a sudden disaster needs to happen as quickly as possible to approach the disaster most effectively. The criteria of time needed, efficiency, and client's needs have been chosen to be relevant for this management approach. These have been chosen as the timing is of great importance during a disaster, since it is an urgent situation, which has the ability to harm clients. However, not always the fastest decisions result in the most efficient ones and therefore efficiency is part of the criteria as well. Plus, client's needs are included as a criterium since these are the ones potentially being affected by the disaster and require a responsible management of the tour operator to be ensured in safety. Control of the situation can be gained by focussing on different aspects:

a) **Structured Approach**: Reviewing before-hand prepared guidelines and delegate tasks

This approach focusses on taking guidelines to hand as soon as the information of a disaster has been received. This guidelines' goal is to manage the disaster and to make decisions quickly. A designed paper would be spread to all team members so that actions to be taken become easily visible for everyone. The focus of this guideline would be to make decisions straight away to ensure the fastest management.

b) **Networking Approach**: Approaching partners for making decisions on further management

Making use of this approach includes a focus on partnerships and a common management. Essential partners are contacted straight away. This is not only done to gather information about the clients but to manage the situation further. This guideline would include a list of partners for the decisions to be made, and a checklist of needed information. In that way, common management decisions can be made.

c) **Safety Approach**: Focussing on the safety of clients by any means first

This approach focusses on ensuring the client's safety by any means first. Obviously, the other approaches do not exclude this aspect. However, this management approach not intends to highly structured or to make any decisions as fast as possible. A guideline would be designed, which ensures that the situation, concerning safety, is under control. After this has been ensured, reflected decisions are made on further management.

	Time	Efficiency	Client's needs	**Score**
a)	2	1	1	**4**
b)	1	3	1	**5**
c)	3	3	3	**9**

Figure 3.1 Evaluating management approaches of gaining control

Option a) scores very few points concerning efficiency and client's needs as a structured approach is not always the most efficient one, also because client's needs are not focussed on. However, having a set structure in place results in less time needed. Option b) scores only 1 point in client's needs and time needed. Contacting different partners of the network directly costs a lot of time and the client's need of safety is not completely focussed on. Still, it is an efficient approach as partners are contributing to an efficient management. Option c) scores best in all three criteria. Focusing on the traveller's safety meets its needs best. Plus, this is still planned to be done as quickly as possible, which makes it not only a quick process, but also an efficient one as the client's needs are addresses at first. Looking at the points, the option of ensuring safety first needs to be the highest priority during the process of gaining control of a sudden disaster. .

Partnerships can be approached in different ways during sudden disasters. The success of cooperation is dependent on its structure. There are different approaches of cooperating with partners. These are evaluated on the criteria of time, efficiency, and correspondence to the organizational culture of Reisen mit Sinnen. The timing is always from importance, as this is an essential factor during an uncertain disaster situation. The aspect of efficiency leads to a reflected, and not only quick management, which is a goal of cooperation. In order to make the cooperation processes permanently successful, the approach has to fit the culture or Reisen mit Sinnen, which is described in the introduction of this report. The overall approach of cooperation has to be decided on first to choose the most essential partners within the next step. The advice will include an overview of the partnerships and the structure of cooperation. Additionally, a list will be created, which can be used to fill contact details in for every trip.

a) **Bureaucratic cooperation**: One has the power over further decisions

This view on partnerships includes to partner up hierarchically. The main organization, in this case the tour operator, decides on what is best for their clients. If decisions are made, these are conveyed to partners and they organize the needed services accordingly.

b) **Structured cooperation**: Each organization can decide separately on decisions

Within structured cooperation, partners are making decisions separately, which are then communicated to other stakeholders. Organizations are individual business partners and each business can decide on what decision is best.

c) **Networking cooperation**: The organizations become one centre of management

The networking cooperation stands for a common centre of management. All partners are working closely together, and the input and opinions of all partners are taken into account equally. Decisions cannot be made alone, but only with the agreement of the majority.

	Time	Efficiency	Correspondence to organizational culture	**Score**
a)	3	2	1	**6**
b)	1	1	2	**4**
c)	2	3	3	**8**

Figure 3.2 Evaluating management approaches of cooperation

Option a) scores 6 points, which is due to the highest score in time needed. Even if bureaucracy does not seem to be the least time-consuming, telling others what to do is indeed the fastest way of cooperating.

However, this does not correspond to the culture of Reisen mit Sinnen and is only medium efficient as disagreements might cause conflicts. Option b) scores the least points. Being independent partners results in a lot of time needed and a low efficiency. It corresponds to the culture more than option a) but not completely as partners are not really considered. On the other hand, option c) scores best with 8 points. Being a network, in which all input is considered, fits Reisen mit Sinnen best. Plus, including all partners equally is most efficient, even if common decisions take a bit more time. The decisions made correspond to all partners and services are arranged most efficiently. Therefore, being one common centre of management is best to apply.

Additionally, different **stakeholders** can be included into the network of close cooperation during disasters. To choose the most effective cooperation partners during disasters, it is focussed on the criteria of efficiency, client's needs and the correspondence to the organizational culture. These are chosen since partnerships need to result in more efficient management, which helps to ensure the client's need of being safe. Next to that, the partners have to fit the organizational culture in order to be seen as important permanently. The chosen partnerships can generally be focussed on:

a) **Focus on information exchange**: Accommodation and hospitals
This focus sees gaining information about the well-being of clients as most important. Therefore, close partners are minimal. Other stakeholders are included as well but are not prioritized.

b) **Focus on transportation**: Airline and the tourists
This view includes the main stakeholders for ensuring fast relocation or evacuation. This becomes most important if the disaster is large-scale. By being in close contact with the airline and the tourists, flights can be booked as fast as possible and the clients are informed straight away.

c) **Focus on common decision-making**: All suppliers of the tourism supply chain
This view on the most important partners includes all suppliers, which are part of the journey. This does not only enable a fast information flow, but an efficient decisions-making process as well due to close contact to important stakeholders. These are the accommodation, airline, the local agency, the tourists and all other suppliers, which might be needed or aimed to be included into the network. Plus, joining a tourism association can help during disasters as well and therefore advised to be included within this view on cooperation.

	Efficiency	Client's needs	Correspondence to organizational culture	**Score**
a)	1	1	1	**3**
b)	2	2	2	**6**
c)	3	3	3	**9**

Figure 3.3 Evaluating management approaches of partnerships

Option a) scores the least points. Focussing on information exchange only is not efficient and does not meet the client's needs of being ensured in safety when evacuation is needed. Neither does it correspond to the culture of Reisen mit Sinnen as important partners are excluded. Option b) scores medium in every aspect. This approach might be most relevant in large-scale disasters, as it focusses on transportation. However, still other essential partners are not included, which causes less efficiency and does not fit Reisen mit Sinnen as much. Lastly, option c) scores best. Including partners out of all sectors results in an efficient management and client's needs can be met best. Plus, cooperating closely fits the culture of Reisen mit Sinnen the most. Therefore, including all suppliers of the tourism supply chain is chosen as the best alternative.

Furthermore, internal and external **communication** methods need to be evaluated. Some aspects of efficient internal and external communication are non-flexible aspects, such as having structured in-person meeting rules and particular responsibilities of each team member during these meeting moments. This becomes clear within the research conclusion.

These aspects will be elaborated on within the implementation of the advice. However, communication tools need to be added within internal and external communication to make the information exchange quicker. Different communication tools, next to e-mails and phone calls, can be used as presented within the research chapter. These are evaluated based on the simplicity of using the tool and its efficiency. Additionally, the costs for implementing these tools are looked at and its possibilities of communicating internally as well as externally. These criteria are chosen since a simple use and the increased efficiency are the actual goal when implementing a new tool so that information can flow quicker. However, costs need to be considered as Reisen mit Sinnen is a rather small business. Therefore, the alternatives have to be as variegated as possible. Ways of implementing the new communication tool into the management process will be presented within the advice implementation.

a) **Intranet**: Internal website

This tool enables employees to communicate in an easy and low-priced way. It is a private network, which can be used by authorised users. Messages, files and updates to all members can be shared. It can be used internally, but also for external communication.

b) **Chat rooms**: Teams for businesses

This communication tool enables businesses to communicate with colleges and partners around the world. Taking the example of the often-used *Teams* in the version for businesses, screens can be shared with others and video- or audio calls via the internet can be made, next to quick chat messaging.

c) **Discussion forum**: Online discussion room

An online discussion forum enables businesses to post about ideas, updates or knowledge, which is essential for others. Other members can react to the posted comments or add additional information or questions. Communication is done in a written way only within this forum.

	Simplicity	Efficiency	Costs	Possibilities	Score
a)	3	2	3	1	**9**
b)	3	3	2	3	**11**
c)	3	1	3	1	**8**

Figure 3.4 Evaluating management approaches of non-personal communication

Option a) scores 9 points in total. This is because the tool of intranet is easy to use and does not cost a lot. However, due do its medium possibilities of usage, the efficiency could be higher. Option b) scores most points. The platform *Teams* for businesses has a lot of possibilities, which can be easily used for communicating. This makes the tool being very efficient. Even if the costs are slightly higher, it is still affordable. Option c) of implementing a discussion forum scores the least points. It has limited communication possibilities and is therefore not efficient. However, it is simple to use and does not cost a lot. It becomes clear that option b) is the best to be implemented in the advice.

Next to internal and external communication, **media communication** can be handled in various ways. The benchmarking process presented the strategies of the different organizations. These are now assessed based on the benchmarks mentioned: Accessibility, quantity, content, and channels. These are elaborated on within the research chapter. Overall, information for future or potential clients always needs to be easily accessible, showing all kind of current information, and be shared on various channels. By translating the strategy aspects of each organization into a scoring table, the best practice example for each category becomes clear. Based on this, the advice can be inspired by these strategies, which are illustrated within the research chapter.

a) **Wikinger Reisen**: Post on more channels but focus on one – post updates on internal situation

b) **Chamäleon**: Focus on four channels – creative content and updates - podcast

c) **SKR**: Focus on fewer channels - Q&A tool - enhancing the purchase of vouchers - being creative on social media

	Accessibility	Quantity	Content	Channels	Score
a)	2	2	2	2	**8**
b)	2	3	2	3	**10**
c)	3	3	3	2	**11**

Figure 3.5 Evaluating management approaches of media communication

Wikinger Reisen scores the least points overall. Their media communication is scored as medium in all aspects. The information is accessible, shows different kind of content and different channels are used. Plus, there is quite a lot information to be found. However, all aspects could be approached better or more diverse. Chamäleon scores second best. The most channels are used, and the most information is shared. However, content-wise the information could be more diverse and also, easier to have access to. SKR scores best with 11 points. All aspects are approached very well. The information is easily accessible, shows a lot of information and creative content. However, the channels are held smaller. It becomes clear that every media communication strategy has positive and less positive aspects. Reisen mit Sinnen is advised to be inspired by SKR the most, but by the other benchmarking participants, based on their good-scored categories, as well.

Furthermore, the crisis management process needs to be guided. Therefore, different **leadership** approaches can be made use of. These are evaluated based on the criteria of time, efficiency and the correspondence to the organizational culture. These are chosen, since leading a team should target a rise in efficiency and also less time needed for managing the disaster. Plus, it has to fit the organizational culture as otherwise, the leaderships style does not seem authentic to the team and it might cause issues. The advice will display a description of goals and a guideline on how to achieve and implement these. Different styles can be implemented:

a) **Hierarchical leadership**: <u>The leader has the control</u>
Implementing this style of leadership means that the team leader is the head of the team and has the control. Tasks are delegated by the leader only and decisions are made without discussing it with the team. Still, the team is to be motivated by the leader.

b) **Empowering leadership**: <u>The leader has control but the team is involved and empowered</u>
This view on leadership results in the leader taking control of the process, but the team is more involved and empowered. Decisions and the task divisions are discussed, but the final decisions can still be taken by the leader only.

c) **Equal leadership**: <u>The leader sees its team and its input as equal</u>
This leadership style states that the team exists out of equal members. There is no hierarchical structure and the team's input is highly valued. Upcoming tasks are delegated after discussing it and final decisions are made after evaluating this as a team.

