



## The PATA Nepal Tourism Rapid Recovery Task Force



### Report & Recommendations



## PACIFIC ASIA TRAVEL ASSOCIATION

Over more than 60 years, the Pacific Asia Travel Association (PATA) 'has amassed an impressive record of devoted leadership, outstanding volunteerism and notable achievements.'

- **Gee & Lurie, The Story of the Pacific Asia Travel Association, 1993**

In the early 1970s the first PATA Task Force focused attention on Chiang Mai, Thailand. For more than 40 years, PATA Task Forces have assisted destinations throughout the Pacific Asia region with its outstanding natural environments and rich cultural traditions. The PATA Nepal Tourism Rapid Recovery Task Force is yet another contribution by a group of volunteer tourism professionals to achieve a core aim of PATA – the responsible development of travel and tourism to, from and with the Asia Pacific region.

Today, PATA provides aligned advocacy, insightful research and innovative events to its member organizations, comprising 87 government, state and city tourism bodies, 25 international airlines, airports and cruise lines, 61 educational institutions, and hundreds of travel industry companies in Asia Pacific and beyond. Thousands of travel professionals belong to the 43 local PATA chapters worldwide, who organize travel industry training and business development events at grassroots level.

PATA's Head Office has been in Bangkok since 1998. The Association also has official offices or representation in:

- Sydney, Australia for the Pacific
- Beijing, China for Greater China
- London, United Kingdom for Europe, the Middle East and Africa.

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This PATA Task Force Report has been prepared in good faith and in a spirit of volunteerism by the Task Force members. Neither PATA nor the individual members of the Task Force accept any responsibility for any commercial or other actions taken as a result of the information or comment expressed within this report.

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## **Dedication**

PATA would like to dedicate this report to

- those who lost their lives as a consequence of the  
April 25 earthquake, and its aftershocks,
- the victim's families and friends,
- those injured, both short -term and forever,
- those who survived but lost everything else,
  
- Hospitality, Tour Operators and  
all other tourism services suppliers
- To all Governmental tourism Entities and Industry Associations
- To all employees in these industries, suffering economic hardship  
because of lack of tourists presently visiting Nepal

**And last, but by no means least,  
to the people of Nepal,  
their indomitable spirit will prevail**

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## Executive Review

After the devastating earthquake on April 25, the PATA Nepal Chapter consulted PATA International and the following action steps were suggested on May 8, 2015.

1. Formation of tourism recovery team
2. Appointing the chief communications officer
3. Monitoring the information on Nepal
4. Collecting the information of the damages and operation of tourism sector
5. Regularly disseminating the status quo of the tourism sector to the major source markets
6. Initiate a brainstorm workshop with all Tourism Stakeholders
7. Form a volunteer PATA Nepal Taskforce, using a similar structure as for the Bali Taskforce
8. Discuss & prepare prime messages to start recovery communication
9. Launch a social media account designated for the communication on tourism in Nepal
10. Prepare a fund for tourism recovery marketing activities
11. Developing a comprehensive tourism recovery marketing plan
12. Seeking for cooperation with travel industry in the source markets
13. Establishing a scheme to finance affected tourism-related entities, especially SMEs for their rapid recovery
14. Turning a crisis into an opportunity

Whereas some of the steps are still under consideration and/or pending, PATA International already took action on steps 6, 7, 8 and 9.

Based on the results of a brainstorm on May 22 and a meeting with tourism stakeholders on May 24, the task force was made up of senior executives from a number of relevant industries and led by the Vice-Chairman of PATA, full details of the make-up of the team and their individual biographies may be found in Appendix E.

During the last 2 weeks the members of this task force engaged in numerous Skype meetings and long e-mail exchanges. Discussions and dialogues with a wide cross-section of tourism industry representatives from London to Toronto and from Sydney to Kathmandu took place and thus a coordinated assessment of how the Nepal Tourism Industries could best be stimulated in the short-term period of June - September 2015 is now formulated. with a **total of 78 recommendations** !

In PATA's operation and communication crisis management procedures ( according to the 4-R system ) the anatomy of a crisis has four phases :

- I. The Reduction stage : detecting early warning signals
- II. The Readiness stage: preparing plans and running exercises
- III. The Response stage: executing operational and communication plans
- IV. The Recovery stage: returning the organization to normal after a crisis

The Recovery stage actions phases are

- I. Recovery;
- II. Rehabilitation;
- III. Normalisation; and
- IV. Expansion;

The following PATA Nepal Rapid Recovery Task Force recommendations are " only " aligned with the first phases of: Recovery - now until September 2015

It is clear, also from input through other taskforce members, that the Tourism Industry is full of ideas and that various initiatives will come to bear fruit. However, due to the obvious urgency of this matter, a dictatorial approach is needed for this phase in the form of a Destination Maker !

This Destination Maker must seize control of the destination strategy, and balance the traditionally conflicting interests of all parties involved. Destination creation involves getting private and public sector stakeholders into the same box, which is difficult enough.

In the case of Nepal, the Destination Maker must be one person that has a coordinating role, bringing these potentially fragmentary processes together, have all Nepali stakeholders agree on one campaign / recovery brand-name and is charged by the Minister of Tourism with the implementation of this plan.

Nothing is as important for a country, a destination, an industry and especially for all the citizens that are depending on the potential tourists, that the end-user is able to come back when they want, neglecting travel advisories and the " better safe than sorry " attitude of many wholesalers !

As time is of the essence in the recovery phase, only limited and highly selective input from the industry is required, however in the following phase this Destination Maker will need to turn from being a "dictatorial" leader into a consultative, consensus-building principal.

In the coming 3 months, the main opportunity will be to capitalize on the fact that all stakeholders realize and understand that teamwork is essential and that through non-competitive matters such as Destination Marketing, Crisis Management, etc. all can jointly work in the same direction.

Too many cooks spoil the broth and too many tourism associations create confusion, they all must realize that they can do nothing without the co-operation, and indeed partnership, of both the private and public sectors in our industry.

All government and public agencies play a vital role in spreading the benefits of travel and tourism, right down to the grassroots of society.

The active involvement of respective state agencies in creating a positive impression for visitors in areas such as safety, security, comfort and affordability determines the likelihood of repeat visits.

