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 governments, 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, West Asia and Africa.

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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 Task Force, using a similar structure as for the Bali Task Force
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

1. Recovery;
2. Rehabilitation;
3. Normalisation; and
4. 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 task force 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
The PATA Nepal Tourism Rapid Recovery Task Force
Report and 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 reposition 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 task force 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 201
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<tr>
<td>Int'l Sales</td>
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<td>Accessibility</td>
<td>Social Media</td>
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<tr>
<td>Mobile tourism associations</td>
<td>Spread positive news</td>
<td>Utilize diplomatic channels to promote Nepal</td>
<td>Safety of clients</td>
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<td>Positive information</td>
<td>Free visa</td>
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<td>Story building</td>
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<td>Mice segment</td>
<td>Village tourism</td>
<td>Re-open Tibet</td>
<td>Heritage sites</td>
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<td>Fam trips</td>
<td>Invite students</td>
<td>TIA upgrade</td>
<td>Damaged site</td>
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<td>Solidarity of stakeholder</td>
<td>Visa policy</td>
<td>Airport</td>
<td>Communicate positive info to Nepali F.O.</td>
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<td>Use of Non-Resident Nepali (NRN)</td>
<td>Road shows</td>
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<td>Infl airlines to promote Nepal in cooperation with hotel</td>
<td>Request CHSA to help by allowing more Indian pilgrims or tourists</td>
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<td>Expedite insurance to tourism</td>
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<td>Utilize Nepal Diaspora students to Business</td>
<td>Sales mission</td>
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<td>Security</td>
<td>Relief package to tourism industry</td>
<td>Activate Nepali Diaspora</td>
<td>Invite celebrities</td>
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<tr>
<td>Add value</td>
<td>Airlines partnership</td>
<td>Promoting and mobilizing PRs</td>
<td>Make a crisis song</td>
</tr>
<tr>
<td>Medical outreach program ongoing</td>
<td>Partnership with Int'l institutions</td>
<td>Blogger Conference</td>
<td>Appoint Int'l goodwill ambassadors</td>
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<tr>
<td>OTAs</td>
<td>Mobilization and attraction of FDI in tourism</td>
<td>Promote Nepal as eco-tourism hub</td>
<td>Meeting with diplomatic missions</td>
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<tr>
<td>Educational tours</td>
<td>Reduce airfares</td>
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<tr>
<td>Inviting Int'l conferences (UNWTO / PATA)</td>
<td>Encouraging foreign airlines</td>
<td>FTO networking</td>
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<tr>
<td>New market identification</td>
<td>Customs relaxation on required equipment</td>
<td>Scholarship for studying Nepalese culture</td>
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</tbody>
</table>

Sorted by Bert van Walbeek - PATA International Nepal recovery task force coordinator
Being on top of the world doesn’t mean anything unless you know what it is like to be at the bottom.

- International Recovery Sales
  - Volunteer expert “team” 1
- Asia Recovery Sales
  - Volunteer expert “team” 2
- Nepal tourism accessibility
  - Volunteer expert “team” 3
- Recovery MarCom Social Media
  - Volunteer expert “team” 4
- Recovery MarCom Traditional Media
  - Volunteer expert “team” 5
- Promotion Social Media
  - Volunteer expert “team” 6
- Redefine Brand “Nepal”
  - Volunteer expert “team” 7
- Promotion Traditional
  - Volunteer expert “team” 8

PATA Nepal Tourism Rapid Recovery Task Force
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### Being on top of the world doesn’t mean anything unless you know what it is like to be at the bottom

**Slightly revised timeline as per June 8**

<table>
<thead>
<tr>
<th>Step</th>
<th>Task</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1</td>
<td>Selection &amp; appointment of the 8 PATA Volunteer Experts by PATA Nepal Recovery Taskforce Leader</td>
<td>02/06</td>
</tr>
<tr>
<td>Step 2</td>
<td>Selection &amp; appointment of the 8 Nepali experts by Nepal Tourism Board and the PATA Nepal Chapter to support each of the PATA Volunteer Experts</td>
<td>03/06</td>
</tr>
<tr>
<td>Step 3</td>
<td>Volunteer &amp; Nepali experts invite other team member, as deemed necessary</td>
<td>03/06</td>
</tr>
<tr>
<td>Step 4</td>
<td>Establish electronic meeting channels between PATA &amp; Nepali volunteer teams as project deadline is too short to allow travel</td>
<td>09/06</td>
</tr>
<tr>
<td>Step 5</td>
<td>Each team to develop S.M.A.R.T plans as per the attached 22/04 brainstorm results, using the also attached templates, Taskforce Leader and Coordinator available for consultation</td>
<td>17/06</td>
</tr>
<tr>
<td>Step 6</td>
<td>Each team to forward S.M.A.R.T plans to PATA Nepal Recovery Taskforce Leader and Coordinator</td>
<td></td>
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<tr>
<td>Step 7</td>
<td>Coordinator to combine all 8 suggested plans in recommendation format for approval by taskforce leader</td>
<td>18/06</td>
</tr>
<tr>
<td>Step 8</td>
<td>PATA Nepal Recovery Taskforce Leader presents the plan for approval to the PATA Executive Board</td>
<td>19/06</td>
</tr>
<tr>
<td>Step 9</td>
<td>PATA Nepal Recovery Taskforce Leader and Coordinator travel to Nepal to present, explain the plan</td>
<td>20/06</td>
</tr>
<tr>
<td>Step 10</td>
<td>Nepal Tourism Board and the PATA Nepal Chapter start implementation with the 8 Nepali Experts to lead</td>
<td>21/06</td>
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</tbody>
</table>
Visitor arrivals to Nepal by air in 2014

- Asia: 51.4%
- Europe: 23.1%
- North America: 11.7%
- Pacific: 9.6%
- Others: 4.2%
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.


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 a 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 threes 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.
# The PATA Nepal Tourism Rapid Recovery Taskforce
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### PATA Nepal Recovery Taskforces action plans

