



FUTOUR

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## Online Course: Frameworks for Future Tourism

2021-2-DE02-KA220-VET-000048785



# Teach how to deal with a digital crisis

Unit 10

# Framework and the Scope of the Unit



Unit 10 will equip teachers with instruments to transform a hypothetical digital crisis into a strategic advance.

Unit's proposed content are:

- **How to strengthen digital reputations**, by suggesting you some ways to improve online reputation management.
- **How to manage negative reviews**, by giving you the steps to handle them and minimize the damage.
- **How to rebrand a specific activity**, by focusing on the importance of Branding and by giving you specific strategies.

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I.

# Digital Crisis Management

# What is Crisis Management?

- *Crisis management is a process composed of many parts, concerned with the application of strategies designed to help an organization deal with a sudden and significant negative event.* <sup>[1]</sup>
- *The crisis literature does not provide a unique definition of crisis. However, six key features of crisis can be identified: they are rare, significant, high impact, ambiguous, urgent and involve high stakes. They involve a period of discontinuity, and require strong decision-making skills, as online communication is hard to manage effectively, once information about the crisis itself goes public.* <sup>[2]</sup>



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2.

Tools to transform a hypothetical  
Digital Crisis into a Strategic Advance

# Stages of crisis management <sup>[6]</sup>

## PRE-CRISIS

Develop and practice ways to respond to various crisis scenarios

Identify risks and plan for ways to minimize those risks

Establish monitoring or early warning systems

Develop crisis response plan

Identify someone to act as a crisis manager

## CRISIS RESPONSE

Execute the organization's crisis response plan

Convene crisis management team

Crisis manager communicates with employees and the public



## POST-CRISIS

Review, adjust and update response plan for the future

Crisis manager continues to meet with crisis management team

Revisit crisis response plan to evaluate and revise if needed



# PRE – CRISIS : Risk assessment & strategic planning



- Use **SWOT (strengths, weaknesses, opportunities, and threats) analysis**, a key instrument for **strategic management and risk assessment** <sup>[3]</sup>
- SWOT analyses aim at facilitating a realistic, fact-based, data-driven perspective on the strengths and weaknesses of any given context. **To make full use of this tool, organizations need to keep focusing on real-life contexts.**
- Companies should use it as a guiding tool, rather than as a prescription.

# PRE – CRISIS : Risk assessment & strategic planning



- **Involve as many stakeholders as possible. The formation of a crisis management team** that includes members with diverse skills can help organizations respond quickly and decisively and to engage more frequently in proactive and/or accommodating crisis management. <sup>[4]</sup>
- Corporate crisis response teams often include representatives from the organization's legal, human resources (HR), finance and operations staff. **It is also customary to identify someone to act as a crisis manager.**

# What is a SWOT Analysis?



- A SWOT analysis is a strategic planning technique that can help you assess almost any aspect of your business<sup>[5]</sup>
- In short, a SWOT analysis requires you to list (and analyze) the following:
  - What's working for your business internally right now (strengths)
  - What's not working (weaknesses)
  - The external factors your business could capitalize on (opportunities)
  - The external factors that could harm your business (threats)

# How to Do a SWOT Analysis

Internal

## Strengths

- What do we do well?
- What have our customers or partners told us they like about us?
- In what areas do we outpace our competitors?
- What's unique about our business, products, or services?
- What assets do we own (Intellectual property, proprietary technology, capitol)?

## Weaknesses

- What can we improve?
- What are our customers or partners dissatisfied with?
- Where do we fall behind our competitors?
- Where are we lacking in knowledge or resources?

External

## Opportunities

- What emerging trends can we take advantage of?
- Which of our strengths might be valuable to potential partners?
- What adjacent markets might we tap into?
- Are there geographic locations with less competition?

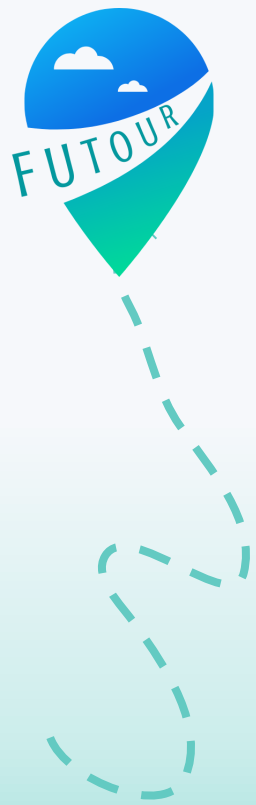
## Threats

- What is our competition doing?
- How could our weaknesses leave us vulnerable?
- What market trends are we unprepared for?
- What economic or political issues could impact our business?