## **Main findings and recommendations of the task force.**

The prioritized recommendations listed below from each of the 8 team represents the aggregate recommendations, many more are contained within each of these separate categories, in total 78 recommendations

### **Team 1: Recommendations related to B2B - International Recovery Sales**

- Tourist authority to work with tour operators to persuade / organize FAM trips for identified celebrities, linked to specific markets of wow, wild and wellness. Local TV team to be assigned to report on the trips
- Fly around in Europe with a small delegation of selected stakeholders, and under the leadership the NTB, will present educational workshops about the real status in all major source markets.
- Twin-Destination Strategy, expansion of trips to include Nepal as well as India, China and/or Bhutan

### **Team 2 : Recommendations related to B2B - Asia Recovery Sales**

- The Best Way to Help Nepal is to Visit Nepal - link all Asian tourism suppliers and Nepal industry through #imwithnepal
- Let the Tourists Tell the Story - Tourist's Testimonial
- Obtain support from all Nepali Embassies and develop an easy-to-use guideline on how Ambassadors and Attaches could support the tourism recovery by contacting outbound travel associations

### **Team 3 : Recommendations related to B2B - Nepal Tourism Accessibility**

- Operation Extreme Makeover at Tribhuvan International Airport
- Airport Ambassadors, welcoming all passengers
- Waive visas for selected tourism generating countries

### **Team 4 : Recommendations related to Media - Recovery MarCom Social Media**

- Make the recovery the story
- Local and International Bloggers to write / shoot / film stories on the ground and then share collectively in coordinated social media blitz
- Enable international bloggers to contact on the ground people for interviews etc to expedite story process

### **Team 5 : Recommendations related to Media - Recovery MarCom Traditional Media**

- Release Information on Nepal Attractions Audit
- Develop and distribute NTB newsletters to all traditional press resources :  
" On the road to recovery "
- Develop a series of positive articles about Nepal to distribute to Lifestyle editors of newspapers and magazines

### **Team 6 : Recommendations related to B2C - Promotion Social Media**

- Digital Resource Development- to update and improve the centralized destination website to make it socially integrated and introduce a system for conversion of business
- Establish a strategy for digital campaigns and community management
- Appoint Digital Ambassadors

### **Team 7 : Recommendations related to B2C - Redefine Brand Nepal**

- Soft launch Nepal's 'recovery' brand and tagline ('Nepal. Back, on Top of the World') to re-position the country from one focused on relief and disaster assistance to one focused on the future.
- Host an official launch event to unveil the recovery strategy and plan
- Redefining Nepal's imagery

### **Team 8 : Recommendations related to B2C - Promotion Traditional**

- Organize a briefing of Nepal tourism industry leadership with Ambassadors and senior diplomats of countries which are key tourism source markets to Nepal to address contents of travel advisories establish measures required to most effectively inform diplomatic legations.
- Media / Industry briefings of hosting source market countries
- Participation at travel expos

For information about the taskforce set up, please see the following 4 inserts as the next pages :

1. Sorted brainstorm results
2. Project team structure
3. Project timeline
4. IVA chart of airport arrivals 2014

## 1. Recommendations related to B2B - International Recovery Sales

Members and supporters(s) of team 1 suggest :

- Tourist authority to work with tour operators to persuade / organize FAM trips for identified celebrities, linked to specific markets of wow, wild and wellness. Local TV team to be assigned to report on the trips
- Fly around in Europe with a small delegation of selected stakeholders, and under the leadership the NTB, will present educational workshops about the real status in all major source markets.
- Twin-Destination Strategy, expansion of trips to include Nepal as well as India, China and/or Bhutan
- Be part of our recovery - 'be part of our community'
- Be part of our recovery - 'be part of our family'
- Advocate geographical updates of Travel Advisories
- Demonstrating that Nepal has more to offer tourists than just Kathmandu, trekking and events
- Retrieving and preventing booking cancellations from all European agents and DIY tourists

**For S.M.A.R.T. details, please see the chart on the next page(s)**

The team also comments :

The first 4 points for the International markets are more informational strategies

### 1. Address the Travel Advisories in main source markets

Nepalese authorities should primarily lobby and convince governments of key source markets to lift any advisories related with travelling to Nepal. The arguments are the same one can use to convince anyone to travel to Nepal.

Apart from solidarity, some guarantees need to be provided about the visitors' safety.

### 2. "Fence off" the crisis

If the recovery levels are not yet satisfactory the focus of visitation can be shifted to areas that are safer: Nepal is not only Kathmandu. Chitwan, Pokhara, Janakpur and other parts have plenty to offer to their visitors and are safe to visit.

### 3. Continuous update of recovery efforts

If some areas are 'off limits' for tourists keep informing the B2B partners (even on a daily basis) about the measures being taken for the recovery of these areas.

A "three months on" report should reflect the progress of work since the earthquake in April and another one (" six months on ") should be prepared for September.

### 4. FAQs about Travel in Nepal

Standard webpage to be displayed (with link) in all Nepal-related websites with questions every tourist would ask us and our B2B stakeholders (on levels of safety, infrastructure, recovery efforts, accessible areas, /off limits' areas, etc.).

Leaflets to be distributed to all our B2B partners.

The suggested marketing strategies for the international markets are :

### 5. "My Nepal" campaign from opinion leaders in the 3Ws

Contrary to the public perception of Nepal being a destination for mountaineering and trekking, its main tourism revenue streams come from the 3Ws: wow (luxury holiday market), wildlife lovers and wellness lovers.

Approach and convince opinion leaders of these 3Ws'adopt' Nepal for 3 months and disseminate messages via YouTube, their own blogs, TV shows and writings about what Nepal can still be offering to these types of visitors.

We propose Joanna Lumley ([https://en.wikipedia.org/?title=Joanna\\_Lumley](https://en.wikipedia.org/?title=Joanna_Lumley)) for the 'wow travelers'; Bear Grylls ([https://en.wikipedia.org/wiki/Bear\\_Grylls](https://en.wikipedia.org/wiki/Bear_Grylls)) for the wildlife fans; and Hilaria Baldwin (actor Alec Baldwin's wife) for the wellness / yoga aficionados (<https://instagram.com/hilariabaldwin/>)

### 6. Approaching tour operators offering packages for China and India

Due to 'access' challenges and restricted direct flights to Nepal from European destinations (except from Turkey), many tourists who would perceive Nepal as faraway destination may be less reluctant to visit if this visit is part of a larger package that will include places in South China or Northern India. The same spirit should dictate strategic alliances for value-adding offers with airlines and other international strategic partners.

### 7. The 'Swagatam' program

A welcome program to be offered to visitors coming from selected B2B partners recognizing them for coming to Nepal in times they are most needed (within the next 3 months).

A special Khada bearing the imprint of the eight auspicious symbols.

Depending on the duration of stay these visitors may be offered 1 or 2 free extra nights with activities organized by the local tourism authorities and may

include spending a day night with a Nepalese rural family and/or a swim with elephants in Chitwan.

#### 8. Appeal to the Nepalese Diaspora and the international Indian community

We consider ethnic minority associations as B2B markets. These are easily identified in all countries and so do the Indian communities abroad. The aim is to invite them to celebrate in Nepal the upcoming Dashain festival as well as the Teej that follows.

Overseas Indians are always interested in a pilgrimage of Buddhist temples and the tradition is never to visit only one but three at the time.

#### 9. International Recovery Volunteers

Another B2B market is the NGO one. Recovery volunteers are always welcome and they know that they have to make also a monetary contribution towards their accommodation and their food. Such relationships should be pursued with as many NGOs of the kind as possible.

#### 10. New markets

Reverse the current mountaineering/trekking image: a) Astonish the world by promoting the safaris in Chitwan, Bardia and Parsa; b) Organize an international conference on Ayurveda in the ICC Kathmandu and c) promote, for October, the golf courses in Kathmandu, Pokhara, and Dharan.

Additional generic suggestions from the team were :

Keeping the bookings which are already in hand and avoid cancelations.

This is easily done by objective information stream from reliable sources. This means it is important to team up with people who got credibility in the world community so the information is not just cannibalized from people in Camel wear outfits, representing the main media channels and it's like.