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<th>Specific</th>
<th>Measurable</th>
<th>Attainable</th>
<th>Relevant</th>
<th>Time-bound</th>
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<tr>
<td><strong>Tourist authority to work with tour operators to persuade / organize FAM trips for identified celebrities linked to specific markets of wow, wild and well-ness. Local TV team to be assigned to report on the trips</strong></td>
<td>Such visits will create much publicity and the team suggests the following person to be invited: 1. Wow (Luxury): Joanna Lumley; 2. Wild: Bear Grylls (bird-watching - Bill Oddie); 3. Well-ness: Hilaria Baldwin.</td>
<td>Content analysis of press/ social media and newsletter coverage as well as audience measurements.</td>
<td>Celebrity availability will be challenge, but with the help of the Nepal Embassies the right persons can be identified which would be available.</td>
<td>Unbiased increase in celebrity endorsement and enhancement of &quot;nice news&quot; PR opportunities.</td>
<td>Identification and invitation during July, travel during August and September.</td>
</tr>
<tr>
<td><strong>Fly around in Europe by small delegation of selected stakeholders and under the leadership the NTB Educational will present workshops in all major source markets</strong></td>
<td>Identify operators in 3 key tourism segments and invite them to participate in workshops at the Nepal Embassies to be informed about new and amended tours being offered.</td>
<td>The quality of the buyers responding to the invitation and the action being taken by them after the workshop will indicate the success. Eventually the increasing IV numbers will too.</td>
<td>Provided budgets are being made available and delegations lead by the NTB will travel to these events this is achievable.</td>
<td>By making buyers more informed about the present opportunities and asking them face-to-face for their solidarity with a destination that served well the real friends of Nepal will show.</td>
<td>Fly around planning in July and trip to Europe in August.</td>
</tr>
<tr>
<td>**Focus on tourism generating countries in East Europe and some of the &quot;Stan&quot; countries (Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan, Turkmenistan and Uzbekistan) **</td>
<td>With the growing middle classes in these countries looking for travel experiences (and being used to crises) complete new source markets are now developing. This is the chance for Nepal to start promoting itself in these regions and merge the present source markets with new markets.</td>
<td>With &quot;others&quot; representing 11.7% of the IVA at the airport, it needs to be studied from which countries they are, so that resources can be allocated according to already established awareness.</td>
<td>Attending trade shows is one way of finding new opportunities and research should be done by the NTB to establish a list of such events in these new markets.</td>
<td>Every crisis has an opportunity and this is Nepal's chance to diverse away from the traditional, partly stagnant markets of the past.</td>
<td>Research about tradeshows to be done in July, a plan to attend some of them to be developed and approved in August for the period September - December 2015.</td>
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<tr>
<td><strong>Twin-Destination Strategy, expansion of trips to include Nepal as well as India or China</strong></td>
<td>Identify potential new tour operators to Nepal who are currently in India and China and who could add in a second destination in their present packages. This will make the strengthening of alliance linkages with India and China to mobilize this more important than ever.</td>
<td>The number of new or adapted tours being offered will be one way to measure this. The amount of additional alliance relationships between stakeholders of the 3 countries will be another dimension, with long-term potential too.</td>
<td>Attending trade shows is one way of finding new opportunities and PATA has offered space at the upcoming PATA Travel Mart in Nepal on a complimentary pavilion with 10 booths in Bangalore (value.</td>
<td>1. Expands tour operating business; 2. Increases tours to Nepal.</td>
<td>During the period July - September.</td>
</tr>
<tr>
<td><strong>Be part of our recovery - 'be part of our community'</strong></td>
<td>1. Target Nepalese and Indian Diaspora in UK/Europe/Use - e.g., Radio Sunrise in UK. 2. Connect Nepal Chef Association with Nepalese restaurants in Europe.</td>
<td>Bookings and reservations in Nepalese restaurants can enhance the recovery message.</td>
<td>2. Increase in tourist numbers from Diaspora.</td>
<td>1. Dependent on community and NGO support; 2. Relies upon discretionary income levels and vacation leave.</td>
<td>This very relevant, culturally connected target market can not only influence their personal network, but also spread the message around in the working environments.</td>
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### PATA Nepal Recovery Taskforces action plans

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<th>Team leader</th>
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<th>University of West London Team</th>
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<tr>
<td>Soren Wettendorf</td>
<td>Ms. Ujjwala Dali</td>
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#### Action planned

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<tr>
<td><strong>Be part of our recovery - ‘be part of our family’</strong></td>
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</table>
| 1. Target non-Asian market.  
2. Gain involvement of selected community members. |
| Increased bookings and reservations activities in the months to come |
| 1. Dependent on community and NGO support;  
2. Relies upon discretionary income levels and vacation leave. |
| Influential community members can not only motivate their personal network, but also spread the message around in the relations network |
| An invitation by the NTB to selected community members to support their country through word of mouth efforts to be send in July |

<table>
<thead>
<tr>
<th>Topic: Travel Advisories</th>
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<tr>
<td>Nepalese authorities should primarily lobby and convince governments of key source markets to reduce any advisories related with travelling to Nepal to certain geographical areas of the country</td>
</tr>
<tr>
<td>Recent research made clear that geo-referenced information plays an important and can reduce the impact of Travel Advisories and help to limit unnecessary repercussions</td>
</tr>
<tr>
<td>With the help of the Foreign Ministry and the diplomatic deaegations in Nepal pressure to change the generic restrictions to the whole country to certain clearly specified areas of Nepal</td>
</tr>
<tr>
<td>Government have the right and the duty especially in crisis to inform their citizens of difficult, or even dangerous situation they may encounter while traveling abroad but</td>
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<tr>
<td>Get assistance from the FOM and plan a briefing for all Embassies in Nepal, as well as Meeting of Nepali embassies with the issuing FOM in their respective countries</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Topic: Demonstrating that Nepal has more to offer tourists than just Kathmandu/trekking/events</th>
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</thead>
<tbody>
<tr>
<td>Develop marketing and sales collateral that illustrates the full range of Nepal’s tourism regions and natural, cultural and manmade attractions.</td>
</tr>
<tr>
<td>The NTB to use this opportunity to highlight lesser know attractarion and regions and divert the tourists to the 80% of the tourism related areas which were not eff3ected</td>
</tr>
<tr>
<td>Diversification of tourism flows in the country will result in economic benefits for areas not well visited yet and will help support local communities in those areas</td>
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<tr>
<td>PDF documents to be designed in July and made available to all stakeholders to be distributed during July and August</td>
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<th>Topic: Retrieving and preventing booking cancellations from all European agents and DIY tourists</th>
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<tr>
<td>Create a bank of frequently asked questions that address the concerns of all the stakeholders.</td>
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<tr>
<td>The NTB to enhance the present FAQ website with α-presently more relevant answer for concerned (potential) visitors</td>
</tr>
<tr>
<td>The more information will be available the faster more tourist s will become aware that it is actually to travel in Nepal than to travel from their homestead to the airport</td>
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<td>Immediate and on-going</td>
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</table>
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 association
- 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 media.

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.
# PATA Nepal Tourism Rapid Recovery Task Force

## Report and Recommendations

The PATA Nepal Tourism Rapid Recovery Task Force

### Team leader:
Mr. Sunil Sakya

### Team members:
- **PATA Malaysia Taylor's Student Chapter**
  - Ms. Madelyn Toh
  - Ms. Cindy Lee
- **Dr. Toney K. Thomas**
  - Mr. David Ng

## Action planned

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<td>To align all actions with the tagline ‘I’m with Nepal’ - The main purpose of having this hashtag is to ensure that there is collective effort under one single core message: The Best Way to Help Nepal is to Visit Nepal</td>
<td>Measured by the number of social media posts tagged with the hashtag #imwithnepal</td>
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<td>Invite tourists from travel agents’ database to share about their travel experience in Nepal (during and post - earthquake) on their social media pages in the form of a video or an article/diary with pictures.</td>
<td>Measured by number of shares, likes and comments of the video or article which is published on social media.</td>
</tr>
<tr>
<td>As Travel Consultants still play a major in advising their customers where to, or where not to, travel, changing their perception on Nepal is of ultimate importance</td>
<td>Compare arrivals for these source markets and set Key Performance Indicators</td>
</tr>
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<td>In order to avoid the usual “low the price and people will come” technique training is needed to encounter buyers efforts to push rates down, thus ensuring their profitability is protected.</td>
<td>By comparing revenue results from the past few years and revising budgets for the rest of 2015, results can be measured by January 2016</td>
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<td>ambassadors and Attachés could support the tourism recovery by contacting outbound travel associations</td>
<td>Increase of IVA from these countries where the Embassies are based to be measured</td>
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The PATA Nepal Tourism Rapid Recovery Task Force Report and Recommendations