	Time	Efficiency	Correspondence to organizational culture	**Score**
a)	3	1	1	**5**
b)	2	2	2	**6**
c)	1	3	3	**7**

Figure 3.6 Evaluating management approaches of leadership

Within the table, option a) scores the least points. Leading hierarchically results in the least time needed, but also in the least efficiency and the missing correspondence to the culture of Reisen mit Sinnen. Other team members' input is ignored, which can cause a lack of motivation of the team. Option b) scores medium points in every aspect. Empowering the team, but still being the one making decisions is efficient, not time-consuming and corresponds more to the culture. However, it still can cause conflicts within the team due to disagreements. Option c) scores best with 7 points. Being an equal team where all input is valued fits the culture best. Plus, the diverse input results in an efficient management. The only downside is the timing, since decisions are made less quick due to the involvement of the whole team.

Aside from that, there must be different **team roles** within the crisis management team to make the process efficient. Roles can be applied based on flexibility or a more structured role allocation. These are evaluated based on the criteria of efficiency, resources of Reisen mit Sinnen (staff-wise) and the importance of the roles. These criteria are used since different roles should lead to a more efficient management. However, the available resources of Reisen mit Sinnen have to be considered, as well as the actual importance of the roles, as Reisen mit Sinnen is a small organization. The advice will present the roles and an indication of tasks and responsibilities.

a) **Structured role allocation**: <u>Fixed roles of Leader, Operation, Communication, Finance, HR, IT and Safety and every other department</u>

This structured role allocation view includes several roles to be taken over by a crisis management team. Different departments are referred to, which are essential for managing a disaster.

b) **Flexible allocation**: <u>Proposed roles o Leader, alternate Leader, Operations, PR + flexible roles</u>

This view can be applied flexibly. A small number of proposed roles is presented. Other advised roles can be implemented by a business individually, based on existing departments and needs. Plus, more roles can be allocated to one person, if a business is on the smaller side.

c) **Semi-flexible allocation**: <u>Fixed roles of Leader, Legal, Operations, HR + flexible roles</u>

A semi-flexible role allocation states four roles, which are needed. These are non-flexible. Other roles can be added based on existing departments of the business.

	Efficiency	Resources	Importance	**Score**
a)	3	1	2	**6**
b)	2	3	3	**8**
c)	2	2	3	**7**

Figure 3.7 Evaluating management approaches of team roles

Option a) scores the least points. A structured role allocation might be most efficient, but also includes roles which are not necessarily needed within a small team. The resources for implementing all roles are missing. Option b), a flexible allocation, scores best. The most important roles are considered, and the resources are existent. However, some roles, which might be useful in certain situations, are missing and the efficiency therefore is medium. Option c) scores medium points in the aspects of efficiency and resources as the roles are allocated non-flexibly. However, flexible roles are to be allocated to different team members as well. The most important roles are considered. However, the resources are not as present as in option b), and the efficiency suffers from that as completely new roles would need to be established in the team. All in all, option b) is advised to be made use of in the advice.

Lastly, crises need to be **<u>evaluated</u>** in order to ensure an even more strategic approach within the next crisis. Therefore, different methods can be applied within the team to review the management approach of handling the disaster. These criteria are evaluated based on time, efficiency, and quality of results. These are chosen since evaluations are extra meetings, which are not part of the usual business routine and therefore should not take longer than needed. However, to do so, the process should be efficient, and the gained results should be able to really improve the current management to a better one. The advice will state the process on how to implement the chosen strategy into the business routine.

a) **Brainstorming meetings**: <u>Questioning what aspects can be improved and how</u>

This evaluation method is non-structured and would result in brainstorming of the whole team on potential improvements. Questions are posted to the team, which are used to guide the team through the evaluation.

b) **Single-loop strategy**: <u>Comparing actual and desired management</u>

This strategy can be applied by analyzing the current and desired management of the disaster. This is done by stating what has been done in what way and comparing this to what would be liked to be achieved. In that way, the management can be adapted to that gap.

c) **Double-loop strategy**: <u>Analyzing the underlying issue</u>

The double-loop strategy not only analyzes the current and desired management but adds an analysis of the underlying issue, which causes this gap. By doing so, this issue can be removed, and the gap can be closed. The workflow and procedures need to be analyzed in detail to find the actual problem.

	Time	Efficiency	Results	**Score**
a)	3	1	1	**5**
b)	2	2	2	**6**
c)	1	3	3	**7**

Figure 3.8 Evaluating management approaches of evaluation strategies

Option a) scores the least points. Only making use of brainstorming meetings is not really efficient as there is no structure. This causes a low quality of end results.

However, it can be applied with the least time needed. Option b) scores 6 points. It is a structured process which takes time, but some essential points of discussion are ignored. This makes the results being not as helpful. Therefore, the scores are medium. Option c) is a time-consuming evaluation process. However, the retrieved results are of high quality, which makes the process most efficient. Overall, option c) is advised to be made use of after a crisis has hit the company.

3.3 Implementation of the Advice

Within this chapter, the presented best alternatives are implemented into the business of Reisen mit Sinnen. The advice is based on the strategic management framework developed by Ritchie, which is presented in the theoretical framework of this report. The first stage includes the risk assessment matrixes and the scenarios on how to manage clients according to the risk assessment. These are non-flexible management aspects and therefore not elaborated on within the evaluation of alternatives. The next phase, responding to an occurring disaster, includes the implementation of the most efficient options of gaining control, team roles, managing partnerships, communication regulations, media communication, leadership style, and arising cost and benefits, which is also non-flexible, but an important aspect of any new project for a small business. The last phase elaborates on the evaluation strategy, which checks how the management has been performed during the crisis.

Within the following advice implementation, the evaluated options are turned into concrete action guidelines for the tour operator Reisen mit Sinnen, which are based on the three phases of crisis management by Ritchie. This guideline is advised to be spread to all crisis management team members and to be discussed in the beginning so that the understanding of every member is identical.

3.3.1 Crisis/Disaster Prevention and Planning

Within the phase of preparation, the environment is scanned, and certain management scenarios become clear, which can be applied based on the assessment of the disaster. Within the table below, these scenarios are presented. This overview only presents these shortly. A more detailed guideline of first steps to take can be found in the gaining control plan.

| Disaster	What to do	General steps to be taken
High-risk disaster **(travel warning)**	Evacuation of clients	▪ Contacting local agency for information ▪ Contacting client ▪ Arranging transportation ▪ Informing client
Medium-risk disaster	Evacuation / Relocation to an unaffected area of the route by the client	▪ Contacting local agency for information ▪ Contacting client ▪ (Contacting agency and arranging new accommodation) ▪ Arranging transportation ▪ Informing client
Low-risk disaster	Relocation to a different nearby area / accommodation	▪ Contacting client ▪ Contacting local agency for details and further management for a new accommodation ▪ Arranging transportation ▪ Informing client

Figure 3.9 Management scenarios during disasters

The matrixes show several disasters, which are most common within the continents with their frequency and extent of risk. Upcoming disaster can be categorized according to the matrixes and further management responses can be based on this categorization.

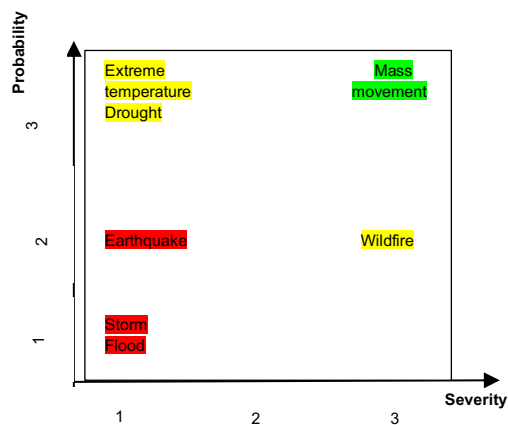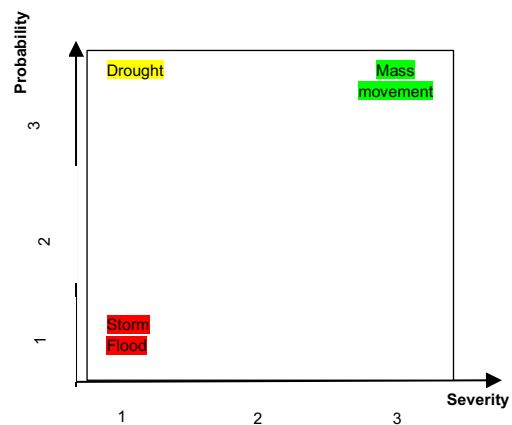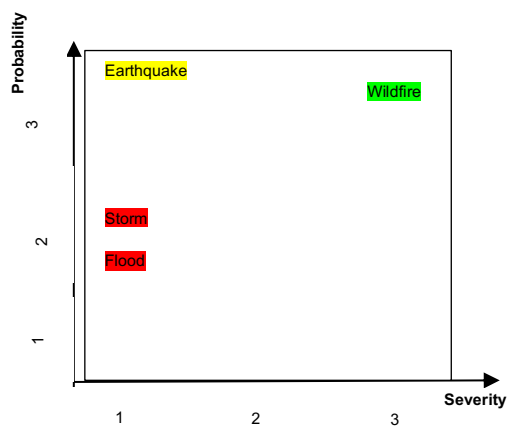*1 = high risk / high frequency   2 = medium risk / medium frequency   3 = low risk / low frequency*
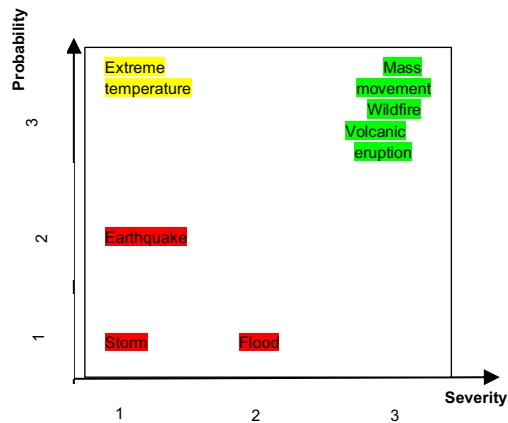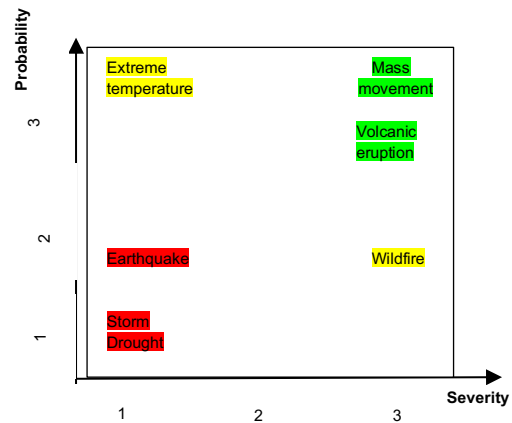
Figure 3.10 Disaster assessment matrixes per continent

3.3.2 Strategic Implementation

The following guidelines are part of the strategic implementation of the management framework by Ritchie, which is advised to be used to respond to an occurring disaster.

GAINING CONTROL

The first aspect to do is to gain control of a sudden disaster. It has been evaluated, that focussing on client's safety first is most important. A guideline is designed below, which is advised to be spread to all crisis management team members beforehand and to be taken to hand for executing the mentioned steps accordingly to the time planning.

*Large scale disaster = **LS**, Medium scale disaster = **MS**, Small Scale disaster = **SS***

Disaster	Time frame	Steps to take	Information to be exchanged	Person in Charge
LS **MS** **SS**	Within one hour (after receiving the information of an occurring disaster)	Contact with the local agency	▪ Information on client's safety? ▪ What is the situation like? ▪ Further details on situation?	Operations Manager
LS **MS** **SS**	Within two hours	Contact with the client	▪ Information on well-being ▪ Discussing steps to ensure safety ▪ If the disaster is not large-scale: Asking about wishes of being evacuated or relocated ▪ Ensuring that safety is not risked	Customer Service Manager or responsible Sales Employee
LS **MS** **SS**	Within five hours	Contact with local agency	▪ Evaluating plans on ensuring safety for client based on transportation/ relocation options	Operations Manager
LS	Within 12 hours	**LS/MS:** Contact with airline for new flights **MS/SS:** Organizing new accommodation	▪ Organizing transportation ▪ or another accommodation together with agency	Operations Manager
MS	Within 24 hours			
SS	Within 36 hours			
LS **MS** **SS**	Until clients is back home/in the new accommodation → client is safe	Contact with client	▪ Informing client on further management and steps to do ▪ Staying in contact with client	Customer Service Manager or responsible Sales Employee

LS MS SS	Until all clients are back home/in the new accommodation → client is safe	Contact with agency	▪ Staying in contact with agency for monitoring the situation	Operations Manager

Figure 3.11 Gaining control guideline

TEAM ROLES ALLOCATION

The advised roles when responding to disasters, as well as their tasks are listed below. As the role allocation is aligned with the limited resources, it is held to a small number of roles. Plus, some roles are allocated to one employee to fit the small team of Reisen mit Sinnen. Still, the most important roles are allocated.