Also we have seen very little graphic visualization of where the hardest impacts were, only just people on the ground reporting from a place nobody knew / remembered. In a country where people basically just know one place Kathmandu, it is important to be specific about exact locations.

Getting new business.

This should not be done by all means in general and also not by just reducing the prices and through special offers on the market to get business. Provide "added value " benefits and if necessary provide smaller discounts , especially if there is rebuilding or maintenance work in progress, which can have an impact for the visitors.

Be aware that there is only a certain amount of possible visitors and they will for several reasons go no matter what.

By reducing the listed prices they will be the only ones to benefit as they just get it cheaper, which is a situation not really needed at this moment, when it's time for recovering and maximize the revenue from those who chose to visit.

In Thailand many hotels learned the hard way during the crises in 2008 that price cuts can be costly and take several years to recover. Not only as mentioned above are the potential numbers of visitors significantly lower than before but it is also cheaper.

The way that foreign partners benchmark will mean that the hotels and DMC's cannot immediately get back to normal pricing when times brighten up.

An immediate price cut of 30% will typically take 3 years to recover as the partners will benchmark the price after the 30% reduction as the real price, and not a roll back price.

#### Volunteers.

Easy to handle and people are lining up for this. The difficult part is to have very well organized and reliable people/companies in charge.

Also the volunteers themselves have to be screened and very importantly NO offering of free stays for volunteers as too many "detrimentals" will flow in who are non productive

Having experience in this field, the true volunteer knows that it costs to participate, sometimes even more than a good quality holiday in a nice hotel and people who understand this are the people with the true spirit.

## 2. Recommendations related to B2B - Asia Recovery Sales

Members and supporters(s) of team 2 suggest

- The Best Way to Help Nepal is to Visit Nepal - link all Asian tourism suppliers and Nepal industry through #imwithnepal
- Let the Tourists Tell the Story - Tourist's Testimonial
- Sales delegation to major Asian tourism for Nepal generating areas, focus on Travel Consultants
- Train Nepal hotel and tourism sales persons on using solidarity marketing techniques and added value approaches, thus avoiding " financial striptease "
- Obtain support from all Nepali Embassies and develop an easy-to-use guideline on how Ambassadors and Attaches could support the tourism recovery by contacting outbound travel associations
- Data driven facts in the form of Videos
- Promotional videos to be incorporated into online travel agent (OTA) and online travel websites focusing on Asia
- Destination to inform Asian Travel Industries about innovation of their tourism products, triggered by the earthquake, by promoting alternative tourist and trekker destinations
- CSR activities to be suggested
- Volunteer Tourism
- Familiarization trips for Travel Agents
- Create Special Zone Tour Packages through Collaborations with bordering Indian states - targeting the Indian and Asian markets

**For S.M.A.R.T. details, please see the chart on the next page(s)**

The team also comments :

The bottom line of any recovery program is to ensure sustainability for all tourism stakeholders, which then can be turned into profits

In order to create awareness one needs to focus all recovery efforts to one core message through a dedicated hashtag, this will help increase the confidence of travel markets on the situation in Nepal on social medias.

With 51.4 % of all IVAs, as per PATA Strategic Intelligence Centre, the main thrust of the recovery efforts has to focus on Asia.

The more relationships are built on other than tourism levels, such as with the support of the Nepali Embassies and Nepal Representatives at International Organizations, the more understanding and appreciation is created that only parts of Nepal are damaged, the faster confidence will return.

To reduce fear among travel consultant ( and tourists ) who think that it is not safe to travel to Nepal, and to create a positive image of the country after the earthquake. travel consultants around Asia must be reached.

The help of OTAs in Asia needs to be solicited to bring business ( theirs and ours ) back to Nepal. They can help attract website viewers to search more on Nepal.

By re-opening the damaged site and measuring the visitors which commemorate the disaster that has happened at that destination will also make the tourist's visit to Nepal a memorable and meaningful one - a once in a lifetime experience.

Allow tourists to help out with voluntary work in Nepal while visiting the country. It also helps creating awareness and gaining a bigger market share through big groups visits.

Of course, the familiarization trips will also create consciousness and increase the confidence of travel markets through the travel agents.

Finally encourage tourists from neighboring countries, such as India, to start visiting Nepal again. Secondly, to attract Asian travelers to visit Nepal through a package that allows them to explore 2 countries at one time.

### **3. Recommendations related to B2B - Nepal Tourism Accessibility**

Members and supporters(s) of team 3 suggest :

- Operation Extreme Makeover at Tribhuvan International Airport
- Airport Ambassadors, welcoming all passengers
- Waive visas for selected tourism generating countries
- Relax custom regulations on trekking and climbing equipment
- Encourage airlines to develop joint campaign with tour operators /consolidator from point of origins and operators in Nepal for advantageous packages
- Encourage airlines to grant extra miles to passengers travelling into Nepal for a specified period on all classes of service
- Airlines to lift or relax restrictions on tickets in order to encourage more traffic where applicable and also to respect payload safety, to offer extra baggage allowance
- Airlines to provide tickets to members of Nepal Tourism Board as well as operators and related stakeholders for road shows in key Nepalese markets
- Airlines with flights to Nepal to support Nepal with sales actions by their sales representatives in tourism generating destinations
- Miles donation from passengers / airlines / co-branded partner etc. tourism recovery funds to directly assist road shows
- Launch a campaign to create more awareness about domestic airline safety

**For S.M.A.R.T. details, please see the chart on the next page(s)**

The team also comments :

In crises airlines are often the life-blood of tourism, particularly for Nepal, in terms of access to the destination and with their yield systems in a position to show an immediate response to the situation.

Most airlines initially kept up capacity to facilitate travelers wishing to return home, however, some then cut supply as demand dropped while others cut selective flights.

Others chose not to decrease supply to demonstrate normality despite drops in demand. Generally, however, it is the flag carrier that continues to supply a destination in a crisis while others cut capacity.

The challenge remains, mainly since for as long as travel advisories are in place, last minute cancellations without penalty continue to be a problem.

To revive a market after a major disaster of such scale with a great number of casualties a campaign has to be made in a more subtle way to respect human and material loss to tone down the notion of fun and joy, as was the case of 2004 Tsunami.

Meanwhile, the main aim is to revive tourism into Nepal and if possible to boost the output in order to grow the number of arrivals as well as limit the shortfall which follows the aftermath of the earthquake.

For airlines, the best they can provide are seats and related products distributed in numerous ways and support the action mentioned above to be taken concerning accessibility by air which has to be made in a speedy manner as October will be approaching momentarily.

Action taken by airlines should be related to their respective markets, for instance Chinese carriers to campaign for Chinese tourists, likewise for Indian carriers. As for other markets, depending on most significant share or joint campaign, i.e. Gulf and Asian carriers to address the European markets, while the US and Australia/New Zealand market to be addressed by Asian carriers.

It is suggested that Nepal Airlines ( RA ) or the NTB to be focal point for coordinating above actions in which airlines would expect full support as well as prompt action .

Since Tour Wholesale Operators are the ones who will advise the majority of travel agents to sell or stop sales, they should be convinced that the product Nepal can still be sold , even if with certain limitations . If they keep generating a certain demand for seats , the airlines will follow automatically.