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<td>Data driven facts in the form of Videos</td>
<td>Produce videos showing facts of the earthquake impacts in Nepal and the history of earthquakes in the country. This is to reduce the common misconception that most part of Nepal is damaged by the disaster, thus encouraging them to visit the undamaged sites</td>
<td>Measured based on the number of views and shares for the video</td>
<td>Videos to be produced by end of July by a credible source. Example: by the American Geophysical Union (AGU) and International Association of Volcanology and Chemistry of the Earth's Interior (IACVEI)</td>
<td>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</td>
<td>Videos to be put up on social medias and other forms of digital media by July</td>
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<td>Promotion videos to be incorporated into online travel agent (OTA) and online travel websites focusing on Asia</td>
<td>Show pop-up videos of Nepal’s unaffected tourist attractions upon entering websites.</td>
<td>Measured by the number of views for the promotional video. The higher the number of views, the greater the awareness</td>
<td>Commercial video to be produced by July</td>
<td>It will attract website viewers to search more on Nepal on the OTA instead.</td>
<td>Pop-outs will be played on during September.</td>
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<td>Destination to inform Asian travel Industries about innovation of their tourism products triggered by the earthquake, by promoting alternative tourist and trekker destinations</td>
<td>To develop the destroyed tourist attractions as a memorial destination like Ground Zero in NYC. For example, allow tourists to leave their ‘hand print marks’ or ‘signatures’ on a canvas or wall that is set up at the destination.</td>
<td>Can be observed through the amount of handprint marks or signatures.</td>
<td>Canvas or wall to be constructed by August where tourists can leave their handprints or signatures.</td>
<td>For the memorial of those who lost their loved ones in the disaster that has happened at that destination. It also makes the tourist’s visit to Nepal a memorable and meaningful one - a once in a lifetime experience.</td>
<td>The site to be ready by end of August and open to tourists in September.</td>
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<td>CSR activities to be suggested</td>
<td>Incorporate CSR into MICE Tourism packages for corporate companies, organizations and associations especially in neighboring or developed countries like China, India, Japan, South Korea.</td>
<td>Travel agencies can provide statistics through the number of groups sold.</td>
<td>Nepal Tourism Board to reach out to overseas travel agencies in late June and value added packages to be produced by end of July</td>
<td>To allow tourists to help out with voluntary work in Nepal while visiting the country. It also helps in creating awareness and gaining a bigger market share through big groups visits.</td>
<td>Packages to be promoted from August onwards and the first departure to be as early as October.</td>
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<td>Volunteer Tourism</td>
<td>To include affected tourist attractions into the itinerary where tourists can volunteer and visit the sites at the same time.</td>
<td>Travel agencies can provide statistics through the number of groups sold.</td>
<td>Nepal Tourism Board to reach out to overseas travel agencies in late June and value added packages to be produced by end of July</td>
<td>To allow tourists to help out with voluntary work in Nepal while visiting the country. It also helps in creating awareness and gaining a bigger market share through big groups visits.</td>
<td>Packages to be promoted from August onwards and the first departure to be as early as October.</td>
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<td>Familiarization trips for Travel Agents</td>
<td>Invite selected travel agents from the main tourist market to visit Nepal and promote as well as share their experiences traveling in Nepal</td>
<td>Measured based on number of tour packages sold by travel agencies</td>
<td>Each travel agent has to complete the fam trips by mid-July and promotion will begin in August</td>
<td>It will create awareness and increase the confidence of travel markets through the travel agents</td>
<td>Travel agents to focus on promoting Nepal from August to October.</td>
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<td>Create Special Zone Tour Packages through Collaborations with bordering Indian states - targeting the Indian and Asian markets</td>
<td>NTO and tour operators to create a dual country pilgrimage, cultural and nature tour packages combining cities in India (such as Sikkim, Uttar Pradesh, Bihar, Uttarakhand) and cities in Nepal</td>
<td>Measured based on number of tourists crossing the India-Nepal borders</td>
<td>Tour packages to be produced by end of July and promoted from September onwards</td>
<td>Firstly, to 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.</td>
<td>Tour packages to be ready by end of July, promotion and networking with overseas travel agents to be done August onwards, and fam trips to be conducted September to December.</td>
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**Topic : Asia Recovery Sales Team 2**
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.).
### PATA Nepal Recovery Taskforces action plans

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<tr>
<td>Operation Extreme Makeover at Tribhuvan International Airport</td>
<td>First completely and thoroughly clean the building inside and outside and then paint the outside of the building bright yellow and the inside public areas soft yellow, use employees of tourism stakeholders, that have presently no work, because of the lack of IVAs to support the painting experts.</td>
<td>This talking point should create a great amount of press coverage and positive feedback from all passengers arriving</td>
<td>With the cooperation (sponsorship?) of a paint suppliers and/or association this could be done, if the political will is there to make a &quot;fresh start.&quot;</td>
<td>As the saying goes: you can only make a first impression once. The present state of TIA is not welcoming and create a very negative perception about Nepal.</td>
<td>Planning during July and the actual makeover in the first week of August 2015</td>
</tr>
<tr>
<td>Airport Ambassadors, welcoming all passengers</td>
<td>With many guides without work, some of those could be employed to enhance the welcome and farewell experiences at the TIA by offering &quot;meet &amp; greet&quot; as well as depart &amp; farewell services to all passengers, there by overcoming some of the structural challenges by offering smiles and guidance from the gate to the front door.</td>
<td>Airport survey can show that this service is a great enhancement and a much appreciated service showing how much the destination appreciates the arrival of each visitor, be it Nepalese over seas or tourist coming back for leisure purposes.</td>
<td>With the cooperation of the Tour Operators and Guide Associations this could help guides in financial dudess with a small income during these days of hardship.</td>
<td>In line with the comment above about making a good impression this would help a lot, specifically for first time arrivals and tourists in general. This could also be a small sales point in the efforts to bring some group and/or meeting business back to Nepal.</td>
<td>Once the budget is located this could be implemented nearly instantaneously and be fully operational with selected guides and planning schedules to cover all arriving and departing flights by August 1, 2015</td>
</tr>
<tr>
<td>Resume visas for selected tourism generating countries</td>
<td>As proven time and time in the tourism environments, the lifting of visa for citizens of countries, specifically Asian countries, has dramatic impact on arrival patterns.</td>
<td>This good news would increase the interest of citizens of the exempted countries and the increased arrival would compensate in economic value for the loss of arrival tax income, which can be measured by comparing previous years, of course taking into consideration the special circumstances.</td>
<td>With the cooperation of the Finance Ministry and its tax department this could be done. For instance to help the European markets to bounce back or to bring back IVAs from major Asian countries, like from Japan, Korea (ROK) and/or Malaysia.</td>
<td>In many crisis situations this kind of tax waivers has not created a lot of goodwill in the respective countries, more press coverage and last but not least the perception that the country is open for business.</td>
<td>As this will probably be apolitical decision, an official proposal should be prepared during July, approved by mid August and publicized in a major campaign before the end of August</td>
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<td>Relax custom regulations on trekking and climbing equipment</td>
<td>With the trekking and climbing industry on the rebound by the end of the year custom regulations on trekking and climbing equipment should be reconsidered.</td>
<td>The effect of lifting certain financial burdens could be measured and the reduction in revenue measured with the increase of trekkers and mountaineers, once the mountains are accessible again.</td>
<td>With the cooperation of the Finance Ministry and its tax department this could be done and then used as a promotion tool</td>
<td>Similar to waiving visas, such gestures which will have little impact on the total tax income of the country create goodwill and publicity.</td>
<td>As this will probably be apolitical decision, an official proposal should be prepared during July, approved by mid August and publicized in a major campaign before the end of August</td>
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<td>Encourage airlines to develop joint campaign with tour operators consolidator from point of origins and operators in Nepal for advantageous packages</td>
<td>As airlines depend to a certain extend on tour operators and their allocations favorable value added packages should be mutually agreed.</td>
<td>The passenger yield systems of the airlines can measure demand and yield managers can judge the need for value added package months ahead.</td>
<td>Close cooperation with all airlines having Kathmandu on the routes system and through frank discussions a win-win can be achieved by September.</td>
<td>If tour operators are convinced that the product Nepal can still be sold, even if with certain limitations and thus keep generating a certain demand for seats, the airlines will follow automatically.</td>
<td>Discussions with the country / station managers should be followed with meetings with the airlines’ yield managers during July and result in packages by September</td>
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The PATA Nepal Tourism Rapid Recovery Task Force Report and Recommendations
### PATA Nepal Recovery Taskforces action plans