Advised roles	General tasks	How	Allocated to (current roles)
Leader	▪ Having an overview ▪ Leading the team ▪ Organizing meetings	▪ Following the team leader guideline	General Manager
Alternate Leader	▪ Helping hand of the leader	▪ Following the team leader guidelines if actual leader is not available ▪ Helping leader with tasks mentioned in the leader guideline	Deputy Manager
Operations Manager	▪ Exchanging information with business partners ▪ Arranging services with partners ▪ Sharing information of partners with the team	▪ Communicating regularly with partners (agency, accommodation, airline, …) to ensure the fluent management processes for the client ▪ Sharing the process according to the communication planning	Head of Product
PR Manager	▪ Managing the media channels	▪ Updating website ▪ Updating social media channels ▪ Creating content for all channels ▪ Using media communication plan as guideline	Online Marketing & Content Manager
Customer Service Manager(s)	▪ Exchanging information with clients ▪ Sharing information of clients with the team	▪ Communicating with the client regularly to ensure safety continuously and to inform about further management steps ▪ Sharing the process according to the communication planning	Head of Sales (→ Deputy Manager) / The responsible Sales Employee (depending on

			the location of the disaster)
Spokesperson	▪ Guiding through the meetings ▪ Answering any upcoming questions and concerns of the team	▪ Introducing team meetings (naming topics, past situation, current situation of the disaster) ▪ Selecting who is talking when ▪ Summarizing team meetings (conclude every aspects discussed, conclude further steps to take) ▪ Being reachable for the team in- and outside working hours	General Manager / Deputy Manager

Figure 3.12 Crisis management team role allocation and description

PARTNERSHIPS

The networking approach has been chosen to be the most effective type of cooperation during a disaster. An overview of most important partners and the relation among these is presented below so that the network becomes clear. Plus, a contact list is added, which can be filled out for each trip, so that it can be used in urgent times and all contact details can be taken to hand quickly. The network during a disaster consists of the following main stakeholders:
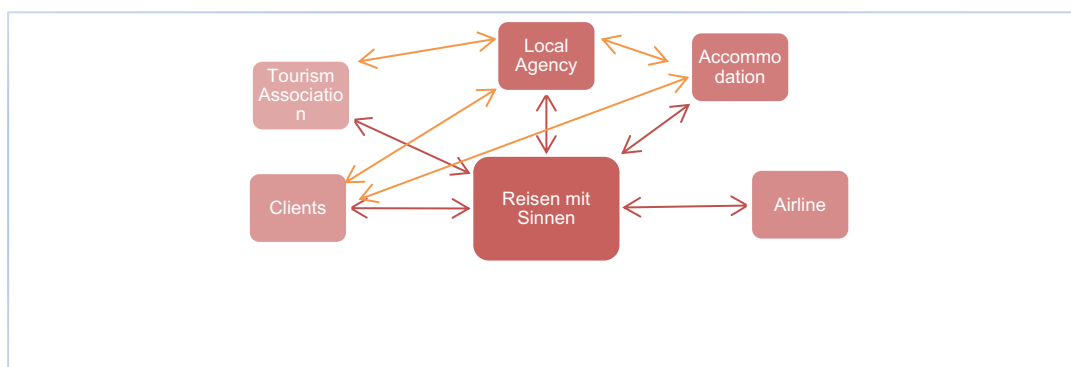

Figure 3.13 Crisis management partnership network

To have an overview of stakeholders and their contact details, a list is created, in which contact details can be visualized to make use of for each group. This makes communication with the listed stakeholders most quickly.

Group Abbreviation: _____

	Name	Phone Number	Phone Number (out of working hours)	E-Mail	Chat
Local Agency					
Airline					x
Accommodation					
Tourism Assoc.			x		x
Clients	1. 2. ….	1. 2. …	x		x

Figure 3.14 Crisis management contact list

COMMUNICATION PLAN

Within this part, an internal and external communication plan is shown. Guidelines for personal meetings, as well as communication methods for non-personal communication, are elaborated on. These are advised to make use of in times of disasters to serve as a guideline for personal meetings and non-personal communication, to enhance the quality of information exchange.

Personal meetings

What	Frequency	Where	Who	Spoke person	Minutes keeper	Topics
Morning meeting	1x day in the morning	Meeting room	(Alternate) + Head of CMT, Operations Manager, Customer Service Manager,	(Alternate) head of CMT	Alterna-ting	▪ Updates on the situation ▪ Discussing Manage-ment steps
Update meeting	2x day for 15 min	Meeting room	All CMT members	(Alternate) head of CMT	Alterna-ting	▪ Updates from every team member ▪ Discussing further steps to take
Team meeting for everyone	2x week for 10 minutes	Kitchen	All team members	(Alternate) head of CMT	Alterna-ting	▪ Updating whole team about the progress of the situation
Evaluation meeting	After the disaster	Meeting room	All CMT members	(Alternate) head of CMT	Alterna-ting	▪ Evaluation of crisis manage-ment

Figure 3.15 Crisis management personal communication guideline

Non-personal Communication (internally & externally)

How	What	Who	Frequency	REMEMBER!
Phone calls	▪ Explanation of information ▪ Discussions	▪ External partners (local agency,..) ▪ Clients	When management needs to be discussed	Have the phone number list of partners in place for contact details outside the working hours & of all clients!
E-mail	▪ Important, extensive updates / decisions	▪ Team members ▪ External partners ▪ Team members	When important information needs to be spread in a	Check e-mails at least 2x/hour!

			written manner	
New Chat function (Teams – Business Essentials)	▪ Questions ▪ Updates ▪ Discussions (video/audio-chat)	▪ Team members ▪ External partners	As often as needed, several times a day	Always turn notifications on and be contactable during working hours!

Figure 3.16 Crisis management non- personal communication guideline

MEDIA COMMUNICATION PLAN

During disasters, many future, but also potential clients are curious about the situation and updates. This inspirational plan is especially interesting for the **PR Manager** of crisis management. As every disaster is different, the shared information is differing as well and therefore this plan mainly serves as an overall guideline and inspiration.

Source	Channels	Accessibility	Quantity of new postings	Content Ideas
Website	Reisenmitsinnen.de	▪ Adding a window on the homepage, which shows a direct link to the webpage of disaster updates ▪ Sending newsletters around with the same link	As soon as new information is relevant for potential/future clients	*see below
Social Media	Facebook Adding Instragram Adding YouTube	▪ Adding links to all social media channels within the window on the homepage	FB/Instagram: Every 2-3 days YouTube: Every 1-2 weeks	*see below
Goal	**Clients can look information up on different channels and receive different content due to the various platforms**	**Future/potential clients have easy and quick access to updates on the situation**	**Updates are up to date and clients receive correct information**	**Spreading important information, but also positivity**

Figure 3.17 Crisis management media communication guideline

*Website Content Ideas:
- Q&A Tool – Question and Answer tool, which states the most frequently asked questions of clients, with a written and in detail answer
- Updates on future trips
- Updates on the internal situation
- In case of a large-scale disaster and many trips have to be cancelled: Displaying the idea of purchasing vouchers instead of getting the money back

*Social Media Content Ideas:
Facebook:
- Updates on future trips and the internal situation
- Personal videos

- Creative content (sharing international recipes, present new countries, present new cultures,..)
- Spread positive news around the topic

Instagram:
- Post the most important general information and updates
- Spread positive news of the topic
- Include hashtag challenges for clients to post pictures of their past holiday (e.g. an adventurous holiday picture → #RMSadventure)

YouTube:
- Collect video material of clients/colleges/partners and create videos of different countries/trips
- Personal videos of employees (greetings, current situation, creative videos)

LEADER'S GUIDELINE

Leaders are an essential part of the crisis management team in order to guide the team through the disaster but include it equally into the process at the same time. As the situation can be highly stressful, certain goals have to be kept in mind. Below, a list can be found with these goals and a guideline on how to successfully achieve these in the daily routine. By following this guideline, the leader can keep control of the situation, but equally empowers its team as well.

Goals	Actions to achieve the goal	When
Keeping an overview of the situation	1. Scheduling meetings according to the communication plan 2. Interacting with all team members constantly 3. Writing a protocol of the development of the crisis	1. Before a disaster occurs 2. 2x/day in person and 1x/hour non-personal 3. At the beginning and end of the working day
Keeping control of the internal process	1. Writing a protocol of every step and decision taken 2. Being informed about every decision by all team members	1. Directly after decision-making 2. Directly
Keeping the team equally informed	1. Having regular meetings 2. Distributing information to all team members	1. According to the communication plan 2. As soon as new information needs to be shared
Including the team into decision-making	1. Scheduling meetings 2. Scheduling extra meetings	1. According to the communication plan 2. If non-planned important decisions need to be made
Keeping the team motivated and empowered	1. Underlining the urgency of the situation 2. Having a motivational talk 3. Communicating the valuation of the work of each team member 4. Thanking the team	1. In every meeting 2. At the end of each meeting 3. In each team meeting and in personal talks 4. In the evaluation meeting
Ensuring that affected guests are responsibly managed	1. Communication with the Head of Sales and the responsible Sales Employee 2. Contacting the client in person so that the client feels important	1. Constantly 2. At the beginning and end of the disaster

Figure 3.18 Crisis management leadership guideline

COSTS AND BENEFITS

Within the following overview, potential costs and benefits are listed, which might occur in times of disasters. These are advised to be considered and prepared for as they can occur according to the above-elaborated crisis management guideline.

Fixed costs	Amount/year
Rise of annual salary for the CM team	4,500€* (Tourismus. studieren.de, 2020)
Utilities (*Teams for Business*)	252€* (Heise, 2020) **TOTAL 4,752€**

Variable costs	Amount
Consulting services	Up to 800€ per session (Computerwoche, 2017)
Compensations to pay	Dependent on: *Could the impacts on the client have been less if the management was done more efficient?*
Changes/Cancellations of future bookings	Results in more unpaid work
Relocating/Returning guests	Results in more unpaid work **TOTAL 800€ + more unpaid work**

One-time costs	Amount
Radios for each office for information monitoring	For free in the internet
1x Laptop for the meeting room	350€ (Augsburger Allgemeine 2017)
1x Phone for the meeting room	100€ (Google, 2020)
Mobile Phones (to be reachable outside working hours)*	1,750€ (Google, 2020) **TOTAL 2,200€**

Figures 3.19 Crisis management costs overview

*Rise of annual salaries:
30,000 €/year x 3% = 900€/year x 5 team members = 4.500€/year
A plus of 3% is chosen as a small value of pay raise, which is usually between 3% - 5% (M. Palmer, Personal Communication, May 25, 2020)
*Utilities: 4.20€/month x 5 team members = 21€/month x 12 = 252€
*Mobile Phones (for being reachable outside working hours): 350€/phone x 5 team members = 1,750€
Additionally, an efficient crisis management process leads to non-monetary benefits. These benefits are presented below, as well as critical success factors and key performance indicators to help to reach the goals.

Non-monetary Benefits of Crisis Management	Critical Success Factor (CSF)	Key Performance Indicator (KPI)
Having a structured crisis management process	A skilled team and a structured process in the department of crisis management	**1**. Each team member participates in a training to repeat the internal CM guidelines, every 12 weeks **2**. The team meets every 12 weeks to reflect the CM guidelines and adds new ones/adjusts them if needed
Keeping clients safe during a disaster	Managing clients responsibly and accordingly to the disaster	**1**. The safety of each client is ensured within 2 hours after the disaster has happened **2**. The client's safety is ensured at least 2x day during a medium-/high risk disaster
Keeping the image of a responsible and confidential tour operator **→ Enhancing customer retention**	Customer satisfaction of affected clients of the crisis management process	**1**. At least 90% of affected clients are surpassing pleased with the crisis management process **2**. A maximum of 1 serious negative feedback concerning the crisis management process during a disaster

Figure 3.20 Crisis management benefits overview

3.3.3 Resolution, Feedback and Evaluation

EVALUATION STRATEGY

Once the disaster is over, the management of it can be evaluated to improve it for the next disaster. To do so, the so-called double-loop learning strategy is applied. Within the following overview, steps are elaborated on, which guide through the process of applying this strategy into the business routine.