On the short term one should not look for new airlines , but rather recreate the old demand for seats , so the airlines which have been operating before the quake will continue to consider the routing to KTM a profitable undertaking. Many tour operators work with seat allotments , thus giving the airline a certain " guarantee " seats will be filled.

Many though should be now planning for special promotions for the upcoming high season periods although the approaches tend to be mixed, with some relying on discounting while others pursue a value-added strategy. Airlines in general are not keen to see yield eroded as it takes a long time to reinstate prices.

Tourism authorities work out a coordinated plan with the flag carrier, to increase capacity to Nepal to meet demand ( sharing booking information, travel agent surveys, etc.).

## 4. Recommendations related to Media - Recovery MarCom Social Media

Members and supporters(s) of team 4 suggest

- Make the recovery the story
- Develop a package of offers that can be added to social media posts / blogs etc
- Local and International Bloggers to write / shoot / film stories on the ground and then share collectively in coordinated social media blitz
- Enable international bloggers to contact on the ground people for interviews etc to expedite story process
- Run a vine / YouTube sharing competition to encourage travelers to share their videos, under a theme that is connected to your new brand and to the stories of the recovery
- Co-ordinate and drive sharing of stories on Facebook
- Instagram sharing of images connected to stories
- Social Media greeting / farewell at airport and hotels.
- Make most of celebrity visits
- Work with Trip advisor to ensure information is as much up to date as possible
- Work with emerging SM travel app, like Keeptrax, to benefit from shared promotion (keeptraxinc.com)
- Give travelers a chance to be part of the #AnotherBrickinNepal recovery campaign

**For S.M.A.R.T. details, please see the chart on the next page(s)**

The team also comments :

The recovery is an inspiring period of time, where change is happening by the day. Rather than solely focusing on the idea that things are 'back to normal', overall tone and focus should be that this is a remarkable time in Nepal's history and you want to come to see it now, because in six months time it will be complete.

Journalists want a new story or angle. This is THE fresh take, and it only exists for a short while, whereas most stories about Nepal are pitched as being about timeless wonder. Until an angle has been found, and a recovery brand / message, all else lacks something to be hung on.

While it is important to build awareness, it is most important to convert awareness to visitors, and therefore tying posts to relevant offers should be done as a matter of course.

Nepal needs new stories, and these stories have to be written by people witnessing what is happening. Traditional Media is slow to move, with 3 month lead times and difficulties securing editorial agreement. Bloggers move fast. Get the stories out in days / weeks, rather than months. And then because all publications are equal once shared on Social Media, high volumes of people can be reached that way.

The stories of the people behind the rebuild and recovery is what gives the whole story context and humanity. It shifts it from being abstraction, something happening far away, to something readers can all relate to. And by presenting media with the 'characters' control of the story can be kept.

People share short videos of awesome things. These create the stories that stick in people's minds and make them perceive the recovery of Nepal rather than the tragedy.

Success of recovery campaign relies upon how quickly and how far the messages spread. Engaging supporters to reach their own networks is a fast way to magnify reach.

Images tell stories quicker than articles, and they get shared more widely. A well placed quote or phrase on a beautiful image can do the job of a longer article.

If hashtags and accounts trending can be obtained, then the destination isn't just telling the story, it becomes the story, and then people write the story of the amazing Nepal recovery.

Due to the reach celebrities have on social media, they are an instant story simply for their presence, and so offer an extra dimension to efforts to tell the world Nepal is back on track.

TripAdvisor is the travel social network, and it is where almost everyone goes before travelling. Getting the story right here forms the core of ensuring story is understood as widely as possible.

There are " apps " for recording your travel journey stories. Nepal is trying to create a new travel journey story for itself.

Travelers like to feel being part of a place, and while taking something home (i.e. a souvenir) is one way, leaving something behind (e.g. a brick) potentially has a more lasting impact and people love to share photos of themselves doing this sort of thing.

## 5. Recommendations related to Media - Recovery MarCom Traditional Media

Members and supporters(s) of team 3 suggest :

- Release Information on Nepal Attractions Audit
- Promote Travel Ideas: Nepal Welcomes The World Back
- Familiarization Trip by Key Industry Personalities and Media to Nepal to visit attractions / key things to do
- Develop and distribute series of NTB newsletters to all traditional press resources : " On the road to recovery "
- Develop a series of positive articles about Nepal to distribute to Lifestyle editors of newspapers and magazines
- Broadcasting of freshly made TV commercials in India, China and Europe
- Making a fresh documentary on Heritage Sites with before and after footage
- Full-page ads & write-ups in local newspapers to promote domestic tourism
- Full-page ads in regional ( Asian ) newspapers / magazines to promote Nepal

**For S.M.A.R.T. details, please see the chart on the next page(s)**

The team also comments :

Dealing with the media in post-crisis situations follows Standard Operating Policies, however, it is crucial and imperative to stress that the CONTENT of the media messages must be elevated to a higher level.

Merely waving the "all-clear" and "help-our-recovery" flags will be of limited help unless the CONTENT of the recovery and all-clear messages provides specific, interesting, newsworthy angles to show what is being done on the ground to put the country back on its feet.

Worldwide, disasters are occurring a dime a dozen, and there is both a sense of disaster-fatigue and donor-fatigue setting in. In the last year alone, the Asia-Pacific region has seen its share of floods, typhoons, hurricanes, health pandemics.

The Nepal earthquake is already a fading memory. The new kid on the block is the looming MERS crisis in Korea... The next headline-grabbing disaster is just around the corner.

In the midst of this competition for eyeballs and mind-space, for Nepal's "all-clear" messages to have any impact at all will require their CONTENT to be very, very specific.

This can include the actions being taken by the industry, including the private sector, as well as those by the government at large !

For example:

- What is being done to facilitate volunteerism?
- Long term visas in place?
- What is being done to enhance safety for the mountaineers?
- What is being done to ensure to mitigate corruption and ensure that funds actually do go to the needy?

At the moment, the trade press could do with stories on:

- Accurate assessment of what's open, what's not, e.g. Kathmandu airport is open and operating normally.
- All major hotels in Kathmandu are open, safe, and fully functional.
- All wildlife safari lodges in the lowland national park areas – Koshi, Chitwan, Bardia and Suklaphanta - are safe and operational.
- What is being done to get business ready by September after the monsoon season (e.g., trek routes surveyed, safety checks, reopening of heritage sites, etc).

These story lines can be accompanied by human-interest angles which prove how travel & tourism is becoming an important part of the solution.

In addition to informing the press in an efficient and meaningful way, considerations to allocate some of the funds donated to an advertising campaign, both in newspapers, magazines and on television. The magnitude of this campaign of course depends on the available budgets, but should be in line with the magnitude of the crisis.

Nepal is not just rebuilding its travel & tourism industry but the entire country, THAT must be incorporated into the content of ALL messages as an over-arching theme.

