



Global Forum on Tourism Statistics,
Knowledge, and Policies

Building Tourism Resilience A Living Manual

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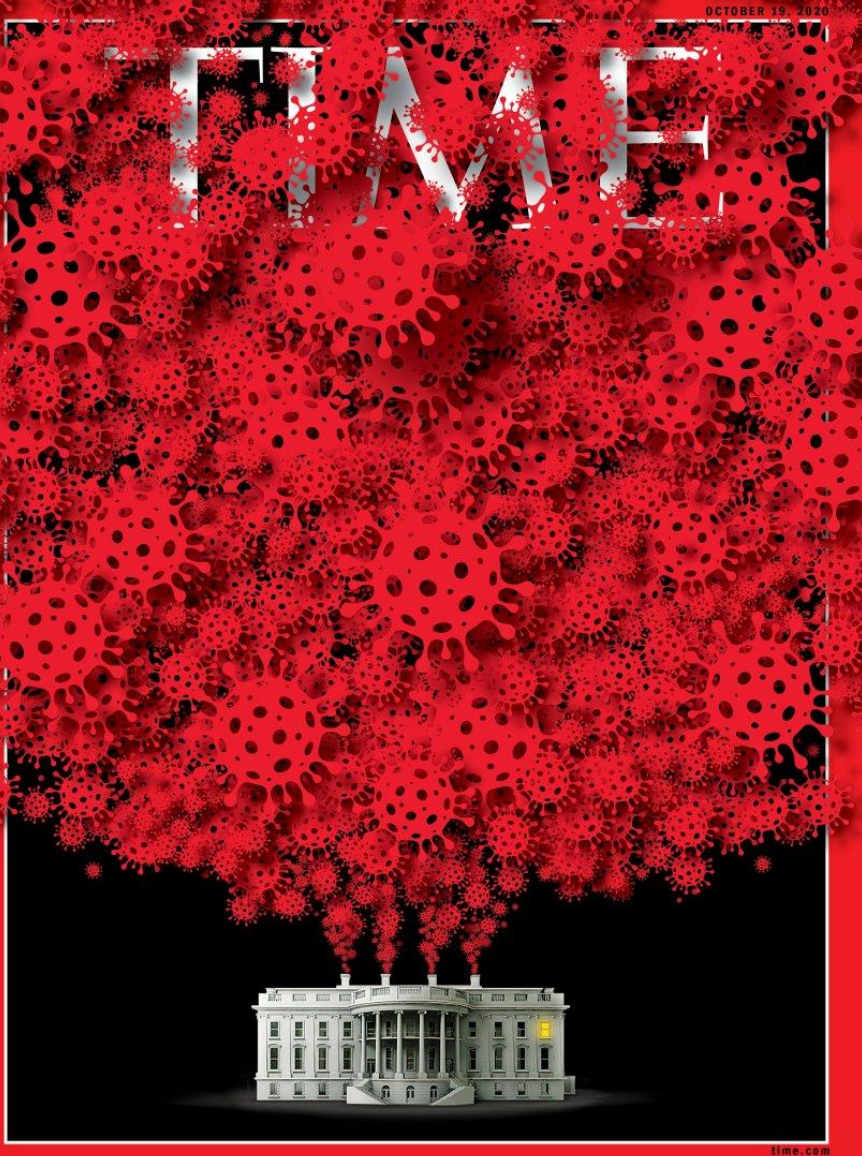
危机

wei ji

[danger] [opportunity]

A word cloud centered around the word "crisis". The word "crisis" is the largest and most prominent, rendered in a dark purple color. Surrounding it are various other words in different sizes and colors, including orange, green, and brown. The words are arranged in a way that they appear to be floating around the central word, with some overlapping. The overall composition is a dense cluster of terms related to crisis management and communication.

proactive
crisis
credibility
transparent
communications
reputation
spokesperson
plan
image
messaging
audience
process
reactive



- Collaboration
- One voice

The Living Manual + Risk Register

- Consciously named a “*Living Manual*” to underscore importance of the document being a living set of guidelines and procedures. A manual that is “lived and breathed” not sitting on a shelf – becomes a way of life

- Constantly evolving and includes :
 - ❖ Retention of institutional memory
 - ❖ New learning updates
 - ❖ Adopts changes in technology
 - ❖ Consumer behaviour priorities
 - ❖ New best practices
 - ❖ Tangible example of organisation’s concern for employee and guest welfare, safety and security

Does your organisation have a Risk Register?

THE WAR FOR TALENT

- Contagion uncertainty > job security
- Double edge sword > government subsidies dis-incentivising return to work
- Policing new COVID regulations
- Vaccination requirements + safety at work
- Salary scales
- Talent Brain Drain :
 - Moving to other industry sectors
 - ❖ Technology, supply chain logistics
 - ❖ Real estate / insurance sales
- Global mobility of talent reduced
- Building long term hospitality careers
- “Slasher” phenomenon and job sharing