<u>Goal</u>: **Finding the underlying issue of the gap between current and desired crisis management (CM)**

Steps to take	Questions to pose within the team	Who takes part?
Analyzing the desired CM	▪ What is the goal of our CM? ▪ What should the overall process be like? ▪ How should the team work together? ▪ What roles are essential to be taken over? ▪ How should internal/external communication work? ▪ How do we ensure an efficient process? ▪ What partners are essential to be in constant touch with? ▪ What leadership is most efficient?	Every team member of the CMT
Analyzing the current CM	▪ What did we achieve with our CM? ▪ What was our overall process like? ▪ How did the team work together? ▪ What roles were essential? ▪ How did our internal and external communication work? ▪ What made/did not make our process efficient? ▪ What partners were most important? ▪ What made the leadership style more/less efficient?	
Identifying the gap between the desired and current CM	▪ In which aspects does our desired CM differ from our current CM?	

Analyzing the underlying issue of the gap between the desired and current CM *(norms, policies, ways of working, informal practices…)*	▪ How did I approach …? ▪ What was I uncertain about? ▪ What do I think about…? ▪ What rules and regulations are in need of improvement? ▪ What did I do differently than actual stated within the guidelines?	
Solving the underlying issue of the gap between the desired and current CM	- What can we change to not repeat this issue within the process? - How can we implement the change into the CM guideline? - How do we make sure that the issue is not repeated?	
Needed competencies of the team	1. Self-awareness → To identify the habits 2. Honesty → To recognize the mistakes 3. Responsibility → To make a change	

Figure 3.21 Crisis management evaluation guideline

3.4   Conclusion

The advice intends to help Reisen mit Sinnen to make the process of managing crises more efficient with the goal of adapting to the rising number of disasters in the world to keep clients safe. To structure the advice, the guideline includes the three stages of preparation, strategic implementation and the resolution, feedback and evaluation. Overall, each stage has components, which are advised to be taken over into the crisis management process.

The first stage of preparation focusses on two aspects, namely:
- **The management scenarios**: An overview of how to manage clients most responsibly based on the extent of the disaster
- **The risk assessment matrixes:** Presenting each continent and the potential disasters based on their frequency and extend.

The second phase focusses on the time once a disaster hits a destination. It includes the management components of:
- **Gaining control:** An overview is designed, which elaborates on first actions to take in order to ensure the safety of all clients and to gain an overview of the situation
- **Team roles:** The most essential team roles are presented, as well as their tasks and who is most likely to take over the role
- **Partnerships:** An overview of essential partners is included. Plus, a table is designed, which can be used for each group to inscribe the contact details of the partners and clients, so that in case of a disaster these are ready to hand
- **Communication:** A communication guideline for personal meetings is presented with location, frequency, participants, topics to discuss, and roles to be taken over (spoke person + minutes maker). Plus, a non-personal communication guideline is added, which includes the communication tools of e-mails, phone calls and the newly added chat function and how to make use of each tool
- **Media communication:** A media communication plan is presented, which can be used as inspiration for communication on the website and social media channels in case of a disaster to reach potential and future clients most effectively
- **Leadership:** The goals of leading a crisis management team and how to achieve those are presented

- **Costs and benefits:** An overview of potential upcoming costs is included. In addition, non-monetary benefits are elaborated and how to make sure these benefits are gained (CSFs + KPIs)

The last phase of the advice focusses on the time once a disaster is over. In order to steadily improve the process, an evaluation strategy is presented:
- **Evaluation strategy:** Includes steps to take and questions to pose within the team to solve the gap between the desired and current crisis management process

All in all, the advice includes the three phases of preparing, responding and evaluating and refers to different areas of the management process with defined actions, which are advised to be implemented into the crisis management process of Reisen mit Sinnen with the goal of making it more efficient and structured, so that clients are kept safe and satisfied.

4 Afterword

The following chapter is a reflection on a personal level, as well as a reflection on the value of this thesis project for the tourism industry.

4.1 Personal Afterword

Working on this project seemed highly challenging at the beginning of the semester. I have never worked on a project of this scale completely on my own. I must admit, that I felt completely overwhelmed and lost in the beginning, as I read through the student instructions. However, as time passed, everything cleared up and it turned out to be a pleasure working on this project.

At the beginning of the semester, I wrote a planning of all steps to take and when to finish them. This is what I always do with projects. However, I have never worked on such a major project all on my own, and this is why I wanted it to be even more structured and planned out. As the weeks passed by, I made a new planning for each upcoming week as naturally, the planning of the beginning was changed a lot due to unforeseen circumstances. Every week, I had set goals, which I wanted to accomplish each Friday. Conditioned by the development of the Coronavirus, I was social distancing consistently and had much more time to work on the thesis than I thought. This resulted in me being ahead of my planning. This made me feel slightly insecure about my quality of work. However, I made myself clear that being ahead of my work is also due to the missing possibility of conducting expert interviews, as the needed tour operators were completely restrained with managing clients due to the initial stage of the Coronavirus. Information was researched by means of desk research only, which was not the most pleasant to work on, but saved me much time since I was not dependent on any interview partners.

Additionally, I must admit that cooperating with fellow students really helped a lot. I was in touch with a friend of mine and we constantly exchanged our concerns and processes. Plus, the frequent virtual meetings with my first examiner, Inge Gijsbers, always cleared any upcoming questions and gave me a lot of confidence. However, at first, I was a bit sceptical about not being able to meet in person at all, but in the end, this worked very well.

On the other hand, I was in constant contact with the client, Corinna Schneider of Reisen mit Sinnen, by means of e-mailing. Updates were sent to her regularly and help with any concerns was offered. However, due to the current circumstances of COVID-19, the contact was not as constant as planned, since the working hours of the client were reduced, which were filled with a lot of work of planning new products for later this year. As this is totally understandable, I tried to hold extensive e-mails to a minimum, but still pose questions or concerns if needed.

4.2 Value for the Tourism Industry

The topic of crisis management could not be more current and topical for the tourism industry as at this moment of time. Due to the Coronavirus, all tour operators were completely busy with returning clients back home and to survive the time of worldwide travel warnings. All other tourism stakeholders are naturally suffering from this time as well, as tourism is not existing for a few months. To cope with disasters happening in the world, fixed crisis management guidelines need to be in place in order to deal with the occurring disasters quickly and, at the same time, most efficiently. The tourism industry is the one industry, which has to deal with crises from all over the world and has a major responsibility of keeping clients safe with the help of their management.

Not only the current pandemic but also other disasters are rising, especially due to global warming. Tourism businesses have to adapt to this external development to be a responsible business. Overall, due to this responsibility and the need of adapting to this major development in the world, this thesis assignment helps tour operators to adapt their crisis management strategies to ensure an effective management. However, every other tourism business can be inspired by the advised guideline as well,

as it can easily be adapted with small changes to other tourism businesses. Especially small tourism businesses are highly affected by the need of improving their crisis management, as often they did not focus on this topic and do not have a separate crisis management team or even an external crisis management centre, as big businesses often do. Preparing, responding and recovering from disasters is highly essential for all tourism businesses, as otherwise the process can become a total chaos and clients might be put into danger. Within hospitality, it is most important to ensure safety as much as the business has the abilities to do so.

Overall, due to the above described high relevance of coping with disasters efficiently, the advised guidelines are from high value for tour operators, as well as for other tourism businesses. The internal crisis management processes can become structured and the goal of being a responsible business with well-managed processes can be reached. The guidelines make is possible to respond to disasters more efficiently and to make the whole process more guided. Therefore, the potential of upcoming chaos and stress is highly reduced.

In addition, the guideline helps to achieve the goal of customer retention in the tourism industry a lot. If a disaster is experienced by guests, but they were managed responsibly and according to the disaster, the client will be much more likely to book the next trip with this company. Meaning that an efficient crisis management strategy results in high monetary benefits for the tourism business later. Plus, and even more important, the affected clients will be more likely to recommend the business to families and friends. This will then also result in customer acquisition for the company and monetary benefits are rising even more, which is only due to responsible internal management guidelines.

All in all, the value of this thesis project could not become clearer as now. The tourism industry, especially tour operators, are struggling with managing disasters. This thesis project gives useful and valuable insights to manage all types of disasters more responsibly and in a highly structured manner.

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Appendices

Appendix I: Conceptualization of Crises and Disasters in Tourism by Faulkner

Figure 1: Conceptualising Crises and Disasters
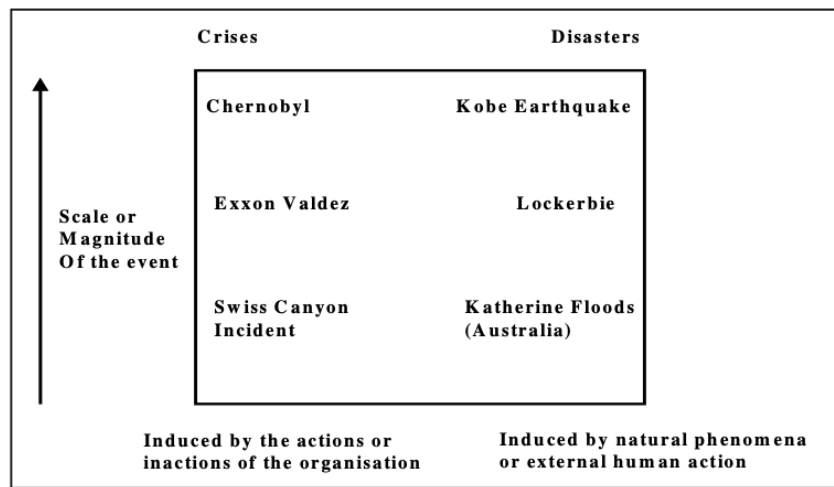
Source: Faulkner (2001)

Source: Faulkner (2001) as cited in Scott, N., & Laws, E. (2005)

Appendix II: Risk Assessment Matrix Used as Inspiration for Categorizing Disasters

Source: Vector Solutions (2020)

Appendix III: Phases of Crisis Management by Faulkner

1. **Pre-event phase**: Disaster contingency plans, scenarios assessments
2. **Prodromal phase:** The disaster is imminent and warning systems and command centers are established. In this phase, contingency plans are initiated.
3. **Emergency phase**: Disaster effects are felt, and actions are necessary to protect people or property in the tourism destination.
4. **Intermediate phase:** Short-term and immediate needs of people have to be addressed by emergency and rescue teams. A clear media communication strategy is crucial in this phase.
5. **Long-term (recovery) phase**: The damage infrastructure has to be rebuilt and environmentally damaged area have to be reconstructed.
6. **Resolution phase**: Corresponds to Smith's (1990) feedback loop, where existing assessment methods or contingency plans are improved

Source: Faulkner (2001) as cited in Scott, N., & Laws, E. (2005)