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<td>The various airlines to offer a ticket allocation for the tourism stakeholders to travel on business to the various road show events</td>
<td>As per recommendation 1 &amp; 2 road shows are recommended in various tourism generating regions and support by special tickets, or if space is available free tickets, would result in more promotion activities by more stakeholders and consequently more passengers</td>
<td>As all parties depend on each other and one can not survive without the other working together must be achievable and proactive</td>
<td>Mutual understanding for the present challenges will help to create a win-win result for all parties involved</td>
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<td>Results from those sales people and statistics about how much travel to Nepal was sold will help to set some sales targets, perhaps even to offer an incentive</td>
<td>Although they have many destinations to sell, a concentrated campaign to support Nepal must be achievable and help load factors increase</td>
<td>As the local representative know their markets best they must be motivated to focus on Nepal during those days in need</td>
<td>Discussions with the country / station managers should be followed with meetings with the airlines’ marketing managers during July and result in special offers by September</td>
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<td>Miles donation from passengers / airlines’ co-branded partner etc. tourism recovery funds to directly assist road shows</td>
<td>Passengers with large bonus miles might be convinced to donate some points to help the tourism industry to bring folkore groups to the road shows</td>
<td>The kind of CSR might help folklore groups to rebound and find ways to continue their efforts to maintain culture</td>
<td>With many such groups not having any tourists to perform for, they must be readily available and willing to travel</td>
<td>As folklore not only attract travel consultant it is also good for bringing more press members, specifically if these groups come from damaged areas</td>
<td>Survey should be done by the NTB and other tourism associations to find such performers and produce a list by the end of July 2015</td>
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<td>Launch a campaign to create more awareness about domestic airline safety</td>
<td>With air safety worldwide being scrutinized the Department of Aviation to consider a safety &amp; security campaign</td>
<td>Measuring the number of domestic flights and the number of safety incidents will a statistic which can be used as benchmark</td>
<td>As safety &amp; security will be on the mind of tourists in Nepal for a time to come, any information about proactive efforts on this matter is positive and will enhance the destination’s image</td>
<td>As news about airline crashes in Nepal is no unusual it is important to strengthen the role the airline played during and after the crisis</td>
<td>A plan to developed during July and to be implemented by the end of August and to be certified by UN ICAO by September</td>
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<td>Encourage airlines to grant extra miles to passenger travelling into Nepal for a specified period on all classes of service</td>
<td>The large frequent flyers date bases of loyalty program for frequent flyers must be activated and airlines be convinced to give special bonus earning or redemption offers for flight to Nepal</td>
<td>All airlines know the travel patterns of their frequent flyers and can identify those that have flown to Nepal</td>
<td>Special offers with added value items could be developed and made accessible to those frequent flyers</td>
<td>By offering special details, passengers might be tempted to travel to Nepal and “see for themselves” and thus become citizen journalist to spread the good news about Nepal</td>
<td>Discussions with the country / station managers should be followed with meetings with the airlines’ loyalty program’s managers during July and result in special offers by September</td>
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<td>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</td>
<td>Making it easier to travel with luggage would bring additional goods to Nepal. This helping to increase the visitors economy</td>
<td>The cargo yield systems of the airlines can measure demand and yield managers can judge the need for value added package months ahead.</td>
<td>Close cooperation with all airlines having Kathmandu on the routes system and through frank discussion a win-win can be achieved by September</td>
<td>This could help not only import of goods but also the export of souvenirs as tourist are less afraid of having to pay overweight and thus buy more</td>
<td>Discussions with the country / station managers should be followed with meetings with the airlines’ cargo managers during July and result in special offers by September</td>
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<td>Measuring the number of domestic flights and the number of safety incidents will a statistic which can be used as benchmark</td>
<td>As safety &amp; security will be on the mind of tourists in Nepal for a time to come, any information about proactive efforts on this matter is positive and will enhance the destination’s image</td>
<td>As news about airline crashes in Nepal is no unusual it is important to strengthen the role the airline played during and after the crisis</td>
<td>A plan to be developed during July and to be implemented by the end of August and to be certified by UN ICAO by September</td>
</tr>
</tbody>
</table>
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 are what give 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.
The recovery is an inspiring period of time, where change is happening by the day. Rather than solely focusing on 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 x months time it will be complete. I was in Christchurch, New Zealand earlier this year, and while the devastation from the earthquake is everywhere to be seen, the energy of the recovery is what hits you – the pop up markets, Cardboard Cathedral, site specific art installations. I was constantly aware that this was an amazing and privileged time to see Christchurch, while also instilling in me a desire to return again once all is settled down. And the key was communicating what was happening everywhere.

Make the recovery the story

When you are looking at content, it is easy to see which posts etc are recovery focused and which are not. If people are briefed to focus on the recovery, if stories that are fed out focus this way, if images being shared are of the recovery, then the meme spreads and people pick up on it. 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 you have an angle, and until you have an overarching brand / message, all else lacks something to be hung on.

There will be a time when the recovery is ‘done’, so it is bound by its own success or failure.

Develop a package of offers that can be added to social media posts / blogs etc

Work with local tour operators, hotels etc, to develop a portfolio of packages that will encourage people to come (focusing on a range of different markets). Create a central database of all these offers which is then shared with bloggers, writers, social media groups etc and all who are engaged in telling the Recovery story, encouraging them to add one or more of these offers into posts / blogs where possible, so as to drive traffic.

Track conversions from different sources. The offers will be to drive traffic in next season.

Not everyone will add these, but most will as they will see it as goodwill, and potentially as something they can offer their readers and subscribers.

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.

You need the stories out quickly. Bloggers and Social Media is the quickest way.

Local and International Bloggers to write / shoot / film stories on the ground and then share collectively in co-ordinated social media blitz

Work with blogger collective like Green Travel media to do a blitz of blogs on Nepal. By co-coordinating efforts the collective not only post own content, but then retweet / FB share each others, thus magnifying reach greatly.

You can count shares and likes if you want, read analytics etc, and this is good for awareness. But for conversion to visits you need to tie campaign to some offer. So whatever offer is should be co-ordinated and shared with bloggers.

I have spoken with Bret Love, head of Green Travel Media, and he is up for doing something similar to the #justonerhino blog blitz campaign that I was involved in last year / early this year.

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. You can get the stories out in days / weeks, rather than months. And then because all publications are equal once shared on Social Media, you can reach high volumes of people that way.