## **6. Recommendations related to B2C - Promotion Social Media**

Members and supporter(s) of team 6 suggest :

- Digital Resource Development- to update and improve the centralized destination website to make it socially integrated and introduce a system for conversion of business
- Introduce a Social Wall for all campaigns
- Improve Social Media Platforms
- Establish a strategy for digital campaigns and community management
- Content Audits and Development plans
- Appoint Digital Ambassadors
- Initiate TripAdvisor Campaign
- Enhance Digital Mapping

**For S.M.A.R.T. details, please see the chart on the next page(s)**

The team also comments :

Having a centralized point of fulfillment for campaigns and source of content is essential for B2C digital to have actual and tangible results beyond basic buzz and branding.

User generated content is now an indispensable tool for successful digital marketing and is more trusted, genuine and engaging than officially mandated destination content. This will enable a large volume of content to be drawn from the trade and from actual tourists and made accessible in one place.

Social media is critical to both destination marketing and recovery, and will provide a higher rate of engagement and access to market than any other media platform.

Social media can waste time and money if it is not focused on actual conversion to business, so small strategic campaigns are necessary to match the right content to the right markets via the right channels.

Constant fresh and social content is absolutely crucial for effective digital marketing and is the best way to ensure regular and sustainable engagement with the public

User generated content is now a vital tool for successful digital marketing and is more trusted, genuine and engaging than officially mandated destination content- especially ambassadorial content from travelers, celebrities and travel professionals.

TripAdvisor is now the world's largest source of travel content and media and a trusted source of user generated reviews and advice, which many travelers will turn to when considering the feasibility of a trip to Nepal.

Mapping has proved invaluable in recovery efforts, especially after natural disasters as it provides travelers with a sense of perspective of areas effected and accessibility of tourist areas.

## 7 . Recommendations related to B2C - Redefine Brand Nepal

Members and supporters(s) of team 7 suggest :

- Soft launch Nepal's 'recovery' brand and tagline ('Nepal. Back, on Top of the World') to re-position the country from one focused on relief and disaster assistance to one focused on the future.
- Host an official launch event to unveil the recovery strategy and plan
- Redefining Nepal's imagery
- Communicating Nepal's redefined image a) Trade
- Communicating Nepal's redefined image b) Travel consumer Media
- Communicating Nepal's redefined image c) Non-traditional tourism thought leaders
- Broadcasting the new Nepal video/commercial

**For S.M.A.R.T. details, please see the chart on the next page(s)**

The team also comments :

Here is the refreshed recovery strategy and plan logo, to be clear:

- this is ONLY to be used for this immediate 3+ month recovery phase !
- this is not the new Nepal brand nor the logo/tagline !



Destination brands are an evolving story and there is no way Nepal should be launching a new brand identity in this immediate recovery phase - timing is not right and the focus should be on immediate sales not long-term brand positioning.

The intention is to launch this recovery message with the key point that Nepal is 'open for business' - we need to change the conversation from one of relief and disaster assistance to one of positive recovery.

The outline for the development of new and refreshed images and video with a photo/video journalist eye will go a long way to helping change trade and consumer perceptions and counter negative media.

The important point now will be for NTB, the PATA Nepal Chapter and key industry and government stakeholders to FULLY embrace the plan, advocate for it and present a unified voice for Nepal.

This then becomes the embodiment of the industry brand image and position - dissension is ok, just not public now.

The strong recommendation to NTB and their key industry partners will be to launch a formal brand positioning exercise in the fall - this would start with a full brand audit, in-depth desk research, outreach to a broad and core list of stakeholders and a creative development workshop.

## **8 . Recommendations related to B2C - Promotion Traditional**

Members and supporters of team 8 suggest :

- Organize a briefing of Nepal tourism industry leadership with Ambassadors and senior diplomats of countries which are key tourism source markets to Nepal to address contents of travel advisories establish measures required to most effectively inform diplomatic legations.
- Media / Industry briefings source market countries
- Media hosting in Nepal
- Leverage publicity and promotion from tourism experts currently in Nepal. Members of familiarization groups should transmit their stories and impressions to the media and in fact speak more widely to global media with the help of Nepal Tourism Board
- Press conference of Nepalese tourism industry leaders and the Minister to be held in Katmandu which would outline the way ahead for tourism in Nepal
- Participation at travel expos
- Develop contacts with CNN and BBC to generate positive media coverage of destination Nepal
- Invitation to Travel writers

**For S.M.A.R.T. details, please see the chart on the next page(s)**

The team also comments :

In order to develop an appropriate recovery plan it is vital to understand the patterns of tourism visitation to Nepal so that recovery priorities can be set.

At the early stages of the recovery process most attention needs to be paid to the restoring tourism from the key source markets, namely India, China, USA, UK, Thailand and Sri Lanka. We also need to understand the market sectors that really matter, both in terms of number and spend.

The best place to start a real recovery is by shoring up tried and tested source markets. According to Nepal's tourism stats just over 50% international arrivals to Nepal claim to be there for leisure and holiday and "only" about 13% for trekking and mountaineering.

Therefore it is suggested that a substantial portion of those who claim to be there for holiday and leisure do at least some trekking or engaging in soft adventure.

When prioritizing recovery efforts it is recommended to focus not only on the largest markets numerically but on also those markets which have a high proportion of trekking and business travelers as these are the travelers who spend real money.

It is suggested to focus on issues which are essential as preconditions for tourism recovery in Nepal:

1. A status report with a very detailed, accurate and timely inventory / audit of what tourism attractions are damaged or operable and the status of accommodation throughout Nepal.
2. From the perspective of trekkers, it is needed to know the condition of every key trekking trail and if it is damaged, when is it likely to be operable.  
If the Nepalese have some good news on these issues it is good to shout them from the rooftop.
3. The circumstances of condition of major mountain climbs is also required.
4. The status of road and air transport throughout Nepal needs to be communicated in much more detail
5. The ability of visitors to obtain food, potable water, money both through currency exchanges and ATMs, computer and mobile phone connectivity.

As was the case during the 2011 Thai floods, when and if the news is good, use Google images to clearly demonstrate that an attraction, road, walking trail or guest house is working.

It needs to be established what sort of welcome any tourists will get when they arrive in Nepal.

Can tourists expect a “normal ” welcome or are they likely to be harassed at every turn ?

## Executive Conclusions

It is clear that within the tourism community of Nepal there is a broad separation of views, perceived strategies and some mistrust among the organizations that should be charged with close cooperation in sharing the burden of the recovery plan's responsibilities.

Each grouping has their own agendas, initiatives and discussions, which are quite close in content and aspiration, but more often widely separated in implementation strategies that are regularly different.

In recovery, the key parties must choose whether to assemble and act together or to maintain separation. It might seem an easy choice at first but there are merits to both joining with the national entity or to remain separate.

The feeling of the PATA Nepal Tourism Rapid Recovery Task Force is that joint action on the part of all stakeholders must occur in order to secure solutions for bringing back tourism as fast as humanly possible.

Given the depth and breadth of present challenges, this broad-scale plan was prepared by the PATA Nepal Tourism Rapid Recovery Task Force, which outlines **recommendations for 78 wide-ranging actions**.

A series of short-term actions will bring fairly immediate benefits to the entire community, and if all actions are implemented by **all of the Nepali stakeholders**, results can be expected by October 2015.

It should be noted that PATA's resources in such actions at this time are limited to the delivery of this plan, and should further consultations with the volunteer taskforce members be required and requested, it must be understood that only so much time and expertise can be offered on a " pro-bono " basis.