Appendix IV: Operationalization of the Core Concepts
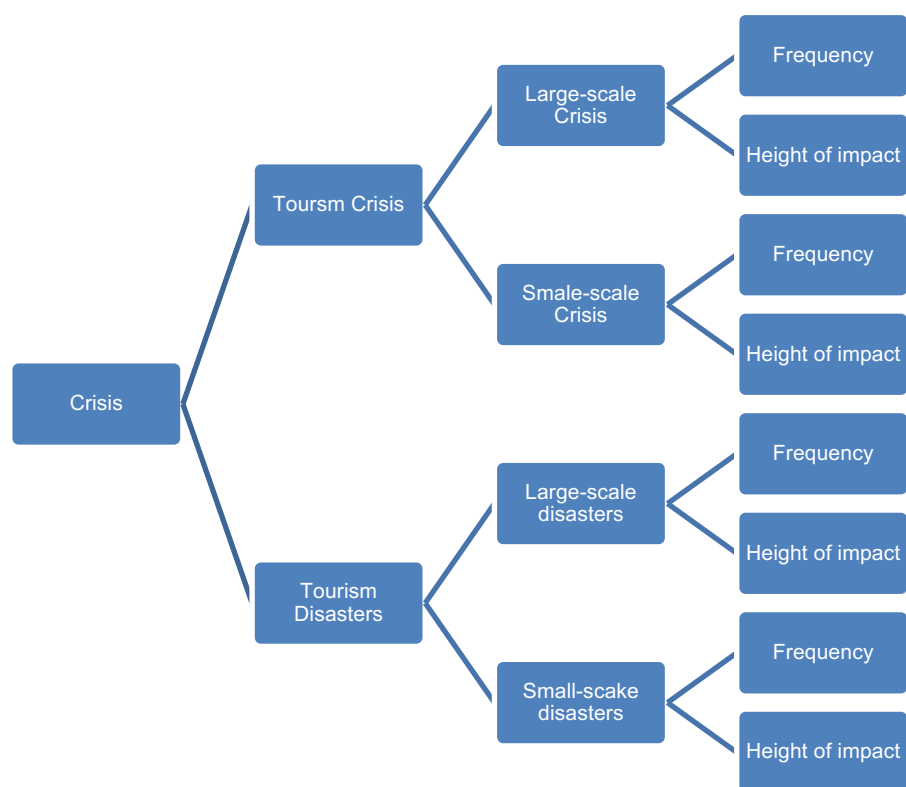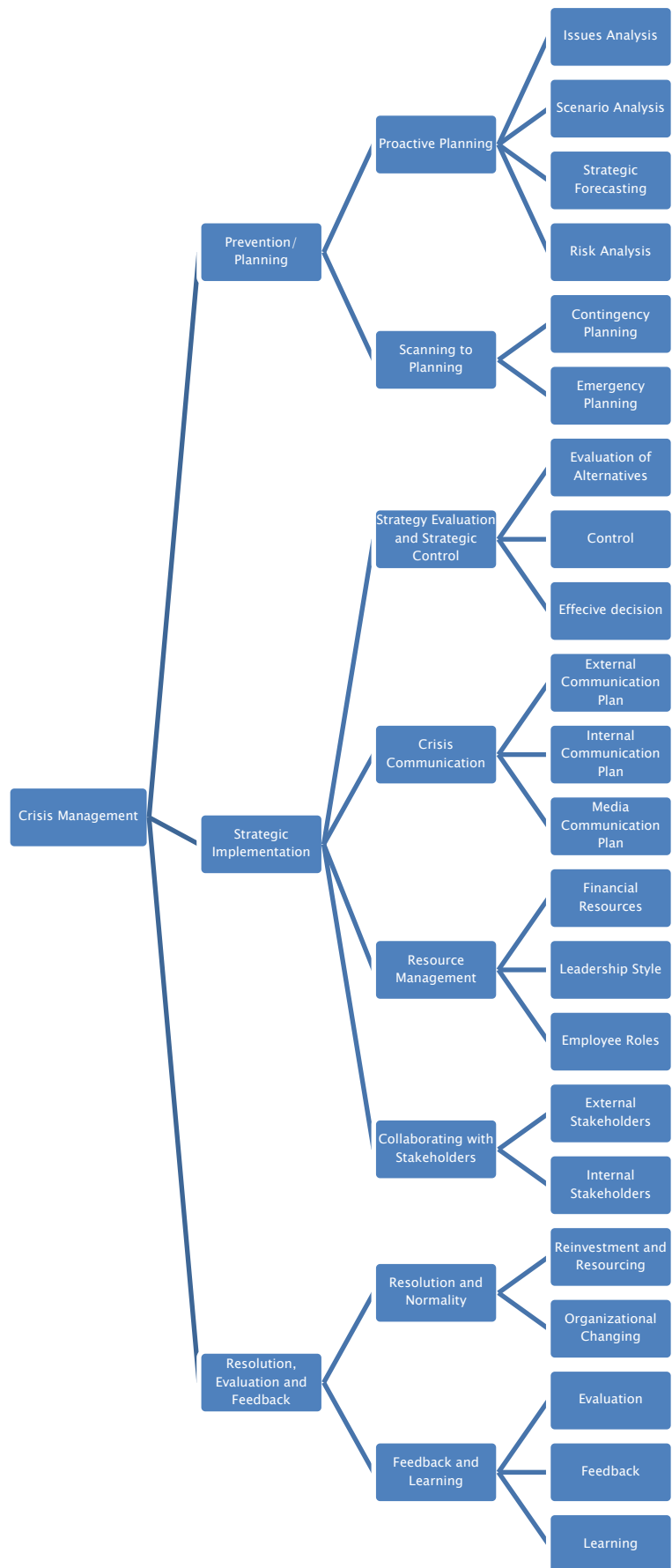
Appendix VI: Illustration of the Relationship Among the Core Concepts

CM = Crisis Management

██████ = Crisis(=Disaster) Phases   ██████ = Crisis Management Phases
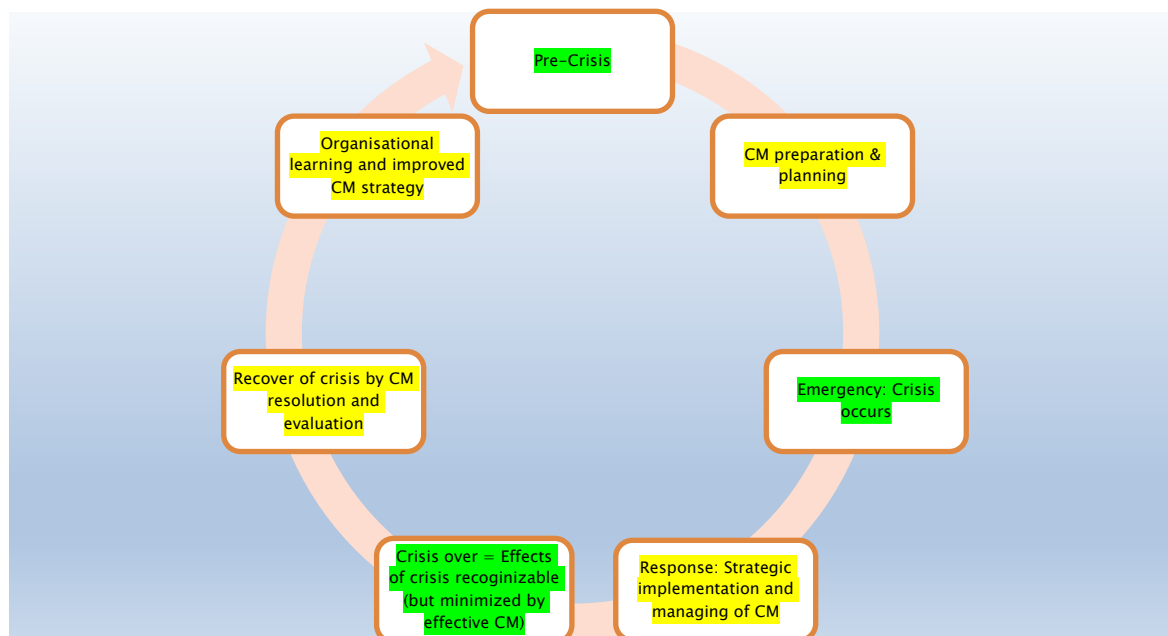
Appendix VII: Coding Process of Content

Global Rescue and World Travel and Tourism Council. (2019).

Decontextualization - Meaning Unit Breaking the text down into relevant passages	Recontextualization Retrieving relevant data for the research	Categorization What category belongs the retrieved data to?	Compilation Making sense of the retrieved data
successful responses require proactive, honest, transparent and factually accurate communication to the extent of the crisis, with detailed information	Efficient responses are proactive, honest, transparent and detailed	Efficient communication characteristics	Internal and External communication is efficient when it is proactive, honest, transparent and detailed
take control of the story and respond quickly, giving instructions, being consistent, open and accessible and expressing empathy. Having a proportionate response is key. It is important to be honest about the information	Reponses have to be quickly and consistent and open/honest, expressing empathy.	Efficient communication characteristics	Communication is efficient when it is honest and consistent
a credible spokesperson is key	A spokesperson has to be assigned	Efficient communication characteristics	Spokesperson is needed

Decontextualization - Meaning Unit Breaking the text down into relevant passages	Recontextualization Retrieving relevant data for the research	Categorization What category belongs the retrieved data to?	Compilation Making sense of the retrieved data
private sector organizations should go through their pre-developed response checklist, having a strong understanding of established processes and procedures, while remaining dynamic and agile. Phone bridges need to be put in place. Key stakeholders who are involved must be clear.	First steps are to check response checklist, processes, communication channels and key stakeholders, and to stay agile	Gaining Control	Crises require an agile but prepared response
the management of the crisis must be in place, with clarity on their roles and responsibilities.	Crisis management team must have clear divided roles	Gaining Control	Crisis require a well-managed CM team
The destruction caused by crises, may provide an opportunity to rebuild more robust, sustainable and efficient infrastructure. The recovery phase may also enable a destination to rethink its product offering and its target audience.	The crisis is an opportunity to rebuild structures in a more efficient way. The recover phases' goal is to rethink the structure and procedures	Evaluation	Evaluation phase is an opportunity to the business

Medium. (2018).

Decontextualization - Meaning Unit Breaking the text down into relevant passages	Recontextualization Retrieving relevant data for the research	Categorization What category belongs the retrieved data to?	Compilation Making sense of the retrieved data
the hotel where the incident took place, the emergency services, the hospital, the media	The accommodation, emergency services within the destination, the hospital are important stakeholders	Stakeholders	Relevant stakeholder when a crisis occurs = Accommodation, emergency services, hospital
When the first reports start to filter back that there's been a serious incident, who do you call? Having a team of key people in your contact file who know what their role needs to be is crucial. This becomes more important if communications channels are disrupted: knowing not just who you will contact, but **how you will contact them**, with multiple options in case some channels fail.	When a crisis occurs, make clear which stakeholders are needed to be called, which employee has which responsibility, what are your communication channels	Gaining Control	Overview of internal management to gain control = Needed stakeholders, roles within the team, communication channels

PRSA. (2018).

Decontextualization - Meaning Unit Breaking the text down into relevant passages	Recontextualization Retrieving relevant data for the research	Categorization What category belongs the retrieved data to?	Compilation Making sense of the retrieved data

Decontextualization - Meaning Unit	Recontextualization	Categorization	Compilation
it's critical that your internal teams are in the loop on what they should be saying and — even more important — what topics to avoid. You're undoubtedly preparing a crisis-messaging document anyway, so make sure to share it with company employees as well as your agency teams. To take it a step further (which, in crisis, you always should), host in-person meetings with staffers to talk them through the situation as well as the response so they understand the holistic approach.	Establish Crisis Messaging Documents and share it within the team. Have in person meetings to make the approach understandable for the CM team.	<mark style="background:#00ff00">Internal Communication</mark>	Efficient internal crisis communication = Crisis messaging documents + personal meetings
To make internal communication simple and efficient, designate one or two people from the communications team — perhaps one for the agency, one for the client — to serve as the "go-to" for any press inquiries or red flags.	Assign one spokesperson who is communicating the current situation internally and externally	<mark style="background:#00ff00">Internal Communication</mark>	Simple and efficient internal communication = One spokesperson
The spokesperson needs to be ready and happily willing to answer any employee questions or concerns about the crisis. If employees feel out of the loop or unheard, they're less likely to follow protocol and may cause further unrest for the company. Equally important? Make sure your point person is fully available to actually answer these questions. Nothing's worse than saying you're there to help employees — but never actually responding	The spokesperson must answer questions and problems in time to keep the crisis process efficient.	<mark style="background:#00ff00">Internal Communication</mark>	Efficient internal communication = Available spokesperson willing to answer occurring questions and problems

CBI. (2018).

