



Global Forum on Tourism Statistics,
Knowledge, and Policies

Building Tourism Resilience

A Living Manual

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危机

wei ji

[danger] [opportunity]

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



- 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?

Talent Retention & Recruitment



- 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