You need the stories out quickly. Bloggers and Social Media is the quickest way.
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<tbody>
<tr>
<td>Enable international bloggers to contact on the ground people for interviews etc to expedite story process</td>
<td>Have local PR people offer profile stories / interviews with key characters of the recovery – artisans rebuilding, entrepreneurs creating pop up businesses, tourism guides taking people to new areas etc – and offer them for interview to bloggers, in print, audio or web video.</td>
<td>You can see how many bloggers take it up simply by the number of stories that get produced. And then you can measure their reach through SM likes shares etc. And if there is a travel offer linked to (see 2 above) and promoted at end of stories, then you can see what take up of offer direct from story was.</td>
<td>Work with group like Raj Gyawali’s <a href="http://www.facebook.com/groups/NepalTourismRecovery">www.facebook.com/groups/NepalTourismRecovery</a> to connect with people who could be focus of stories. Connect to friendly journalists, bloggers, bloggers etc around world (by friendly I mean those who have written positively about Nepal in past, or have shown interest in sort of stories you will be offering them). Because no flights and accommodation are necessary, this can be done at the cheapest and quickest level.</td>
<td>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 we can all relate to. And by you presenting media with the ‘characters’ you keep control of the story.</td>
<td>You can do this quicker than anything else, simply because no flights and accommodation are necessary.</td>
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<tr>
<td>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</td>
<td>Run a competition themed around stories of the recovery, open to travelers arriving between July and September, where winner wins an amazing Nepal trip / experience, or some piece of camera kit if you partner with someone like GoPro for example. Finalists are the 10 people whose films are seen most times on YouTube, and then a famous judge picks the winner. Alternatively partner with one of the airlines flying into Nepal, and get them to run a promo video for the competition, featuring relevant hashtags etc, on their flights into Nepal (and elsewhere if possible). They get to co-brand and also benefit from exposure.</td>
<td>As above, measure analytics, measure shares and likes, or follow click throughs where offers are attached to posts, although of course focus is on YouTube watches.</td>
<td>People are encouraged to share their posts as much as possible, knowing that that is the way to get into the final (all finalists win a prize), so you are encouraging people to do your promotional work for you. If you can partner with someone providing tech like Gopro, then you have their huge social media reach to drive competition as well. And if partner is an airline, they can both screen content and also promote to customers, probably offering flights as prizes, thus not undercutting Nepal offer by reducing hotel prices.</td>
<td>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.</td>
<td>People are coming to Nepal now, they are shooting video now, but they are not being channeled. Once they are directed, you have control of the story.</td>
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<tr>
<td>Co-ordinate and drive sharing of stories on Facebook</td>
<td>All the story approaches in 3 &amp; 4, 5 can be used to generate longer pieces, which are then to be shared on Facebook. The Nepal Recovery Group on Facebook has 500+ members, so if each one of those has 300 friends on face book, and each one shares a story with their friends, that is 150,000 people potentially seeing a story. So these active supporters need to be co-ordinated to see benefit of sharing. Where possible encourage sharing of offers (2) as well – something easier to do through a co-ordinated campaign.</td>
<td>As above, measure analytics, measure shares and likes, or follow click throughs where offers are attached to posts</td>
<td>The group (s) are already there, and this sort of low level digital activism offers them an easy way to support a cause they care about. The success of the OpenStreetMap initiative for Nepal thanks to energies of The Blue Yonder etc shows this is possible.</td>
<td>Success of recovery campaign relies upon how quickly and how far you can spread messages. Engaging supporters to reach their own networks is a fast way to magnify reach.</td>
<td>The group(s) are forming as we speak, and eager to feel involved. The quicker they can feel involved, the more likely they are to stay motivated.</td>
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<tr>
<td>Team leader</td>
<td>Mr. Jeremy Smith</td>
<td>Team members</td>
<td>Mr. Deepak Joshi</td>
<td>Mr. Lex Limbo</td>
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<td>Instagram sharing of images connected to stories</td>
<td>In essence same principle as for FB, except with Focus on images – many of which can be re-shared to FB and Twitter. Photos can either be connected to stories written in blog posts, to single facts that powerfully convey message of recovery, or to quotes from interviews etc. Work with design savvy people to overlay quotes etc on certain images for impact, but avoid creating cheap looking image + texts.</td>
<td>As above, measure analytics, measure shares and likes, or follow click-throughs where others are attached to posts</td>
<td>There’s so much photographic potential in Nepal right now, from before and after shots, to new things sprouting up as part of recovery, to images that show life going on as normal in untouched places, that it is a matter of gathering and distributing.</td>
<td>Images tell stories quicker than articles, and they get shared more widely. A well placed quote or phrase on a beautiful image can do job of a longer article.</td>
<td>What is happening in recovery is changing by the day. A photograph that was possible yesterday is not possible a week later. This is a story happening in real time, and integral is an immediate way to share it.</td>
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<td>Social Media greeting / farewell at airport and hotels.</td>
<td>Ensure that everyone arriving in Nepal is aware of hashtags, social media accounts etc for the recovery, so that they are sharing as much as possible using the same ones.</td>
<td>Set up twitter feeds etc to track the hashtags and account names.</td>
<td>Once you have settled on brand and core message, creating hashtags and relevant accounts is easy. Then it is just ensuring they are known about.</td>
<td>People are landing at airports now. Everyone not putting the same hashtag or sharing the right account names is a missed opportunity.</td>
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<td>Make most of celebrity visits</td>
<td>Celebrity supporters like Jackie Chan are visiting the country. They have vast reaches on Social Media, and need to be pumped to reach out to their supporters.</td>
<td>As above, measure analytics, measure shares and likes, or follow click-throughs where others are attached to posts</td>
<td>These people are coming either through pure altruism for the country, or perhaps with an additional element of desire to make themselves look good. So ask them to do this more loudly, to a wider audience and thus help the cause they profess to care about.</td>
<td>Due to the reach these celebrities have on social media, they are an instant story simply for their presence here, and so offer an extra dimension to efforts to tell world Nepal is back on track.</td>
<td>They probably only come once, so when they are here, you need to get them. Also once the media glare has moved away they are less likely to come.</td>
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<tr>
<td>Work with Trip advisor to ensure information is as up to date as possible</td>
<td>Nothing has bigger reach for travelers than TA. Ensuring information is as up to date, relevant and helpful as possible will do a lot for awareness of state of recovery.</td>
<td>Probably need to speak to TA to see what measurements they can provide.</td>
<td>I have spoken with Sally Broom who founded Tripbod (bought by Trip advisor, whom she now works for) and she is very keen to help (she is a very good friend of Raj Gyawali). Plans are already underway to ensure this happens.</td>
<td>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.</td>
<td>If people are contemplating coming now, they are looking at TA today. Sooner the content reflects current state of affairs, quicker it is being read by potential visitors.</td>
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<td>Work with emerging SM travel app like Keeptrax to benefit from shared promotion (keeptraxinc.com)</td>
<td>Keeptrax is a new travel app enabling people to create personal travel diaries, and it has just (i.e. this week in news) launched a travel app aimed at brands, tour companies etc. because they want to promote their product, and they are new, they will be much more open to an opportunity to do something with Nepal than someone like YouTube, that needs no new promotion.</td>
<td>Depends how Keeptrax measures, but as it is specifically a documenting app, this should be built in and principle of its business model when it talks to investors. After that it is the same principle of shares and likes.</td>
<td>They are in news this week trying to promote their new product. They will be looking for partners. No one has a more unique story right now than Nepal.</td>
<td>This is an app for recording your travel journey stories. Nepal is trying to create a new travel journey story for itself.</td>
<td>They are promoting their new app now so there could not be a better time to connect with them.</td>
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<tr>
<td>Give travelers chance to be part of the #AnotherBrickInNepal recovery campaign (and yes it is a terrible Pink Floyd pun)</td>
<td>Everyone who arrives at airport now is given a brick to permanently emboss / sign / engrave their name on, which will then be used somewhere in the recovery. Of course if possible they should be made aware where there brick is to be used, and ideally there name is exposed to outside so they can come back and see it / photograph it and share it. Someone photographs them with brick at airport under the #anotherbrickinNepal banner.</td>
<td>Simply count the number of bricks that get ‘signed’, and then follow the hashtag and shares on social media.</td>
<td>As Nepal is currently rebuilding, there must be quite a lot of bricks about. Get a cement / construction company to sponsor and organize whole thing, and then they get some free publicity, and they drive promotional activities.</td>
<td>Travelers like to feel 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.</td>
<td>Once the buildings are finished there is no need for more bricks. So this is something happening now, that people can be part of.</td>
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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 Sukaphanta - 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.
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<tr>
<td><strong>Release Information on Nepal Attractions Audit</strong></td>
<td>Audit of Key Tourist Sites (what is the status / impact of the earthquake on each site. Simple rating + Pictures + Description)</td>
<td>Number of trade / non-trade publications that carry the information / story / report</td>
<td>Based on actual information / statistics / needs on the ground</td>
<td>Important to trade to disseminate info/update to industry (Awareness)</td>
<td>Release in July before active promotion of travel to Nepal</td>
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<td><strong>Promote Travel Ideas: Nepal Welcomes The World Back</strong></td>
<td>10 Ways To Support Nepal As A Tourist (interesting tours / things to do in Nepal that actually help the country recover)</td>
<td>Number of trade / non-trade publications that carry the information / story / report</td>
<td>Brainstorm for ideas / attractions that the country wants to promote</td>
<td>Encourage demand for Nepal products and services (Promotion)</td>
<td>Release in August before intended Tourist season</td>
</tr>
<tr>
<td><strong>Fam Trip by Key Industry Personalities, Media and Tour Operators To Nepal (Visit of attractions / key things to do)</strong></td>
<td>(1) Film Fam Trip + Interviews to be released on Nepal YouTube Channel and other media (can break up into episodes) (2) Professionals Photographs of trip to support written stories and video clips (3) First-Hand reports / Accounts from key Personalities to be disseminated via their own personal platforms + other media channels</td>
<td>Number of Key Personalities Who Went On The Trip (20 to 30)</td>
<td>Carefully planned 5-day itinerary that focuses on key activities / sites that Nepal wants to promote to the rest of the World to do as well</td>
<td>First-Hand accounts + visual gives confidence for other tourists to go back to Nepal</td>
<td>Release in August before intended Tourist season (Stagger release in the form of “Episodes” over 8 weeks to provide constant news/updates on Nepal)</td>
</tr>
<tr>
<td><strong>Develop and distribute a NTB newsletters to all traditional press resources :” On the road to recovery ”</strong></td>
<td>In order to provide constant update the NTB will release a weekly electronic newsletter, providing updates on the normalization process</td>
<td>The effect can be measured in the number of articles written by the recipients</td>
<td>Through a dedicated person in the NTB who will be responsible for the content, production and distribution of this newsletter</td>
<td>This constant stream of positive news will be used by travel magazines to keep their readers posted of Nepal’s recovery efforts and status</td>
<td>Develop a template in July, compile distribution list and distribute newsletters during August and September, weeks 32 - 29</td>
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<td><strong>Develop a series of positive articles about Nepal to distribute to Lifestyle editors of newspapers and magazines</strong></td>
<td>Independent journalists to write motivational background articles about all aspects of life in Nepal, preferably not related to the earthquake recovery</td>
<td>The effect can be measured in the number of articles written by the recipients</td>
<td>Through a dedicated person in the NTB who will be responsible for the selection of writers, editing of articles and distribution to Lifestyle editors</td>
<td>This constant stream of positive news will be used by newspapers and magazine to keep their readers informed on Nepal aspects of its Tourist season</td>
<td>Develop a list of potential journalists / storywriters in July, compile distribution list and distribute articles during August and September, weeks 32 - 29</td>
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<td><strong>Broadcasting of freshly made TV commercials in India, China and Europe</strong></td>
<td>Budgets permitting a motivational commercial should be produced to highlight area which have not been effected</td>
<td>Number of views can be determined through audience measurement systems in the targeted countries / areas</td>
<td>If a “small” amount of all the donations received can be allocated to produce this commercial, a contest for Nepal agencies must be designed with the winner and the runner up being remunerated</td>
<td>Audiences in tourism generating markets will get an different view than being painted presently by the International Media who still report that Nepal is “destroyed”</td>
<td>Contest designed and announced in July and deadline for entries end of August. Depending budgets countries / areas for showing the commercial to be decided and time slots to be booked in September</td>
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### PATA Nepal Recovery Taskforces action plans