Decontextualization - Meaning Unit Breaking the text down into relevant passages	Recontextualization Retrieving relevant data for the research	Categorization What category belongs the retrieved data to?	Compilation Making sense of the retrieved data
Tourism industry sectors that should be included: airlines and transport company associations , hotel	Tourism Stakeholders, which are helpful during	<mark style="background:#ff0000">Stakeholders</mark>	Important stakeholders for an efficient CM process are for

associations, tour operators' associations, other tourism and travel representatives, consumer groups, tourism safety and security-oriented research and documentation centers.	crises are: Airlines, accommodation, tourists, travel agencies, security centers		example = Airlines, Accommodations, Tourists, Travel agencies, security centers
You should also join a national or international tourism association. They can be very informative and helpful when (preparing for) dealing with crises. For example, members of the Adventure Travel Trade Association (ATTA)	Joining a national or international tourism association helps to prepare and manage crises	<mark style="background:red">Stakeholders</mark>	A relevant stakeholder might be a (inter-)national tourism association to serve as support during crises

Queensland Government. (2020*).*

Decontextualization - Meaning Unit Breaking the text down into relevant passages	Recontextualization Retrieving relevant data for the research	Categorization What category belongs the retrieved data to?	Compilation Making sense of the retrieved data
First 24 h Activate your emergency response plan and crisis management team. Contact your Regional Tourism Organization or local council for advice. Keep informed — tune in to ABC local radio, liaise with emergency services and local council /regional tourism organization for information and advice. Monitor the situation and local impacts to decide if your business should temporarily close. Activate your crisis communication plan and update your website/social media.	First steps to take when a crisis hits are: - Activate the CM Plan and inform the team - Contact local tourism council - Keep self-informed and monitor the situation - Activate communication plan and update website/social media - Consider options (evacuation clients/…→ scenarios)	<mark style="background:cyan">Gaining Control</mark>	First steps to gain control of the situation include to active the prepared plans (including communication and team plan) and to contact the local agency. Plus, staying informed and inform clients via the media is important. After that, decisions have to be evaluated (evacuation,…)

Consider evacuating (either voluntarily or by emergency services direction) to a predetermined safe location			
Consider evacuating (either voluntarily or by emergency services direction) to a predetermined safe location	After a crisis evacuation options need to be considered	<mark>Scenarios</mark>	Evacuation is necessary when the place is unsafe

Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation. (2017).

Decontextualization - Meaning Unit Breaking the text down into relevant passages	Recontextualization Retrieving relevant data for the research	Categorization What category belongs the retrieved data to?	Compilation Making sense of the retrieved data
Immediate crisis response: Key actions at this stage are to: 1. Ensure safety and welfare of customers by covering their basic needs, followed by evacuation to home country or another area if necessary. 2. Ensure safety and welfare of staff by transferring non-essential members outside the affected area. 3. Carry out emergency infrastructural repairs. 4. Issue regular updates on the situation via the crisis communications center, with transparent and accurate messages. Openness to enquiries is vital to restrict sensationalist and inaccurate reporting. 5. Rapid and honest communication by businesses with booked customers to advise on the situation, either encouraging them to continue with their visit to an unaffected part of the country, or offering a refund or alternative holiday at a later date.	Actions right after the crisis occurs are: 1. Ensure safety of customers and consider scenarios (evacuation/relocation) 2. Ensure safety of staff by relocation 3. Emergency Infrastructure 4. Communication with crisis team with transparent and open messages 5. Communication with customers to give advice on the situation (relocation of planned trip, refund, alternative date)	<mark>Gaining Control</mark>	Gaining control is done by ensuring safety towards clients and staff and a scenario needs to be chosen how to manage the tourists. Additionally, the situation must be communicated openly internally and externally.

In the event of a crisis occurring in a destination, stakeholders such as outbound tour operators and airlines generally adopt a conservative response and evacuate their customers as rapidly as possible. This is partly because operating to a destination against the official advice of their home government invalidates a company's insurance cover, and partly because they seek to avoid any risk to their customers – primarily because of the risk of damage to their reputation as a safe operator. In most cases international tour operators will offer their clients an alternative holiday in a different destination.	When a crisis occurs, tour operators, together with the airline, evacuate the tourists and bring them home, when there is an official advice of their home government after a major disaster. In some cases, tour operator offers an alternative holiday, when the crisis is not large-scale and travelling to a similar destination is still possible	scenarios	A scenario might be the evacuation after a large-scale crisis. If clients still do not want to cancel a trip, an alternative destination can be travelled to,
In the event of a crisis occurring in a destination, stakeholders such as outbound tour operators and airlines generally adopt a conservative response and evacuate their customers as rapidly as possible.	An important stakeholder is the outbound tour operator and the airline to enable transportation	Stakeholders	Most importantly for the evacuation/relocation: Airline partners
Create warm relations with individual tourists, so that in the event of a crisis there is an existing customer-base	Establishing a good relationship with the tourists is from importance in case of a crisis occurring	Stakeholders	Tourists, the clients, are an important stakeholder within CM to enable good working communication in a case of crisis
Ensuring the safety of tourists on the ground in the affected destination is the priority of all elements in the tourism sector. This entails the provision of assistance or intervention during or immediately after a natural disaster to meet medical and basic subsistence needs, and may include evacuating	To gain control the first steps are: 1. Ensure safety 2. Evaluate scenarios (evacuation/relocation) 3. Stay in contact with relatives	Gaining Control	First steps to gain control include the safety of clients and the contact with not only them but their relatives as well.

tourists to another country or another region. Relatives of people affected by the crisis will understandably be anxious, and destinations should ensure that enquiries from concerned parties can be quickly handled.			
In some cases, an effective alternative to evacuating tourists are to offer them free transfers to accommodation in parts of the country unaffected by the crisis and an accommodation upgrade. This is particularly appropriate in response to natural disasters where the devastation is often limited to a relatively small geographic area.	If a crisis occurs, alternatives might be to offer a transport to another part of the country, if the crisis has not affected the whole country	scenarios	Tourists can be brought to another part of the country if the crisis was not large-scale
Nominate spokesperson for all media interaction. Once the crisis occurs, issue messages through designated spokesperson, focusing on transparency and accuracy and avoiding speculation. Share messages with other stakeholders. Establish crisis channels of communication Establish special communications channel and designate team to work with affected individuals/families, establish procedures for providing assistance	To communicate externally it is important to ensure that there is a spokesperson responsible for outside communication. The information should always be transparent and accurate. To communicate efficiently, crisis communication channels are established beforehand to enable good-working communication not only with other business partners but with affected individuals and families	External Communication	Parts of efficient external communication are: Roles, transparent and accurate information, set communication channels
Activate communications system with frequent updates to employees only All organizations in team to be engaged in decision-making; at least	Communication systems need to be in place to communicate frequent updates internally. Plus, frequent interface	Internal Communication	To enable efficient internal communication, the team needs a set communication system and face to face meetings to inform each other

	daily interface with crisis communications team.	meetings need to take place		

Association of Southeast Asian Nations. (2015).

Decontextualization - Meaning Unit Breaking the text down into relevant passages	Recontextualization Retrieving relevant data for the research	Categorization What category belongs the retrieved data to?	Compilation Making sense of the retrieved data
- Chief exekutive Office; - Senior Operation Manager; - Senior Marketing Manager; - Senior communications Manager; - Senior financial Manager; - Senior human resources Manager; - Senior legal Manager; - Senior IT Manager; - Senior safety/security Manager.	Important team roles are CEO, Operations Manager, Marketing Manager, Communication Manager, Financial Manager, HR Manager, Legal Manger, IT Manager, Safety Manager	Team roles	Important CM team roles are managers out of different departments
- where the team will meet; - when the team will meet; - who will chair the meetings; - who will communicate results; - mobile phone and internet availability 24 hours a day throughout the crisis.	To communicate internally it needs to be clear beforehand: meeting rooms, meeting times, chairperson, availability	Internal Communication	Meeting rules need to be clear beforehand
Crisis communications is a critical component of crisis management. It is usually overseen by a sub-team of the CMT, called the **Crisis Communications Team (CCT)**.	A crisis communication team needs to be designed who manages the communication internally and externally	Team roles	A CM communication team is essential for efficient communication

The CCT is integrated within the CMT. It focuses on the communications aspect of crisis management and managing the flow of information within the CMT and to key stakeholder groups in times of a crisis.			
1. To gather and establish the facts of the incident, and share the information with CMT members, including: • What happened to whom, where, when, how and why • Scale and scope of impact • Next steps taken by affected country • Impact on and "advice" to potential visitors • Impact and measures taken for visitors already in the country • Analysis of overseas media coverage and travel advisories • Regular updates on new developments 2. To assess the situation and determine if the incident is a crisis for the country 3. If it is deemed a crisis by CMT, CCT will be activated. 4. CCT to implement the crisis communications plan 5. To monitor the media and advisories against travel to the country and the region.	To gain first control it is important to: Gather facts, assess disaster, activate crisis team, communicate, monitor media	<mark>Gaining Control</mark>	Gaining control is done by getting an overview of the situation, start communication and monitor further information

Pacific Asia Travel Association. (n.d.).

Decontextualization - Meaning Unit Breaking the text down into relevant passages	Recontextualization Retrieving relevant data for the research	Categorization What category belongs the retrieved data to?	Compilation Making sense of the retrieved data
• Establish what occurred and the sequence of events which caused the crisis. • Assess response to the crisis event and evaluate the effectiveness of the response process. • What did we learn? • What can we do better? • How well did we cater to the needs of victims and our clients who were affected by the crisis? • What changes are required for contingency plans? • How effective was our training and preparation and what is required to improve them? • Assess liaison with emergency services and government departments. • Was our media management effective? • How can we improve our media management and communications? • Do we need a different or amended crisis management system? • Was our tourism risk management process effective?	To evaluate, several questions have to be posted regarding the crises and the business response and possible points of improvement	Evaluation	Asking questions about the process enables organization learning

Organization of American States &, Caribbean Disaster and Emergency Response Agency. (2009).

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The members of the Emergency Committee should be appointed by management and headed by an Emergency Coordinator, who is usually the General Manager or Director of Operations. An Alternate Emergency Coordinator should also be designated in case the Emergency Coordinator is absent. The committee should also include a public relations person, an environmental person (if your facility has one) and at least one representative from each department (or area of a hotel or resort). The committee's membership can be expanded or reduced, depending on your own organizational structure. If your staff is small, you can assign different tasks to one person according to their normal responsibilities.	An emergency committee should be managed by a coordinator, the GM. An alternate coordinator needs to be assigned as well. Plus, a public relations manager, (an environmental person) and one representative of each department should be part of the committee. The task division is depending on the business size.	<mark style="background:red">Team roles</mark>	A CM team consists of a manager and a co-manager. Additionally, a public relations manager is a vital part of the team. Next to that, each department of the business should be represented in the CM team. The size and division of tasks depends on the business size.

Engagedly. (2018).

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That being said, there's no handy manual out there that can guide a leader through a crisis. This is because while there can be certain protocols in place that prevent a crisis from happening, each new crisis is unique in its own way, with its own problems	Leaders do not follow a guide within crisis situations since each crisis is different and has different problems and therefore is in need of a different management approach	<mark style="background:olive">Leadership style</mark>	Each crisis requires a different management since different problems are occurring. Therefore, there is no guideline on how to manage crises as a leader.

and quirks and will require a different approach from the one used before			
If a leader projects fear and unease, that unease transmits to everyone else, much like a contagious disease. This is why is absolutely necessary for leaders to look like they are masters of the situation. Employees need someone they can rely on, not someone they need to reassure. But confidence is not the only thing leaders need to display. Honesty is key as well. While the urge to state that 'everything is going to be fine' is going to be overwhelming, it is important for leaders to be realistic. They need to tread a fine balance when stating the magnitude of a situation.	A leader should not project fear on its employees within crises. They need to appear confident to project that feeling towards the employees. Plus, leaders need to be honest and realistic.	<mark>Leadership style</mark>	A leader, which wants to manage a crisis efficiently needs to be confident about the situation in order to be a role model for the rest. However, honesty is key, since an unrealistic way of thinking does not proceed in efficient working of the employees.
Leaders need to be able to make decisions on the fly, and in some cases, they might need to make the hard decisions, the ones they know are not going to win them any points. There is no time to dally or even ponder the pros and cons of a decision at a leisurely pace. Leaders who take action, who are decisive and who are open to adapting their decisions to suit the needs of a situation are going to have more success weathering a crisis than a leader who chooses to wait and wait and not take action.	Leaders need to be able to make quick decisions and be decisive.	<mark>Leadership style</mark>	To lead efficiently quick and correct decisions need to be made. Therefore, the needs of the situation need to be obvious to the leader to take quick action.