In terms of proposed outcomes and focusing on the restoration of confidence in Nepal as a destination, the many items identified need to be actioned as soon as possible, e.g. lifting or softening of travel advisories from key producing markets.

Outreach campaigns to source of origin travel market participants, such as wholesalers, MICE organizers, airline decision makers and government representatives, are needed. In addition security and safety systems must be enhanced to new levels, and information about these systems extended to market participants.

It is hoped that this crisis may result in bringing the fragmented industry together in these times of need, by facilitating dialogue among all the players and organizations to progress the possibilities for true industry interaction and partnership.

**However, first of all, cooperation needs to be secured among all industry players and a local task force needs to be created to implement and achieve the short-term recovery objectives as set out in this PATA Nepal Tourism Rapid Recovery Plan.**

Andrew Jones  
Taskforce leader

Bert van Walbeek  
Taskforce coordinator

## Appendix A

### **Media Hosting Guide for Destinations and Tourism Businesses recovering from crisis and disaster**

The most effective way to work with the media in a recovery campaign is to give invited journalists, TV Crews and radio journalists as much freedom of possible with one important rider.

The journalists the destination hosts are responsible, have a high degree of credibility with their audience and have a high level of empathy with tourism. Inviting tabloid TV programs is a recipe for disaster.

Too many destination authorities host a group of journalists who do the same things, see the same places, interview the same people, are fed sumptuous meals and the hosts are surprised when no stories eventuate.

Sanitized media hosting never work in restoring tourism reputation or confidence because they are inherently phony and engender mistrust or the negative questions from professionally skeptical journalists of what are you trying to hide.

The following are some key guidelines to effective hosting of media from, source markets.

#### **Step 1: Choosing Media**

- Audience size and demographic in relation to destination/ business customer profile.
- NTO office should have well established media contacts.
- Ideal if audience extends beyond one country.
- The veracity and reliability of the journalist/ TV radio program to report issues responsibly and fairly.
- Affinity of the journalist or TV/ Radio program with tourism.
- Do not host tabloid TV journalists or crews.
- High quality of output.
- Degree of journalist and program recognition and respect in own country.

## Step 2: Agreed Ground Rules

- Agreed timetable for publication, broadcast or screening of output after hosting is completed.
- Host to facilitate the work of the journalist/ film crew not set the agenda.
- Journalist/ film crews to deal with security issues within a wider context of their report and interview all people on their wish list (subject to availability).
- Host to provide accommodation, meals, guide vehicle/ driver and assist with air travel.
- Guides need to be of the highest caliber and speak language of the guest fluently.
- Host to make it clear what their media objectives are from the hosting.
- Guest to send minimum number of people to achieve the task.
- Film crew should be required to refrain from celebrity style demands such as 5 star hotels and business class air fares.
- For TV Crews, waiver of unaccompanied baggage costs.
- TV crew require patience and extra time to film scenes and interviews compared to journalists from other media.
- Program/ article should include at least one interview with senior personnel in Tourism authority.
- Host should minimize any barriers to entry of tourism sites
- Host and the guest journalists jointly work on the program.
- Set a time limit for the provision of hosting and hosts have the right to be aware of the program they are facilitating.
- Agree to the overall thrust of the story.

## Step 3 : The Hosting

- Ensure a warm welcome and minimize any bureaucratic issues at arrival point.
- Ensure the journalists and TV crews meet their guides and the hosting organizers from day 1.
- Host should offer a meeting with the Minister of Tourism or an exclusive interview with chief of police or military
- The hosting should include two unexpected wow factor experiences one early on the hosting and towards the end of the hosting.
- Flexibility is required especially for TV crews who may have issues about light or climate
- Farewell event which may involve all journalists/ TV Crew hosted by tourism ministry from the country/region.
- During the hosting give journalists a reasonable amount free time as they need to be able to develop individual stories.
- Conduct a debriefing before departure.

#### **Step 4 : Post Hosting**

- Follow up with journalists post hosting to ensure the hosting was satisfactory.
- Debrief among the hosting providers and stakeholders.
- Maintain periodic contact with guests.
- Ensure host have copy of the final output of the journalist/ film crew.
- Assess the output from the hosting and provide feedback to journalists or TV crew.
- Accentuate the positives and if an when criticism is warranted criticize the content not the journalist.
- If the output is considered positive ask permission for it to be used in the host country.
- If the output is perceived as positive journalists should be invited to speak at functions organized by the NTO or company in source markets.

Media, when treated with maturity and respect have the potential to be a critical ally in reshaping positive perceptions about a destination or business in recovery in key source markets.

However, it is vital to understand that the media should not be manipulated and if media perceives that it is, the response will be hostile and harmful.

In the case of a business or destination which has suffered a loss of reputation due to disaster related issues, tourism destination authorities and tourism businesses need to be as transparent as possible in their dealings with the media in addressing safety and security concerns and remedial measures taken to address them.

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Dr. David Beirman and Mr. Bert van Walbeek

## Appendix B :

### RECOVERY MARKETING A TEN STEP PROCESS

The underlying intention of a successful tourism recovery program is not merely restoring or getting back to where things were before the crisis event but to build back better. This is designed to result in a more marketable destination and business and to improve infrastructure to the point that a similar event in the future may be less destructive.

#### Step 1 : Prime Messages

- We are open for business.
- Tourists are welcome and wanted.
- Incentives for visitation. Value-adding in preference to deep discounting.
- Solidarity messages especially for domestic or stalwart market.
- Principals need to form a working alliance to spread the benefit of returning tourism to the businesses in the destination.

#### Step 2 : Setting out the facts

- Our destinations/hotel/tour/ attraction/flights are operating.
- Explain what clients/visitors CAN do.
- Outline and restrictions and limitations.
- Benefits for visiting now.
- Outline improvements, enhancements and changes.

#### Step 3 : Complementary Alliances with Principals.

- Joint arrangements with hoteliers, resorts, restaurants, attractions, land tours and air links.
- Joint or club advertising and promotion.
- Value – added arrangements in concerts between complementary principals.
- Joint ventures between tourist authority and principals.

#### Step 4 : Restoring Confidence in Source Markets.

- Travel agents and travel writes familiarization trips. Choose opinion leaders.
- Seek eyewitness testimonials from opinion leaders in source markets.
- Ensure travel industry stakeholders are fully briefed.
- Demonstrate flexibility to travelers who cancel or postpone because of concerns.
- Ensure your representatives and GSAs in source markets are fully briefed.

#### Step 5 : Alliance Marketing Models to emulate

- TAG Tourism Action Group Fiji, an alliance of tourism industry leaders activated during crisis situations in Fiji.
- PATA's Project Phoenix, post SARS recovery for SE Asia in 2003
- Thailand's Post Tsunami recovery 2005
- Japan Post Tsunami recovery 2011

### **Step 6 : Protecting Profitability during Marketing Recovery.**

- Offer incentives which will enable your business to sustain profitability.
- Value Add rather than discount. Avoid the “financial striptease” of dropping prices so low they expose your bottom line.
- Offer incentives in conjunction with travel industry partners (allied incentive programs) which may combine benefits for accommodation, dining, tours and visits to attractions.