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<td>Making a fresh documentary on Heritage Sites with before and after footage</td>
<td>With the advise and support of UNESCO a documentary to be produced, making the recovery story and the resilience of Nepal to restore the heritage sites the main message</td>
<td>Number of views can be determined through audience measurement systems in the targeted countries / areas</td>
<td>Well known documentary producers to be consulted to make such movie as high class and value added for the viewers as possible</td>
<td>If well done such documentary can be entered in many movie festivals to enhance Nepal’s perceptions - and perhaps win some awards too</td>
<td>Consultations with UNESCO in July and if positive production to start in September</td>
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<tr>
<td>Full-page ads &amp; write-ups in local newspapers to promote domestic tourism</td>
<td>Budgets permitting motivational ads to be produced to highlight areas which have not been effected and where domestic tourism can help the population by taking weekend trips and holidays to support the local economy</td>
<td>Visitors to those areas must be measured and audited to make sure the products and service offered cater to their (domestic) needs or need to be adapted</td>
<td>If a &quot;small&quot; amount of all the donations received can be allocated to produce such advertisements, then they can be placed in local newspapers to motivate their readers to take action</td>
<td>Domestic tourism can replace (some of) the missing regional and international tourists and thus help hospitality and travel organizations to survive until the regular business comes back to Nepal</td>
<td>Advertising campaign to be designed in July and to be placed in selected national newspapers and magazines in August and September</td>
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<tr>
<td>Full-page ads in regional (Asian) newspapers / magazines to promote Nepal</td>
<td>Budgets permitting motivational ads to be produced to highlight areas which have not been effected and where regional tourism can help the population by having holidays and thus support the local economy</td>
<td>Visitors to those areas must be measured and audited to make sure the products and service offered cater to their (regional) needs or need to be adapted</td>
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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.
### PATA Nepal Recovery Taskforces action plans

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<th>Team members</th>
<th>Bijay Amatya</th>
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<tr>
<td><strong>Digital Resource Development</strong></td>
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<tr>
<td>1. To revamp and update the content management system, information architecture and content of the NTB website</td>
<td>Measurement of increase of traffic and conversion to enquiries and bookings using:</td>
<td>This is easily done using any open source CMS and can be but simply but effectively - we will however need to ensure that we have online managers trained to use and update it</td>
<td>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.</td>
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<td>2. To add social media widgets to display automatically updated content from Facebook, Twitter, Instagram, YouTube and guest blogs</td>
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<td>With the fundamental web structure in place, a quick but efficient overhaul and upgrade of systems is attainable within the suggested time frame.</td>
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<td>3. To develop a simple booking, enquiry and referral system from the website as a central fulfillment point for all campaigns</td>
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<td><strong>Introduction of a Social Wall for all campaigns</strong></td>
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<td>This simple tool when added to the main destination site will aggregate all content using an agreed campaign hashtag into one single place on the destination website from all major social platforms (Facebook, Twitter, Instagram). This will provide community managers with direct access to any and all social media content using the official hashtag.</td>
<td>This tool will automatically measure the volume of aggregated content. Further analytical tools will measure the reach and engagement of tagged content.</td>
<td>This is a self working tool.</td>
<td>User generated content is now an essential 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.</td>
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<td><strong>Improved Social media Platforms</strong></td>
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<td>The destination has to improve and increase its social media presence on the key platforms for engagement:</td>
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<tr>
<td>• Facebook</td>
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<td>• Twitter</td>
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<td>• Instagram</td>
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<td>• YouTube</td>
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<tr>
<td>• Guest Blogs</td>
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<tr>
<td>There needs to be constant updating of these platforms by community managers (see below) to ensure these outputs as a minimum:</td>
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<tr>
<td>• Facebook 3 x posts daily</td>
<td>Attainable with guidance and training for Community and Campaign management which can be done as a public/private sector partnership</td>
<td>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.</td>
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<tr>
<td>• Twitter 10 x posts daily</td>
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<td>• Instagram 5 x posts daily</td>
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<td>• YouTube 1 new video posted per week</td>
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<td>• Guest Blogs 1 per week</td>
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<td><strong>Action planned Specific Measurable Attainable Relevant Time-bound</strong></td>
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### PATA Nepal Recovery Taskforces action plans

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<tr>
<td><strong>Team 6: B2C Promotion Social Media</strong></td>
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**Establishing a strategy for digital campaigns and community management**

1. Training Community managers to manage and curate social content and campaigns
2. Identify specific target markets by nationality but also by demographics (India, China, Europe, US and Climbers, Cultural Visitors, Yoga Travelers etc)
3. Identify the best channels to reach each audience
4. Carry out specific campaigns via Facebook, Twitter, and Instagram to access targeted groups and convert initial engagement into enquiries and bookings via the centralized web platform

By establishing clear strategies that identify target markets and the channels to reach them, with which content-analytical tools and reporting for each platform can be used to measure the results. This will measure volume of online engagement with content and then conversion of enquiries and bookings from each campaign. Social engagement levels should be maintained at least above 10% total audience of any campaign.