Positive

Negative

# CRISIS RESPONSE : Execute the organization's crisis response plan



It is important that the Crisis Manager:

- Directs the organization's response according to its established crisis management plan;
- Is usually the person who is tasked with communicating to the public;
- Should make a public statement as quickly as possible.

!! Media will inevitably seek out employees for comments once the crisis goes public: it is key for organizations to define ahead who is and who is not authorized to speak to the media during crises !!

# POST-CRISIS : Review, adjust and update response plan for the future



- the Crisis Manager should **continue to meet with members of the crisis management team;**
- **evaluate the progression of the recovery efforts;**
- the Crisis Manager will need to provide the latest information to key stakeholders in order to keep them informed of the current situation;

!! In the aftermath, it is also important for the crisis management team to **review the organization's crisis management plan** with the goal of evaluating how well the plan worked and what aspects of it need to be revised based on what was learned during its implementation.





3.

# The Importance of Crisis Management for the Tourism Industry

# How to face a Crisis Management for the Tourism Industry



- **Follow the three Stages of Crisis Management** (slide 8) <sup>[6]</sup>;
- **A detailed communication strategy** is of great importance, because the media plays an important role in crisis management;
- **An integrated stakeholder approach** with reference to the diverse tourism sector with many influential actors;
- **The involvement of the public and private sector** and full cooperation are essential for a complete recovery;
- **Good PR management** is essential for the successful collaboration with the media;
- **The support of federations and associations is recommended**, who are specifically aimed at taking control of managing the crisis.



# The importance of the DESTINATION IMAGE



The DESTINATION IMAGE<sup>[7]</sup>:

- **Influences the decision to visit** a specific tourism destination;
- **Varies, as individuals have different images of a same destination**, depending on their previous knowledge of the place and culture;
- **News and media are an important information source influencing the destination image**, since they inform the public about present political, economic and social events: **unfavorable perception of the destination may be distributed all over the world through numerous media channels**;
- **The distance between the location**, where the product is purchased, **and the destination makes it difficult for potential tourists to assess the quality of the destination** in advance.

# The importance of the DESTINATION IMAGE – Examples

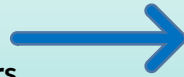


This destination image is **not working** because:

- There is no **focal point**;
- There are **no subjects informing** the public on the destination;
- The image is **unclear**;
- There is **nothing representing the destination**.

The destination image **is working** because:

- There is a **focal point**;
- It is **telling something about the destination**;
- It gives an opportunity to **see what the destination offers** (mountains, hills, balloons, villages);
- It is easier to **imagine what you can find** there, even if it is not in the picture



# Conclusions

- The tourism sector like no other relies on the **promotion of favorable images**, since the tourism product is intangible
- However, the equal integration of all stakeholders is mostly difficult, because the government **controls** all business activities through policies and regulations and therefore plays a more important role than other market participants
- Private institutions can support the effective, conjoint management of a crisis through several activities, they should focus on cooperating with **private institutions** that are not dependent on governmental support



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4.

Communication

# How to strengthen digital reputation.

**Your brand's online reputation is constantly evolving and re-defined by every social media comment, review, and blog post. When someone discovers your business, they make judgments and buying decisions based on the content available online. You need to proactively manage and improve on all the feedback you receive from the internet.**

**WE HAVE 5 TIPS TO HELP YOU!**



# TIP ONE

## Monitor your online reputation and presence:

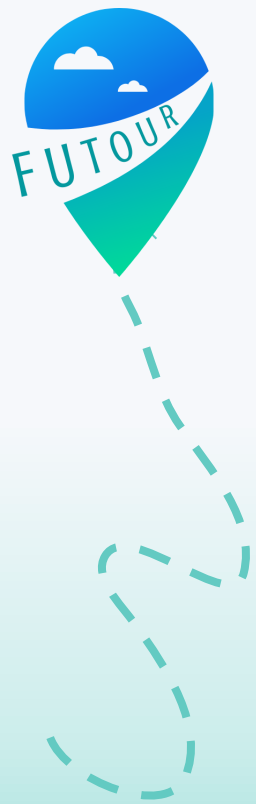
- **Do not forget about blogs!** Being online is not only caring about the website. You also have forums, blogs, news sites, and all social media to worry about: you need to be tracking all those conversations to have a clear grasp of your online rep.
- **A good media monitoring tool** lets you track the whole lot from a single dashboard, so you don't have to go looking on each platform. There is plenty of good options, such as **NapoleonCat** or **Brandwatch**.