### **Step 7 : Re-imagining the Business and the Destination.**

- A crisis event presents an opportunity to upgrade and re-image the business.
- Completely re-theme advertising and promotion.
- Focus on the future.
- Focus on benefits for visiting now.
- Highlight features and benefits which may have previously been ignored or under-promoted.

### **Step 8 : Incentives which attract Tourists**

- Value added products: packages with free added product for consumers such as bonus meals, sightseeing, entry to attractions.
- A thank you gift/recognition for the visit.
- Special welcome.
- Hospitality touches.

### **Step 9 : Publicize the Positives.**

- Specials guest arrivals, especially celebrities.
- Positive news of resurgence of tourist arrivals, rebuilding and enhancements of infrastructure,
- Develop a re-opening event.
- Testimonials which are meaningful to source markets/.
- Statements from visitors saying the visit exceeded their expectations.
- Visuals of visitors enjoying their visit/stay.

### **Step 10 : Reporting and Monitoring Progress.**

- Then and now analysis, comparing the state of enterprise/ destination at time of disaster to advanced recovery phase.
- Publicize the changes and enhancements made.
- Promote to stakeholders and media how tourism has contributed to revitalizing the destination.

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## **Appendix C :**

### **World Tourism Organization**

#### **Recommendations on the use of Georeferences, date and time in travel advice and event information**

## Appendix D : Acknowledgements

On 25 April, a magnitude 7.8 earthquake struck central Nepal, killing over 8000 people, and injuring thousands more. Many more aftershocks occurred during the days and months following the initial earthquake.

In addition to many devastated villages, there were areas of damage and destruction in several heritage and cultural locations around the Central region of Nepal.

At the request of the PATA Nepal Chapter Chairman, Mr. Suman Pandey, PATA Headquarters in Bangkok initiated the creation of a PATA Nepal Tourism Recovery Task Force under the leadership of PATA Vice Chairman Andrew Jones and with the guidance of the Task Force Coordinator, Mr. Bert van Walbeek, to provide initial support and input into a short term Tourism Rapid Recovery Plan for Nepal's tourism stakeholders which could then provide the basis for a longer term strategic tourism re-development plan.

Special thanks goes to Mr. Bert van Walbeek, a specialist in these matters, for his exceptional work in putting this document together within a very short time frame.

In supporting this initiative, credit must be given to the Honorable Minister of Culture, Tourism and Civil Aviation Mr. Kripasur Sherpa, Secretary Mr. Suresh Man Shrestha. and the team at the Nepal Tourism Bureau, under the Directorship of Mr. Tulasi Prasad Gautam.

Also, thanks to key PATA members Mr. Basant Mishra, Secretary Treasurer of PATA and Mr. Suman Pandey, Chairman of the Nepal PATA Chapter, together with Ms. Jyotsna Khadkha, CEO of PATA Nepal Chapter and her team.

The teams comprised international joint leaders of the eight sections designated for focusing input into the strategic areas of Business to Business (B2B), Media, and Business to Consumer (B2C) for the short term recovery of tourism into Nepal who should be recognized and thanked. These are, in alphabetical order, Dr. David Beirman, Mr. Damian Cook, Mr. Oliver Martin, Mr. Charles Pamonmontri, Mr. Jeremy Smith and Mr. Soren Wettendorff.

Special thanks go to the members of staff and the students of the

- Taylor's University of Kuala Lumpur under the leadership  
of Ms. Madelyn Toh Soo Ying
- University of West London under the leadership of Prof. Alexandros Paraskevas

In addition, each team comprised joint leaders from the Nepalese tourism community who greatly contributed the successful outcomes provided by this document.

We greatly appreciate and recognize the efforts of these leaders, without whose support the good work would be unable to be continued.

They are in alphabetical order: Mr. Bijay Amatya, Ms. Archana KC, Ms. Ujjwala Dali, Mr. Shiva Dhakal, Mr. Deepak R. Joshi, Mr. Ashok Pokharel, Mr. Sunil Sakya, and Mr. Vinay Shakya.

While in Nepal the hospitality provided by the Nepal PATA Chapter, and its members, and in particular the Shangri-la Hotel, Kathmandu, and Temple Tree Resort in Pokhara was greatly appreciated.

Also input and support was, received from In alphabetical order ; Mr. Richard Beere, Ms. Raini Hamdi, Ms. Cindy Lee Ker Hui, Mr. Greg Klassen, Mr. Lex Limbu, Mr. Imtiaz Muqbil, Prof. Alexandros Paraskevas, Mr. Fady Sbeih and Mr. Toney K. Thomas.

In presenting this report, we would like to take this opportunity to thank Mr. Kevin Murphy, Chairman of PATA, Mr. Mario Hardy, CEO of PATA, and all of the PATA Headquarters Team for their support during this program.

Members of the PATA Nepal Tourism Recovery Task Force contribute their time and efforts on a pro-bono basis, to support their industry colleagues and communities in their hour of need.

We believe that Nepal will Bounce Back from the challenges presented over the last few months, stronger and more diverse, in developing and providing their unique tourism experiences in this destination at the "Rooftop of the World."

*"Travel is the discovery of truth; an affirmation of the promise that human kind is far more beautiful than it is flawed.*

*With each trip comes a new optimism that where there is despair and hardship, there are ideas and people just waiting to be energized, to be empowered, to make a difference for good."*

*Dan Thompson, Following Whispers: Walking on the Rooftop of the World in Nepal's Himalayas*

## Appendix E : Contributors

### University of West London



### Faculty and students

Dr. Alexandros Paraskevas, Professor of Strategic Risk Management facilitated the UWL brainstorm session with about 10 members of staff ( professors, senior lecturers and 2 members from the university's communications team ) and about 10 students (three of them are Nepalese).

Although the semester in UWL ended three weeks ago, the students volunteered their time coming back either from their industry placement, their work or their holidays.

Similarly some of the colleagues came back from their research sabbaticals or annual leave especially for this workshop.

### Taylor's University, Kuala Lumpur



### Faculty and students

Ms. Madelyn Toh, Lecturer/Stream Coordinator of the Department of Tourism, Events & Recreation at Taylor's University facilitated a brainstorm with participation of student of the PATA Student Chapter and their lecturers

The hospitality, tourism and culinary arts sectors are growing at an exponential pace and Taylor's School of Hospitality, Tourism and Culinary Arts (TCHT) prides itself on matching every stride of this growth.

### Andrew Jones, PATA Nepal Tourism Rapid Recovery Taskforce leader



Andrew is the Guardian of Sanctuary Resorts, a company that offers responsible and sustainable tourism experiences where people can balance their body, mind and spirit in an environmentally friendly space.

Andrew is a leading proponent of Corporate Social Responsibility and Wellness in Tourism, and a knowledgeable Key Speaker, Moderator and Panelist on matters of Responsible and Sustainable Tourism at many Hotel, Environment and Social Enterprise Forums and Conferences, as well as Universities and Vocational Schools.

Andrew is an active member of the Pacific Asia Travel Association (PATA), being Vice Chairman 2015-16, a member of the PATA Executive Board, Board of Trustee member of the PATA Foundation, and Advisor for PATA on CSR and Responsible and Sustainable Tourism.