Attainable with guidance and training for Community and Campaign management which can be done as a public/private sector partnership

**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.**

Once the correct tools are in place and the community manager trained, these campaigns can be quickly created and put into play, and can run concurrently across multiple markets.

**Content Audits and Development**

Meeting the need for constant, fresh and quality content by identifying content sources and partners and ensuring that community managers are constantly accessing storing and activating content. This will include:

- Partnerships with trade to access client content
- Partnerships with local media, photographers and videographers
- Partnerships with visiting and international media

The total volume of content available for effective social campaigning and updating should increase exponentially and the platforms grow. New content should form 25% of total online presence per month.

Possible as long as reliable and creative local and international content partners can be sourced.

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

This may take some time to establish, but will be an ongoing partnership once functioning.
## PATA Nepal Recovery Taskforces action plans

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<td><strong>Digital Ambassadors</strong></td>
<td>Content should be developed that tells good compelling stories that will reflect travel experiences and be specifically linked to the identified products and linked to campaigns with conversion points.</td>
<td>All of this content must be linked to the conversion points connected to the main web presence (and ideally to products related to content) so that the established analytics will measure both engagement and conversion rates.</td>
<td>Can be sourced via the planned international celebrity visitors program, but could also be combined with a visit by relevant travel bloggers and adventure travel content producers, or in partnership with content hardware providers such as GOPRO or Adventure travel gear manufacturers.</td>
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<tr>
<td><strong>TripAdvisor Campaign</strong></td>
<td>A destination campaign via TripAdvisor targeting the key agreed recovery markets. This will place ads and content on selected pages, regions and sections of the TA site, and also allow for a powerful campaign using the world’s largest source of social media content</td>
<td>These campaigns have in built analytic tools that can measure the effective reach, engagement and conversion of the campaign.</td>
<td>Dependent on Budget required by TA - which depends on total market reach required.</td>
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<tr>
<td><strong>Digital Mapping</strong></td>
<td>Creation of an interactive map of Nepal with specific layers for tourist attractions, hotels, climbing routes etc. that can be updated progressively to show the areas effected by the earthquake and areas accessible to tourism. This will serve as a resource for travelers, the trade and the media.</td>
<td>Total views, downloads and engagement from links within the map.</td>
<td>Dependent on availability of GIS software, data and systems for mapping locally (this could be achieved using open source platforms)</td>
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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 reposition 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.
The PATA Nepal Tourism Rapid Recovery Task Force
Report and Recommendations

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**PATA Nepal Recovery Taskforces action plans**

**Topic: Re-Launching Nepal’s Brand**

**Team 7**

**Action planned**

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<td>a)</td>
<td>Produce a one-page circular with a positive message on how Nepal is focusing on the future with this immediate recovery plan (i.e., a briefing doc and Q&amp;A). b) Communicate message to NTB staff and board members; key government stakeholders; and industry trade and partners based in Nepal via a series of planned meetings and internal/industry channels.</td>
<td>Effective buy-in by a majority of internal NTB and external Nepal industry and government stakeholders to recovery plan and strategy. Nepal should “speak with one voice”.</td>
<td>Yes. With effective leadership on the part of NTB and key government and industry stakeholders and partners, the broader Nepalese travel and tourism industry will embrace the recovery plan and strategy. It is essential that the Nepalese fully appreciate and embrace the need for the recovery plan and strategy to ensure that it is perceived to be credible and aspirational with international trade, media and end travel consumers.</td>
<td>Immediate. This must take place within the next two weeks of the strategy and plan being adopted.</td>
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<td>Host an official launch event to unveil the recovery strategy and plan</td>
<td>The event – ideally located within an iconic tourism area/site should be with a smaller group (i.e., 50-100+) senior-level Nepalese travel and tourism industry leaders, government officials; top trade media; key external/ international trade partners (i.e., major tour operators); and possible thought leaders from the adventure travel trade.</td>
<td>The key goal/objective of the event is to present a unified voice on the Nepal recovery to key international trade and media.</td>
<td>Yes. An event will go a long way to showcasing that Nepal is “open for business”. Thought leaders can carry that message internationally.</td>
<td>Nepal’s brand position and message will only shift from one of relief and disaster assistance to one of embracing the recovery and open for business if the international trade media and international travel and tourism thought leaders, especially within the adventure travel trade believe this.</td>
<td>This must happen following the soft launch (i.e., item 1) and within the next three to four weeks.</td>
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<tr>
<td>Redefining Nepal’s imagery</td>
<td>a) Identify one or more international video producers to develop a short 30 second and 1 minute video/commercial highlighting the best of the Nepal travel experience with an effective balance of signature experiences, cultural, physical and emotional attributes. b) In tandem commission one or more photo journalists to capture a series of new ‘b-role’ images highlighting a re-fresher perspective of the Nepal travel experience. The images must present a human and personable story.</td>
<td>NTB will own the new video footage and images and should use these in all future communications and PR including re-freshing the current NTB consumer website. Partners and trade should also be encouraged to use these visual assets in their future marketing materials.</td>
<td>Yes. With NTB staff, key Nepal industry and key international trade partners brought into the recovery plan, they will embrace the use of refreshed visual assets.</td>
<td>Nepal needs to counter negative and persistent images in the international news media focusing on the relief efforts. Additionally, NTB and its partners need to portray a refreshed and compelling story that Nepal is open for business.</td>
<td>This must happen over the next four to eight weeks.</td>
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## PATA Nepal Recovery Taskforces action plans

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### Communicating Nepal's redefined image a) Trade

**Action planned:** The top international tour operators and ideally adventure travel trade should be identified and invited to participate in one or two well-defined (re)familiarization trips to Nepal (i.e., 8-12 tour operators per fam trip; 5 days in length; well defined itineraries to present a balanced mix of adventure, cultural, historical and spiritual travel; the trade should also be encouraged to blog/tweet about their experiences in real time).

**Specific:** A survey and/or in-depth interviews should be conducted with all attendees post trip to review experiences, perceptions and next steps. The goal will be to change their perceptions and help them believe in the recovery plan and ‘open for business’ message.

**Measurable:** Yes. ATTA and their major members including major adventure tour operators are eager to ‘start re-selling’ Nepal. With the right message and effective leadership on the part of NTB and their partners, one or more (re)familiarization trips can be planned and effectively executed.

**Attainable:** The international travel trade, including the major international adventure tour operators must embrace the Nepal recovery plan and ‘open for business’ message - their buy in to the plan will ensure Nepal is able to broadcast its refreshed brand identity.

**Relevant:** This must happen over the next six to twelve weeks.

**Time-bound:**

### Communicating Nepal's redefined image b) Travel consumer Media

**Action planned:** The top international travel consumer media and ideally adventure, cultural and experience focused travel media should be identified and invited to participate in one or two well-defined (re)familiarization trips to Nepal (i.e., 8-12 media (including major publications and bloggers); 5 days in length; well defined itineraries to present a balanced mix of adventure, cultural, historical and spiritual travel; the trade should also be encouraged to blog/tweet about their experiences in real time).

**Specific:** A survey and/or in-depth interviews should be conducted with all attendees post trip to review experiences, perceptions and next steps. The goal will be to change their perceptions and help them believe in the recovery plan and ‘open for business’ message.

**Measurable:** Yes. Travel consumer media are eager to present a positive image and story of Nepal. It is important that NTB and their industry partners can help craft that message and storyline. With the right message and effective leadership on the part of NTB and their partners, one or more (re)familiarization trips can be planned and effectively executed.

**Attainable:** The international travel consumer media, including the major consumer publications (i.e., Conde Nast, National Geographic Traveller, etc.) and bloggers must embrace the Nepal recovery plan and ‘open for business’ message - their buy in to the plan will ensure Nepal is able to broadcast its refreshed brand identity.