# TIP TWO

## Have an online review strategy

- You can start by actively asking for a review after a transaction or after a customer has used your service for a while: most of the time, satisfied customers will agree to leave you a nice message if you ask nicely and explain how much it would mean to you.
- It is helpful to create official profiles for your business. These will be used by the person responsible when responding to reviews, monitoring online review sites, etc.



# TIP THREE

## Work with Micro-influencer

- **Micro-influencers promote products that align with their interests or expertise (and/or those of their followers) –** think of a food blogger promoting a restaurant or a travel writer sharing their favorite accommodation in a destination.
- **In the world of micro-influencers, authenticity is important:** when a celebrity shares a product, followers probably view the post as an advertisement. But when a micro-influencer shares, followers ideally view the post as a real endorsement and are more likely to ask questions or send the post to friends.





# TIP FOUR

## Be consistent and deliver on your promises

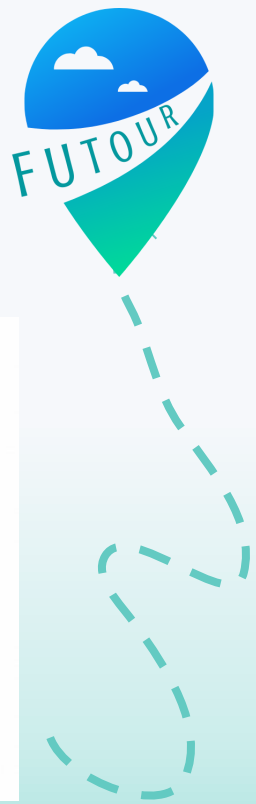
- **Following through and making the changes you've committed to are key to maintaining your online reputation.** Since everything is said online and public, anyone interested can follow the story and know if it ends badly.
- **If your customer support is never available or treat unhappy customers disrespectfully,** no influencers or marketing speak can help save your online reputation.
- **Rather, if you take customer feedback as an opportunity to make real changes in your business, and actually improve your organization,** customers will notice, and come back for more.



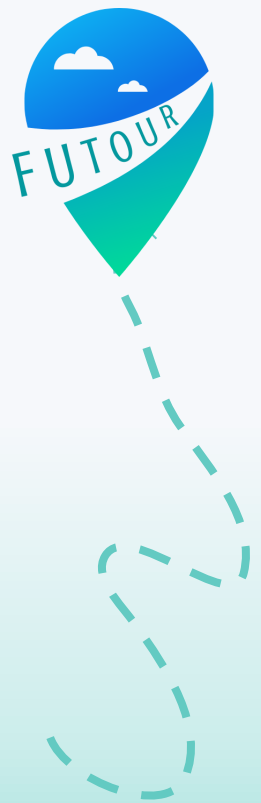
# TIP FIVE

## Track your competitors' online reputation and strategies:

- The best benefit of monitoring competitors is that you can avoid a lot of mistakes. **Either you see something they're doing right and can implement it before you miss out anymore, or you can learn from someone else's mistakes.**
- If your competitor is marketing online, **you can probably find it and analyze their online reputation management.**
- **There are tons of different things to look at:** their websites, social media profiles, paid ad campaigns, email marketing sends, PR coverage...every channel and area is an opportunity for you to learn and improve your online reputation management strategy.



# How to handle negative reviews!<sup>[8]</sup>



**Bad online reviews** can cause a **loss of potential customers, negatively impacting your business.** It is important to follow these steps:

- **Respond to Customer Reviews:** the hotels that respond to customer reviews receive 12 percent more reviews and it is a great way to learn from your customers and build goodwill among your most vocal customers;
- **Be Nice and Avoid Getting Personal:** it's important to reflect deeply before you reply to a negative review. If a reviewer believes you're being rude or condescending, he/she may also take it personal and get angry, and you will end up having made the situation even worse;

# How to handle negative reviews!<sup>[8]</sup>



- **Thank Your Reviewers and Customize Responses:** apologize to the customer and thank them for taking the time to highlight issues with your business and customizing responses will show that your business genuinely appreciates customer feedback.
- **Take the Time to Upload an Image with a Review Response:** if you're responding to a bad review, make a video response message or send relevant photos with your response. It will show that you're taking the complaint seriously and are responding in a diligent way;
- **Show You've Taken the Necessary Action:** customers' feedback is an essential part of improving business performance. If you've received a negative online review, showing that you've taken the steps to resolve the issue could help turn a negative review into a positive one.