In an immediate crisis, a work environment can very quickly devolve chaos because of all the emotions running high, with stress and fear being at the forefront. It is imperative for a leader to take control and stop the panic from spreading. In fact, this is often the first thing a leader has to do when news of a crisis breaks. This might involve quickly delegating tasks or simply bringing a room to order.	A leader needs to control the situation in order to stop panic within the business. This often is the first step to do. This includes to delegate tasks.	Leadership style	As a leader the first control needs to be gained if a crisis occurred and the team needs to be informed but chaos and panic, which might occur needs to be stopped.
A crisis is not an excuse to throw caution to the wind, and risk it all (unless a worst-case scenario occurs and there is literally no other option). Instead, leaders have to be not only quick but also measured. This is a case of quickly evaluating all the facts at hand and then making a calculated decision about what would be the best course of action.	Leaders need to make calculated decisions, which suits the crisis the best without risking too much. However, measured decisions need to be made quickly.	Leadership style	To be efficient leaders need to evaluate options quickly but in an evaluated manner.
After all, how does one stay positive when everything that could possibly go wrong is happening? This is not to say that leaders have to be blindly optimistic even when the outcome seems to state otherwise. However, it is important to keep a game face on until the worst of the crisis has passed. This is because once insecurity finds a way, it very quickly morphs into crippling self-doubt. And this can prevent leaders from making the hard choices that they have to.	Staying positive is an important quality for a leader within crisis.	Leadership style	For an efficient leadership style, staying positive is important so that the leader and its team does not doubt the work and processes.

Management Training Institute. (2017).

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Communication This is perhaps the most important skill needed when dealing with crisis management. Managers need to be able to communicate clearly, concisely, and in a timely manner during times of crisis. They need to be able to remain calm and focus on relaying pertinent information as quickly as possible. Managers are much more likely to experience a better outcome when they have the ability to communicate effectively with their employees.	Communication is the most important skill of a leader within a crisis. This communication needs to be clear and concise. Leaders need to stay calm and communicate information quickly and clearly.		An efficient leader communicates with the team clearly and concisely while staying calm. The information is currently communicated within the team.
Adaptability We all love when things go exactly as planned but what happens when the unthinkable happens and our perfect plan turns into a disaster? Great managers know how to adapt to different situations in the event of a crisis. They understand how to approach problems from a different perspective, and they are willing to seek advice from other team members. They know that critical moments require the help of a diverse team	Leaders have to adapt to new situations and have to see the situations from various angles. To find a solution, the input of the team is important.		An efficient team leader values its employees and the input. While facing new situations, various perspectives can be considered to make the right decisions.
Self -Control When a crisis hits, there is no time for a manager who is frantic and disorganized. Without self-control, it is easy for a manager to fall into the grip of panic and be at the mercy of their feelings. A manager who can exhibit strong self-control even in the midst of crisis is much more capable of making rational	A manager has to be self-controlled in order to make rational decisions, without panicking.		The leader has its mindset under control and can still make rational decisions and communicate clearly to find the best solution.

decisions, communicating clearly, and working to effectively solve the problem.			
Relationship Management In times of crisis, it is essential for the manager to manage many relationships with many different people. They understand how to do this is a friendly yet assertive manner. They have the ability to inspire those around them, give clear directions, and foster teamwork amid a crisis. Rather than losing patience and barking orders at those around them, a manager who possesses strong relationship management skills knows how to move people in the right direction while maintaining self-control.	In CM relationships have to be managed by the leader. Patience and friendliness are qualities of a leader even if the situation is urgent.	<mark>Leadership style</mark>	Even in chaotic and new situations, the leader can manage relations with patience and can give clear instructions to stakeholders.
Creativity When crisis strikes it is time for managers to think outside the box and move to Plan B. A manager who is a creative thinker embraces this challenge and utilizes the unique talents of those around him to develop a quick solution. They are able to encourage different perspectives and can use their knowledge to devise a creative solution to the problem.	In crises, creative thinking is needed to come up with a creative solutions and new plans to solve the crises	<mark>Leadership style</mark>	An efficient leader needs to be able to think creatively so that new plans can be developed quickly. New ways of thinking are required as every crisis is different from the previous one

Business.com (2019).

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Employees are not only affected by crises, often times, they are also the people responsible for managing through crises or	Employees have to manage upcoming crises and react to those in different ways.	<mark>Internal Communication</mark>	Before a crisis occurs, every employee needs to be informed about the procedures of managing

picking up the pieces. One <u>study</u> reports that employees react to crises in a variety of ways from panicked and insecure to betrayed and frustrated. As a result, some employees lose motivation, others leave the organization, and many need more information. Before a crisis occurs, ensure that every employee is familiar with company policies and procedures.	Therefore, every employee needs to be familiar with the procedures.		crises so that the operations do not differ, and the company has a common vision and goal
Designate a team of senior executives and be sure to include public relations and legal experts. If you're a smaller organization, or otherwise do not have the expertise in-house, you may choose to work with an agency or independent consultant that specializes in crisis communications. Regardless of your structure, identify and/or appoint a crisis communications team.	Before the crisis, a communication team has to be designed, which is communicating with external stakeholders	<mark style="background:purple">External Communication</mark>	A trained communication team has to be assigned, which is dealing with external stakeholders (partners, clients, media)
While all employees should understand company policies and procedures, key leaders and communicators need to know exactly how to respond. One of the most effective ways to prepare for crises is by learning from others. You can do this by developing case studies based on recent events. Ask your crisis management team to play through "What if it was us?" scenarios. It's also important to train any potential spokespeople.	All employees, but especially the ones communicating externally, need to be trained in how to response to other stakeholders about the current situation	<mark style="background:purple">External Communication</mark>	Especially the external spoke persons need to be trained on how and what to respond to the outside (partners, clients)
Assess your channels of communication and determine how you can best leverage each channel during a crisis. This may be company or departmental meetings, intranet, emails or a combination of these.	In order to communicate most efficiently, communication channels have to be set (meetings, intranet, emails, combination)	<mark style="background:lime">Internal Communication</mark> <mark style="background:purple">External Communication</mark>	Efficient communication can be done through various tools. One has to be selected to make use of when communicating during a crisis (internally & with partners/clients)

After the crisis, assess the response of your internal team. Did your crisis communications plan work effectively? Did your external communications preserve your organization? Was the overall plan executed properly? After you analyze what worked and what didn't, brainstorm how you can improve the process.	After the crisis, the communication plan needs to be assessed in order to improve it	Evaluation	To steadily improve the communication processes (internally and externally) they have to be analyzed within the team to make it even better in the future

US Department of Health and Human Services. (2014).

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Build positive relationships with stakeholders before an event occurs. This will increase your reservoir of goodwill and help to improve the effectiveness of the response. A good reputation, a track record of effective response, and a history of responsible conduct will build a reservoir of goodwill for your organization. This will make your organization seem more credible and help ensure that your messages are received positively.	Before the crisis, build positive relationships with partners to make communication for effective. Having a good and responsible image will have the effect that the business is perceived as positive and credible	External communication	To communicate efficiently during a crisis, the focus on positive relationships must be enhanced before a crisis even occurs. In that way, the business can be perceived as a positive and credible partner to have a good working cooperation with
Stakeholders are persons, groups, or organizations that may be affected by the event, your organization, or both. They include the following: People directly affected by a crisis and their family members The medical community, including all who care for the sick and injured Communities and cultural groups that may occasionally be associated with a disease outbreak, sometimes unfairly	Stakeholders, which might be affected by a crisis can be the clients and their families, medical community in the destination, (….), and stakeholders of the supply chain	Stakeholders	Stakeholders to include into the CM processes might be the clients and their relatives as they need information of the situation and further processes. Plus, the medical community within the destination can be an important stakeholder just as other suppliers within the supply chain

Organizations, community groups, and supply chains			
Provide quick updates through microblogs, e-mails, and text alerts. Designate stakeholder liaisons. Hold telephone calls that include management or management representatives. Provide information releases on the background of the organization and the incident. Provide periodic updates relevant to stakeholder interests.	To communicate with external partners, a communication channels needs to be clear, which might be microblogs, emails or text alerts. When communicating, provide relevant, periodic updates	<mark>External communication</mark>	Channels to communicate must be clear and information must be provided in a constant manner and relevant for the stakeholder
The following are tips for developing partnerships: Design plans for building relationships before the crisis. Look for opportunities to interact with the partner organizations. Create a partner contact sheet with every available phone number (work, home, cell), e-mail address, and website address. Obtain permission to contact the people by any means necessary during an emergency. Draft a plan for partner communication during a crisis upon which all partners agree. This plan should outline methods such as using e-mail and text alerts, twice-daily faxes, and conference calls.	In order to have a good-working partnership, a clear plan on the relationship processes must be discusses. Opportunities on how to interact must be clear, as well as contact information must be present. Beforehand, a communication plan during crisis is to be designed which shows methods to communicate and the frequency of communication	<mark>External communication</mark>	To have good-working communication with partners during a crisis, some aspects have to be clear beforehand. Contact details and ways of communicating as well as the frequency of communication must be discussed in the preparation phase for crises.
Three Perspectives of Disaster Response Coordination **Bureaucratic** yCommand-and-control response to chaos in disasters	There are different perspectives of disaster response coordination between business partners: Bureaucratic → hierarchical structure, one has the control	<mark>Stakeholders</mark>	External communication can be done in various ways. Different views on cooperation can be considered from communicating on a hierarchical level to be a connected network

| y Top-down and centralized
y Rigid, universal, hierarchical structure

Structural

y Disaster response is a blend of elements of structure (domains and tasks) and agency (resources and activities)

y A range of different organizational forms created on continuum from formal organizing to collective behavior.

Networked

Networks of organizations are formed to respond to a particular disaster based on needs and situation. Two types:

1. Emergent multi-organizational networks

2. Joint information centers, or JICs

Network structures are flexible and fluid to determine the most successful strategies and organizations necessary. | over actions to be executed

Structural → disasters are responded by means of different forms depending on each business separately

Networked → businesses are working together as a network to respond to disasters (either as a multi-organizational network or as a joint center, where the companies are becoming one main central point of contact | | |

United Nations. (n.d.).

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Managers can play an essential role in minimizing harm and restoring calm but leading during a crisis may require a different approach than managing under normal conditions. And leading during a new crisis may require a different style than what worked in the last one. There may be very	Managers are responsible for reducing the impacts of occurring crises in a business. A crisis and each new crisis require a different approach of management depending on its type	<mark>Leadership style</mark>	Each crisis requires a different approach of managing it since every crisis is different. Preparing and being flexible is therefore highly important.

different conditions and demands related to the nature of the threat, the type and amount of harm caused, whether lives were lost, if the event is short-term or ongoing, and so on, so flexibility and preparedness are essential.	and extend of risk. Most important are therefore: Flexibility and preparedness		
Managers should be aware of the very clear core values established by the Organization to define the work ethics of staff at all levels. These values include Accountability; Transparency; Integrity; and Respect for Diversity. These values should be used as a baseline in your conduct and duty to the Organization.	While managing crises, the core values of a business should not be forgotten: Accountability, Transparency, Integrity and Respect for Diversity.	Leadership style	Core values of a business should be seen as a base for managing crises. Based on these values, further management processes can be predicated. (Accountability, Transparency, Integrity and Diversity).
It would appear that a flexible style – providing a democratic style when possible, a laissez-faire style with highly motivated staff, and a more autocratic style when there is little or no time to spare – may be most effective. When there is an emergency or crisis situation , a common mistake is to be either too hands-off or over-controlling. If you are too laissez-faire, staff will be looking to you for further guidance. If you are too autocratic, staff will feel bullied, and if you are too democratic, there may not be time to accomplish goals that are extremely timely. Be flexible and adjust your leadership style according to circumstances.	The most effective leadership style is a mixture of democratic, laissez-faire and autocratic. The leadership style must be adapted to the current crisis in a flexible manner.	Leadership style	Each crisis requires a different approach but overall, the most efficient leadership during crises is a mixture of the three most common (autocratic, democratic and laissez-faire) leaderships
Be aware of Authentic Leadership traits: The following describes a set of traits and abilities that are commonly mentioned when describing effective leaders: Effective leaders lead by example. They tend to be confident, hopeful, optimistic, resilient, transparent, moral, ethical, and future-oriented. They are aware of the circumstances and contexts of the	Effective leaders are: - Optimistic and confident - Aware of the situation - Empower the staff members - Engage a positive and engaging work environment - Motivate the team - Engender trust	Leadership style	An effective leader needs to consider several traits, which help the crisis process. Most important is to engage the team and create a positive and ambitious work environment. On the other hand, the overall situation needs to be aware of and communicated to the team

situation.
They give priority to developing staff to become leaders themselves.