**Bert van Walbeek**, PATA Nepal Tourism Rapid Recovery Taskforce coordinator



Bert is Vice President Area Business Development Safehotels Alliance AB, a globally recognized hotel security standards and certification company, offering independently audited and certified yearly third party evaluations based on their the Global Hotel Security Standard©

He created the crisis awareness brochure “ Expect the Unexpected “ , various educational & training modules on Risk Reduction and Recovery Management and co-authored with Dr. David Beirman the PATA publication “ Bounce Back “.

He is, since 7 years, the advisor to the Macau Tourism Crisis Management Office and is presently also handling Crisis Prevention and Recovery Management projects in Bahrain, China (PRC), Mauritius and, of course.

Last but not least he is regularly guest-lecturing at Universities in Asia and Europe on the importance of this topic for managerial education, both on Bachelor and Master levels.

**Dr. David Beirman**, PATA Nepal Tourism Rapid Recovery Taskforce team leader



David is a senior lecturer in Tourism in the Management Discipline Group, University of Technology-Sydney, Australia. Prior to joining UTS, his 30 year career in the travel industry involved retail travel agencies, wholesale tour operators, destination marketing and management organizations and in-service travel industry training

His specialist areas of research are tourism risk, crisis and recovery management and destination marketing. He has been widely published in these fields.

He has been invited as a keynote speaker in conferences all over the world and has provided crisis and recovery management consultation to governments and tourism businesses in Australia and overseas. David is a member of the Travel Industry Consultative group to the Australian Dept of Foreign Affairs and Trade. In 2012 he became co-Chair of the Tourism Risk, Crisis and Recovery special interest group of the Council of Australasian Tourism and Hospitality Educators.

**Damian Cook**, PATA Nepal Tourism Rapid Recovery Taskforce team leader



Damian is the Founder and CEO of E-Tourism Frontiers, a major initiative to develop online tourism and social media in both developed and emerging tourism markets.

He worked in the tourism and online sectors for 12 years including consulting with the Kenya Tourist Board and other destinations before creating a new organization to train and resource developing markets and facilitate new business for online sellers.

E-Tourism Frontiers has since worked with DMOs, regional authorities and private associations including PATA and Atta in destinations including South Africa, Kenya, Tanzania, Uganda, Rwanda, Nepal, Mozambique, Jordan, Qatar, China, Palestine, Seychelles, Greece and many others.

E-Tourism Frontiers holds regular seminars, training events and conferences including an annual summit in Cape Town in partnership with South African Tourism which is the largest event of its kind on the continent. Damian is a regular speaker and contributor at international tourism forums. He lives on the East African Coast.

**Oliver Martin**, PATA Nepal Tourism Rapid Recovery Taskforce team leader



Oliver is an expert in the design and execution of research to identify innovations in marketing and reputation strategy and a stakeholder engagement specialist with 15+ years' international experience working with leadership organizations,

At Twenty31 he works closely with senior leadership teams to measure competitive performance and brand resonance and navigate the sustainability agenda. He also consults for Insignia Marketing Research and directs various brand consulting engagements including for Banff Lake Louise Tourism, Dubai Tourism & Commerce Marketing, Tourism Ireland and Tourism Toronto.

Oliver previously co-led PATA's Strategic Intelligence Centre and started his career at the Canadian Tourism Commission in research, planning and marketing roles.

**Charles Pamonmontri**, PATA Nepal Tourism Rapid Recovery Taskforce team leader



Charles has almost 30 years experience with Thai Airways International covering various field of sales marketing and on-board service .

Holding a Bachelor Degree in Economics from Thailand and Master Degree in Economics from France with fluency both in English and French .

Recently retired but still maintain several academic functions as guest lecturer at 3 local universities in the area of airline business. Functions assigned during the employment with the national carrier also include foreign posting as General Manager for THAI in Europe namely Switzerland, Belgium, the Netherlands and United Kingdom .

Meanwhile at head office he handled assignment to manage a wide variety of products/activities such as Global Corporate Sales , MICE , Charter Flights , GSAs , Product Development , e-Commerce , CTO , Call Center , In-flight Entertainment , Cabin Products Development and also as Regional Director for European sales offices.

**Jeremy Smith**, PATA Nepal Tourism Rapid Recovery Taskforce team leader



Jeremy is a writer and communications strategist focusing on the promotion of sustainable tourism. He divides his time between writing about issues affecting the tourism industry and working on communications for companies and organizations working to making tourism more sustainable and responsible.

As a writer he is the editor of Travindy, a new website he has built and edits, which he aims to be the central online hub for news and comments focusing on the environmental and social issues that will shape tourism over the coming years, and profiling the innovations and insights that will address these

issues. <http://travindy.com>

He edits and blogs fortnightly for World Travel Market's Responsible Tourism website, where his main theme is exploring effective communications and storytelling to mainstream responsible tourism. <http://blog.wtmresponsibletourism.com>

He writes the monthly newsletter for the World Travel and Tourism Council's Sustainability

He co-wrote (with Richard Hammond) Rough Guides first (and only) book dedicated to responsible tourism, called " *Clean Breaks, 500 New Ways to See the World* ", which has sold over 30,000 copies so far.

**Soren Wettendorff**, PATA Nepal Tourism Rapid Recovery Taskforce team leader



Soren is Product Development Director of Destination Asia, consolidating and expanding of current of and new tour products for one of Asia best and most reliable DMC's, with 11 branch offices in the region.

He has a broad experience in all aspects of product, operations and management and with worldwide leading Tour Operators and Destination Management Companies and he is particularly interested in niche markets and sustainable tourism.

Soren believes that travel should be a unique collection of mythical journeys - cruises, tours, & treks - that take travelers through rich, authentic first-hand encounters with fascinating people and places.

## PATA Nepal Tourism Rapid Recovery Taskforce Teams

( status as of June 19, 2015 )

Segment	No.	Topic	Lead person & Nepal liaison	Company / Organization
B2B	1	International Recovery Sales	1. Soren Wettendorf	Destination Asia
			2. Ms. Ujjwala Dali	Nepal Tourism Board
	2	Asia Recovery Sales	1. Ms. Madelyn Toh Soo Ying	Taylor's Unversity - Kuala Lumpur
			2. Sunil Sakya	Park Village Hotel & Resort
	3	Nepal Tourism Accessibility	1. Charles Pamonmontri	TG - Director Sales Services ( retired )
			2. Shiva Dhakal	Royal Mountain Travel – Nepal Pvt Ltd
Media	4	Recovery MarCom Social media	1. Jeremy Smith	JMC Smith communication
			2. Deepak R Joshi	Nepal Tourism Board
	5	Recovery MarCom Traditional media	1. TBA	TBA
			2. Ms. Archana KC	Nepal Tourism Board
B2C	6	Promotion Social media	1. Damian Cook	E-Tourism Frontiers
			2. Bijay Amatya	Kora Tour- Nepal
	7	Redefine Brand Nepal	1. Oliver Martin	Twenty31 Consultancy
			2. Ashok Pokharel	Shangri-la Tours (Pvt) Ltd
	8	Promotion Traditional	1. David Beirman	University of Technology, Sydney
			2. Vinaya Shakya	Tripitak Holidays

## Appendix F

### Power Point presentation of initial meeting on May 23