# An Example:

## Customer




"I spent four days in this accommodation on the Alpes, the place was wonderful, nature and a lot of trips with the family. Just a problem: our room was cold because there were problems with heating. We slept with three blankets each and the problem wasn't solved until we left. We hope you will have a better experience!"

## Host

"Dear [NAME OF REVIEWER], **thanks for sharing your feedback.** We're sorry your experience didn't match your expectations. It was an uncommon instance, and **we'll do better in the future.** **Please feel free to reach out to** [INSERT CONTACT INFORMATION] **with any further comments, concerns, or suggestions you wish to share.** We would love to make things right if you give us another chance."



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5.

Rebranding

# Reasons to rebrand a specific activity

Here are four of the most common reasons why businesses re-brand:

- **Refreshing a tired brand.** The marketplace is continually evolving. After a few years of neglect, a brand can lose its relevancy, look and sound outdated, and become a drag on a firm's success.
- **Addressing a merger or acquisition.** A merger or major acquisition can create a major shift in target audience or business strategy, which may even require a new name.
- **Overcoming a public relations crisis.** Rebranding can be an effective way to change negative public perceptions and begin the process of rebuilding a firm's reputation.
- **Repositioning the firm.** Most professional services firms lack strong differentiators or a compelling reason for buyers to choose them over competitors. Rebranding can uncover your differentiators and tell a powerful story.

**Firms need to connect at an emotional level with their audiences.**

**A strong brand gives potential customers a reason to notice you.**

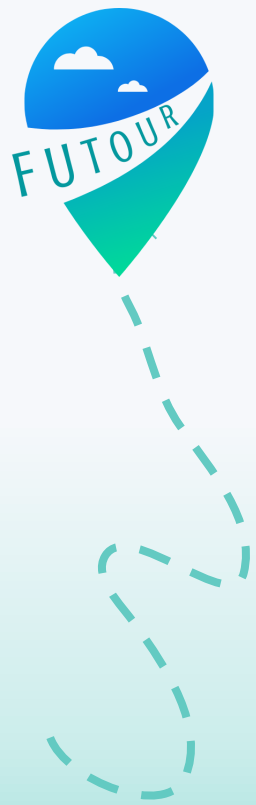


# Steps to rebrand

## 1. START WITH THE BUSINESS REASON

The reasons to rebrand could be:

- You need to compete at a higher level or in a new market.
- Your brand no longer reflects who you are.
- Your firm is spun off from an existing brand.
- You have a legal reason compelling you to change.
- You need to simplify and focus your message.
- You have a new marketing team.
- You are launching a new service line.



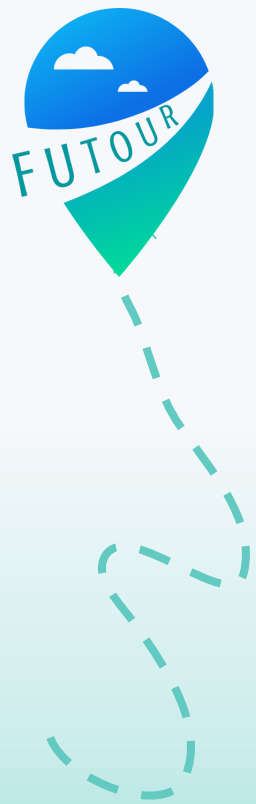


# Steps to rebrand

## 2. RESEARCH YOUR FIRM AND YOUR TARGET CLIENTS

- Conduct independent research on your firm and your clients.
- Have an objective understanding of your current brand perception and competencies.

**!!** Without this research, you will be operating from an internal perspective only **!!**



# Steps to rebrand:

## 3. USE POSITIONING AND MESSAGING TO CAPTURE YOUR BRAND STRATEGY

- Your market positioning is a brief description of where you fit into the market space. Are you an innovative leader or a low-cost provider?
- Market Positioning needs to balance who you are as a firm and who you want to become.
- Your messaging architecture articulates your messages to each of your main audiences. These messages must be consistent with your overall brand and supportable.