They are self-confident, genuine, reliable, and trustworthy, and they have a primary focus on building followers' strengths, broadening their thinking, and creating a positive and engaging work environment.

Because people trust them, they are able to motivate others to high levels of performance. Rather than letting the expectations of other people guide them, they are prepared to act based on their own core beliefs.

They engender trust and develop genuine connections with others, and they are more concerned about serving others than they are about their own success or recognition.

Which combination of these traits will be most helpful for leading a team during a crisis will depend on the specific demands of the situation, so the ideal would be to strengthen all of them so you can draw on them as needed. While it is unlikely that you have mastered all of these traits, consider how you can work to develop them under normal conditions, so you are best prepared to lead well during a crisis.

Australian Government. (2020).

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*see figure	A crisis network within the tourism industry consists	<mark>Stakeholders</mark>	Most important stakeholders within the

|	of several stakeholder groups, which are part of the crisis management. Stakeholders are: Tour operators, State tourism organization, the visitors and their family, the media, the regional tourism organizations, the government, a CM group and a hotline dealing with disasters		tourism industry crisis network are the tour operators, the media, the state tourism organization and the regional tourism organizations
Effective communication is essential. In the days immediately following the onset of a crisis event it is important to communicate with: customers, staff, tourism industry partners, suppliers	Communicating with essential stakeholders within crises is important. These stakeholders can be customers, staff, partners and suppliers	<mark>Stakeholders</mark>	Essential stakeholders to communicate with are not only the customers affected, but staff, partners and suppliers to have a good working crisis management network
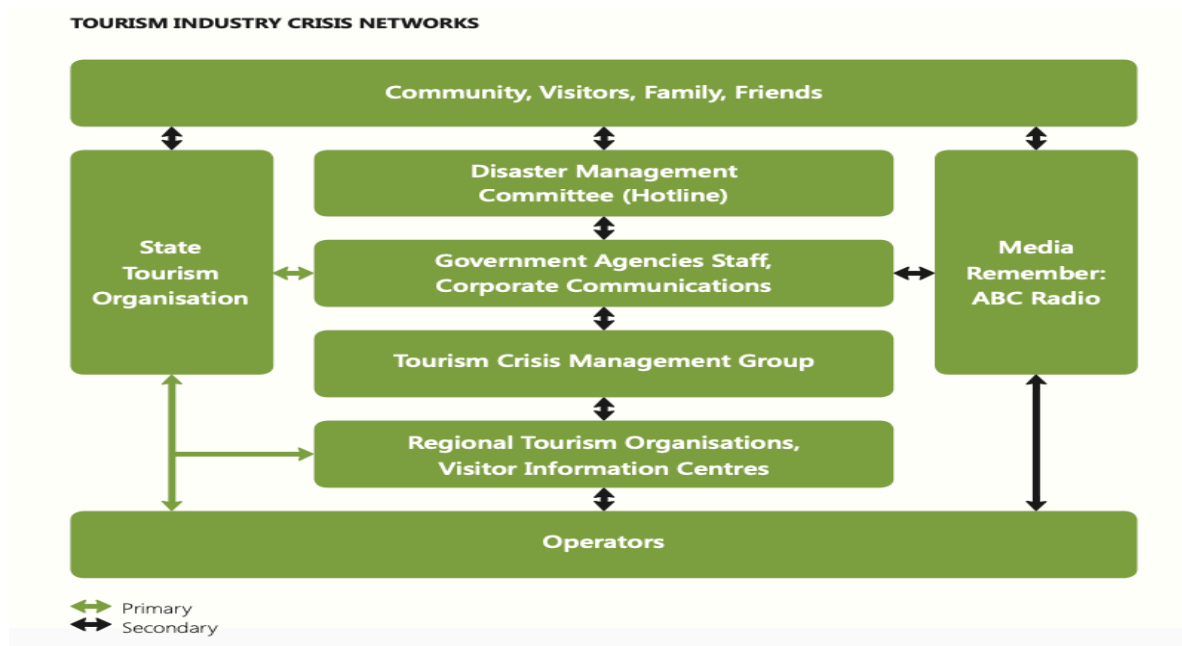
Figure: Tourism Industry Crisis Networks

WorldAware. (2016).

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When selecting a team member to lead the crisis response, the CMT leader should appoint the best-qualified person to address the event. Just as no two	A CM team consists of qualified employees. However, every CM team varies as every organization is different. Overall, a CM team	<mark>Team roles</mark>	A CM has to consist of a good-working and ambitious team, which is able to adapt to different situations.

| organizations are identical, neither are CMTs. Typically, Crisis Management Teams are comprised of high-level members of the organization from varying disciplines. Depending on the size and needs of your organization, the makeup of your team will vary. However, a mix of personal attributes and characteristics are essential to formulating an effective team. Personnel with position, an ability to quickly assess often unknowable situations, who can rapidly initiate actions to separate, protect, and reduce impacts are essential to the CMT. confidence among each other and work together toward common goals.

The core CMT typically consists of senior personnel from legal, operations, communications, and human resources. Other personnel should be identified and staffed on an as-needed basis. | consists of members out of every department, but the size depends on the size and needs of the business. Typically, members are from the legal, operations, communications and HR department.
Every member should be able to cope with unknown situations and act rapidly and as a team. | | Every department should be represented. Usual CM team are consisting of a legal, operations, communications and HR managers. |

Organizational Learning. (2014).

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Single-loop learning (illustrated in figure 1 below) is one kind of organizational learning process. In single-loop learning, people, organizations or groups modify their actions according to the difference between expected and reached outcomes. In other words, when something goes wrong or does not happen like we would like, most of us would consider how the situation could be fixed. Single-loop learning can also be described like to be situation in	Single-loop learning is an organizational learning process. The processes are adapted according to the gap of expected and reached outcomes. The actions and behaviors are adapted to the desired situation.	Evaluation	Single-loop learning is an organizational learning process, which evaluates past processes and compares them with the desired outcomes. If there is a gap, the processes are adapted accordingly

which we observe our present situation and face problems, errors, inconsistencies or impractical habits. After that we adapt our own behavior and actions to mitigate and improve the situation accordingly.			
There are few problems with single-loop learning. The biggest problem with it is that acting like that we only remove the symptoms, while root causes are still remaining. That is not a good thing because we will have new problems in the future. Instead of that we should examine and find out the root causes and also challenge our underlying beliefs and assumptions. By using only single-loop learning we end up making only small fixes and adjustments. The other problem with single-loop learning is that it assumes problems and their solutions to be close to each other in time and space. However, this is not true generally. In this kind of learning, individuals or groups are primarily observing their own actions and methods. This will lead to small changes in specific practices, behaviors or methods which are based on what has or has not been working before. In summary it can be said that single-loop learning is operative level and it answers to the question "Are we doing things right?"	When single-learning is applied, a few problems may occur as only the symptoms. are removed but not the root cause of the problems. That means that new issues will appear in the future if root assumptions and beliefs are not adapted. Plus, single-loop learning assumes that the problem and the solution are close to each other timewise. Overall, single loop learning asks for: Are we doing things right?	Evaluation	Single-loop learning asks if the team is doing things right. Processes are reviewed by comparing current and desired outcomes.
The previous post was all about single-loop learning. Now it is time to consider double-loop learning. As I have described	Double-loop learning asks for correcting the underlying causes being the problem, which was realized.	Evaluation	Double-loop learning enables organization learning as underlying issues and assumptions

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earlier, double-loop learning is a part of "a theory of action" designed by Chris Argyris. In single-loop learning characterized by the fact that we changed our action or behavior to fix or avoid mistakes. Whereas in double-loop learning we also correct or change the underlying causes behind the problematic action.

There could me many different underlying causes. Underlying causes may be, for example, organizational norms, policies, ways to work or individuals' motives, assumptions or even informal and ingrained practices which prevent inquiry on these causes.

In double-loop learning (illustrated in figure 2 below) we are forced to think about our actions in the framework of our operating assumptions. That is an important thing because we need to start thinking and analyzing our own processes. We should ask ourselves "what is going on here?" and "what are the patterns?". That information is needed if we want to understand the pattern. Double-loop learning will lead to deepen understanding of our assumptions and better decision-making in our everyday operations. We also need to notice that double-loop learning leads to organizational learning. That is very important because organizational learning is one of the most important factors nowadays. | Underlying causes can be norms policies, motives, ways of working, assumptions or informal practices.

Processes are analyzed by asking 'what is going on here?', which leads to a better understanding of the assumptions made within the business. This leads to organizational learning. | | are analyzed and not only the problem itself. |
| Basically, double-loop learning requires three skills: self-awareness | By double-loop learning three skills are needed:
- self-awareness to identify habits
- honesty | Evaluation | Double-loop learning requires a few competencies of the team to enable organizational learning. These are |

| Decontextualization - Meaning Unit Breaking the text down into relevant passages | to recognize mistakes
- responsibility for making a change | | essential to identify the underlying issues and to change them so that the problem, which occurred, can be solved. |

Patriot. (2020).

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Overhead costs are ongoing business expenses that support your business but do not generate revenue. Overhead expenses are indirect costs, meaning they are not related to specific business activities that generate money. You must pay overhead costs no matter what, even when business is slow. You will have some overhead costs to keep your business running.	Overhead costs are expenses, which do not generate revenue, but still have to be paid. These expenses always need to be paid.	Costs → overhead costs	Overhead costs are costs, which need to be paid and do not directly generate revenue.
Fixed overhead costs are the same amount every month. These overhead costs do not fluctuate with business activity. Fixed costs include rent and mortgage payments, some utilities, insurance, property taxes, depreciation of assets, annual salaries, and government fees.	Fixed overhead costs are costs, which stay the same every month. These could be rent, mortgages, utilities, insurances, taxes, depreciation, annual salaries.	Costs → fixed overheads	Fixed overhead costs do not change and stay the same every month, no matter if a crisis occur or not. These might be rent, utilities, depreciation, annual salaries
Variable overhead costs are affected by business activity. When you have increased business activity, these overhead costs will likely	Variable overhead costs change according to the business activity. Costs rise when the concerning business activity rises.	Costs → variable overheads	Variable overhead costs arise when the business activity becomes more, in this case: when a crisis occurs. These might

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increase, too. And, when you have decreased business activity, variable overhead expenses decrease and are sometimes eliminated. Variable overhead costs include shipping, legal expenses, materials, office supplies, equipment maintenance, advertising, and consulting services.	These costs might be shipping, legal expenses, materials, advertising, consulting		consist of advertisement, consulting, shipping or materials

Roselieb, F., & Dreher, M. (2008).

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Materielle Auswirkungen: - Stornierungen - Umbuchungen - Rückgang von Neubuchungen - Geringere Auslastungsraten - Sinkender Umsatz - Ggf. Verlust von Marktanteilen - Erbrachte Vorleistungen (..) weden unverwerbar - Zusätzliche Kosten für Umbuchungen/Rückhol aktionen - Schadenersatzzahlunge n, Entschädigungen - Beeinträchtigung des normalen Geschätsverlauf (…)	Crises have materialistic consequences, such as cancellations, rescheduling of dates, returning clients back home or compensations. This overall results in less revenue and more costs.	Costs → expenses in case of crisis	Crises cause the effect of less revenue and more costs caused by the crisis. Depending on the extend and type of crisis the tourism business has several costs coming up (e.g. compensations, changes within the bookings, relocations, returns)

Council of Australian Tour Operators. (2016).

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What we at CATO hope it will do, is to give you some guidance on how to most effectively prepare your business and your staff to be	Crisis Management guidelines prepare businesses to efficiently manage upcoming crisis	Benefits	Handling a crisis as efficient as possible results in an effective and structured management of the situation. Plus, if

conscious of risk and to sensitively communicate this to your clients. It will also hopefully help you manage those situations when your clients really need your assistance during a difficult situation whether that arises from external or internal causes.	and how to assist clients during crisis.		clients are communicated with in the correct way, they feel safer.
Your business reputation is largely contingent on your ability to shield your client from danger into some extent from their own naivety. Remember, that one of the main reasons clients choose to travel with you, rather than travel independently because irrespective of whether they are a passive sightseer or an active adventurer they rely on you to shield them from risk.	The businesses image is depending on the ability to protect clients from dangerous situations, since tourists are choosing for a tour operator to have someone to rely on.	Benefits	Acting responsible helps to protect the image of a tour operator of being a responsible business. This helps to make affected clients stay and not choose for another company the next time.