# Steps to rebrand:

## 4. BUILD YOUR BRAND IDENTITY

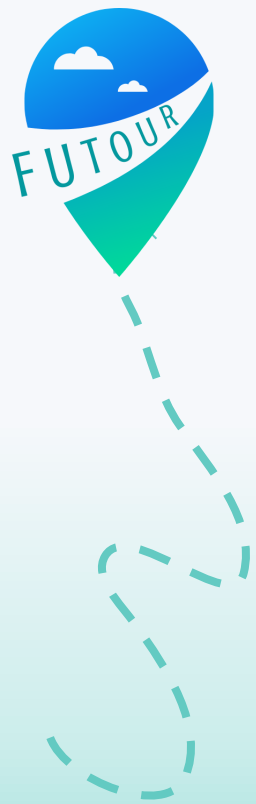
- This is the part of the rebranding strategy where you develop the visual elements that will communicate your brand: firm name (if needed), logo, tagline, colors, business card design.
- !! Many people confuse these elements with your brand. Your brand is your reputation and your visibility, not your firm's name or its logo. Your brand identity is a sort of visual shorthand for your brand.



# Steps to rebrand:

## 5. BUILD YOUR WEBSITE AND ONLINE PRESENCE

- The website is the first place a prospective client or employee will turn to learn more about your firm.
- A website is built on the framework of your messaging architecture. Together with your remaining online presence (think social media, for example), it is the full expression of your positioning.



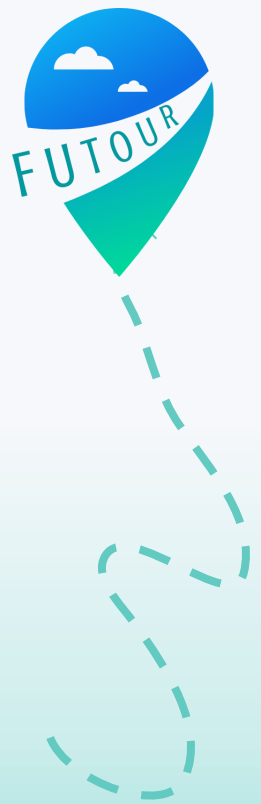
# Steps to rebrand:

## 6. MARKETING COLLATERAL

- Developing of all the marketing materials that you need to communicate your brand and services messages: pitch decks, proposal templates, brochures, one-sheet fliers and trade show booths.

## 7. BRAND BUILDING PLAN

- Develop a plan to promote and strengthen your new brand.
- Start with a sound rebranding strategy.
- Find an experienced partner.
- Give rebranding the attention it deserves, and the rewards will follow.





# Activities for the Learners

Which images are good for a tourist destination? Why?



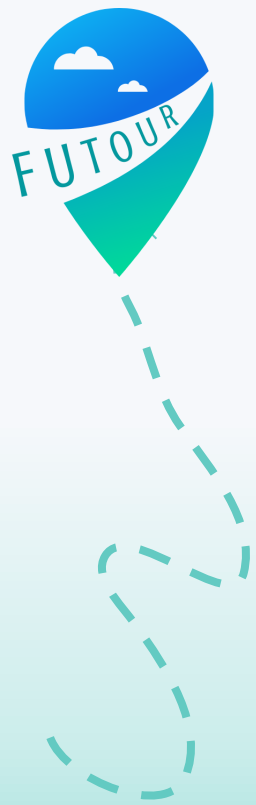
Your restaurant has a bad review. How are you going to handle the situation?

**Host**

????

**Customer**

*"This restaurant use to be great. I'm not sure if they switched owners but it has gone down hill from food to service. The last two times the chicken was cold, and the desserts weren't home made."*





For a tourist destination or organisation which social media is good to promote it?

*Give your answer and explain. You can name more than one social media.*

Do you think that working without social media could be possible now?

*Give your answer and explain.*



Rebranding Exercise: Imagine to rebrand your tourist organization, work in team and follow these three branding tips to help you.



### 1. Who Are We?

- Create a list of adjectives that describe your brand.
- Start with what your employees think your brand represents.
- Review that list and determine if any key adjectives were missed.
- Make sure everyone involved has a copy of the completed list so they can reference it as needed.

### 2. This Not That

- Create a list that includes adjectives that don't resonate with your brand positioning or company culture.
- Identify more relevant words to replace these adjectives. Here are a few examples to get you started:
  - Our brand is straightforward but not monotone.
  - Our branding strives to be honest but not informal.
  - Our brand prioritizes affordability but not poor quality.

### 3. Build a Brand Persona

- If your team has trouble identifying your brand's attributes, viewing your brand as a person can help. This exercise builds a brand persona by developing an imaginary character with the demographics and psychographics that represent your business.
- Ask questions, such as: What type of colors would this person like? Would this person use complex or simple language? If this person was a fictional character, who would they be? How would this person respond to certain challenges? How do others — like your customers — describe this person?

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# THANKS!

Do you have any questions?



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