**Relevant:** This must happen over the next six to twelve weeks.
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<td><strong>4) Communicating Nepal’s redefined image</strong>&lt;br&gt;<strong>c) Non-traditional tourism thought leaders</strong>&lt;br&gt;An elite group of senior-level thought leaders and executives from non-traditional partners (e.g., VP Communications and/or CEOs of adventure gear manufacturers/retailers, REI, MEC, Patagonia, Egal Creek, Columbia, etc.) should be identified and personally invited to participate in one well-defined (re)familiarization trip to Nepal (i.e., 5 to 8 participants; 3-5 days in length; well defined itinerary to present a balanced mix of adventure, cultural, historical and spiritual travel; the trade should also be encouraged to blog/tweet about their experiences in real time).&lt;br&gt;In-depth interviews should be conducted with all attendees post trip to review experiences, perceptions and next steps. The goal will be to change their perceptions and help them believe in the recovery plan and ‘open for business’ message.&lt;br&gt;Possibly. Many adventure gear producers/retailers acted quickly to help with the relief efforts including donating generously to Nepal. With the right message and effective leadership on the part of NTB and their partners, one (re)familiarization trips can be planned and effectively executed to develop a positive relationship with these very influential thought leaders (with a possible joint media plan).&lt;br&gt;These thoughts leadership can help to broadcast Nepal’s refreshed brand identity.&lt;br&gt;This is possibly an aspirational endeavor - therefore it could happen over the next 12+ weeks.</td>
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<td><strong>5) Broadcasting the new Nepal video/commercial</strong>&lt;br&gt;NTB should secure a central presentation/speaking slot for a senior-level NTB and/or Nepal industry executive at PTM 2015, WTM 2015, WTTT 2016, ITB Asia 2015 and other key industry trade shows to present the Nepal recovery brand and open for business message, including playing the video (i.e., to win hearts and minds of the industry).&lt;br&gt;Secured speaking platforms at key industry events between now and December 31, 2015.&lt;br&gt;Yes. Major industry forums would be receptive to a request from NTB for a speaking/presentation slot, especially if it is kept to a limited timeframe and includes a powerful video presentation.&lt;br&gt;These trade shows include thousands of tour operators, sellers, buyers, etc who can carry the refreshed brand image forward and influence travel consumers.&lt;br&gt;Invitation requests must be sent immediately given the agendas for these trade shows are set months in advance.</td>
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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?
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<tr>
<td>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.</td>
<td>Countries targeted: India, China, Thailand, USA, UK, France, Germany, Australia, New Zealand, Sri Lanka.</td>
<td>Changes to travel advisories over time</td>
<td>This is attainable and can be organized at very short notice. It will help a lot to have some senior Nepalese government officials present at the meeting to ensure Ambassadors attend</td>
<td>Government travel advisories play a key role shaping public perceptions of travel safety in tourism generating countries</td>
<td>This action can be implemented quickly and can be actioned in Nepal</td>
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<td>Media / Industry briefings source market countries</td>
<td>Each Nepalese diplomatic legation in the key source market countries should host this event and coordinate with the Nepalese tourism experts in Katmandu and in source markets to invite the right mix of travel industry people and media</td>
<td>The main measure will be quality and quantity of attendees</td>
<td>This can be attainable quickly as the main tour operators to Nepal are well known to the Nepalese diplomatic community in each country</td>
<td>The involvement of locally based experts on Nepal tourism product will minimize the likelihood of this being seen as a propaganda exercise. The main speakers should be the local Nepal tour experts with Nepalese taking on host functions and giving a government overview</td>
<td>This can be organized at short notice and generate a lot of media coverage.</td>
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<td>Media hosting in Nepal</td>
<td>Nepalese Tourism Board in conjunction with key inbound operators should target journalists/editors from the key travel orientated publications, radio and TV programs from key source markets to visit Nepal with focus on operable tourism sites and treks. Each hosting should be separate and coordinated by a specific operator</td>
<td>Traditional media measurements.</td>
<td>The hosting itself could be arranged fairly quickly but the output from its will vary from very rapid in the case of newspapers and radio to much slower in the case of magazines and TV travel shows.</td>
<td>Media in source markets presented by credible opinion leaders, writers and commentators are critical to shaping perceptions of Nepal. One person I would recommend to get on side in the USA is Sandy Duyvetter of Travel Talk Radio in the California</td>
<td>This action can be commenced almost immediately although it may be take up to 3 months for selected hostess to get to Nepal</td>
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<td>Leverage publicity and promotion from tourism experts currently in Nepal. Vinaya mentions a fami group from New Zealand based Peak Tours. Members of this group should transmit their stories and impressions to NZ and Australian media and in fact speak more widely to global media with the help of Nepal Tourism Board</td>
<td>Every tour group currently in Nepal from key source markets on programs should be encouraged and facilitated to relate their impressions (especially if positive). While this can be added to the Visit Nepal website its can be transmitted to other media with PATA amongst others as a facilitator.</td>
<td>The proportion of tour groups currently in Nepal which participate. Prioritize the proportion of tour groups currently in Nepal which participate. Prioritize</td>
<td>Very attainable as potential participants are already in Nepal</td>
<td>It is relevant for people in Nepal’s source markets see that travelers who are fellow nationals are having a positive tourism experience in Nepal. This confounds the negative perceptions of Nepal.</td>
<td>This can be implemented immediately</td>
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Team 8 Traditional B2C and Traditional Media
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<td>Every tour group currently in Nepal from key source markets on programs should be encouraged and facilitated to relate their impressions (especially if positive). While this can be added to the Visit Nepal website its can be transmitted to other media with PATA amongst others as a facilitator.</td>
<td>The proportion of tour groups currently in Nepal which participate. Prioritize groups from Nepal's top 10 national source markets.</td>
<td>Very attainable as potential participants are already in Nepal</td>
</tr>
<tr>
<td>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</td>
<td>Held in Katmandu and as wide a cross-section of media to be invited as possible. Ideally with support of transnational tourism associations such as PATA, UNWTO and WTTC with supporting messages with the key message that solidarity with Nepal is best expressed by a visit. This event should mark a re-launch of destination Nepal.</td>
<td>Number of attendances and global coverage.</td>
<td>Very attainable as the main players would be based in Katmandu although it is vital to have very visible transnational support to make it globally newsworthy.</td>
</tr>
<tr>
<td>Participation at travel expos</td>
<td>Nepal should ensure there is a strong presence at all major consumer travel expos in the top 10 key source markets. Countries with involvement where possible of release tourism officials or representation by key wholesaler/operators which specialize in Nepal. This will be heightened if there is a special invitation set to relevant media for a reception briefing at the Nepal stand</td>
<td>Number of attendees and media coverage generated.</td>
<td>This will not be an immediate benefit depending on when such expos are held. However it is important to have a visible presence whenever travel is promoted in Nepal's key source market countries. The cost can be shared by Nepal and participating operators.</td>
</tr>
</tbody>
</table>

| Number of attendances and global coverage. | Very attainable as the main players would be based in Katmandu although it is vital to have very visible transnational support to make it globally newsworthy. | A re-launch of destination Nepal is a key destination recovery strategy. It needs to be validated by international support. |

This action can be commenced almost immediately although it may be take up to 3 months for selected hostess to get to Nepal. |

This can be implemented immediately. |

This should be timed about a month before Nepal expects widespread tourism to return so we are looking at August 2015. |

Unless Nepal decides to run their own expos (a very expensive option) the timelines will depend on the scheduling of such events. It is especially important to have a presence at adventure travel expos. |
### PATA Nepal Recovery Taskforces Action Plan from Team 8 - Traditional Media

<table>
<thead>
<tr>
<th>Action planned</th>
<th>Specific</th>
<th>Measurable</th>
<th>Attainable</th>
<th>Relevant</th>
<th>Time-bound</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop contacts with CNN and BBC to generate positive media coverage of destination Nepal</td>
<td>Generate positive media coverage of destination Nepal</td>
<td>Positive tourism coverage</td>
<td>Possibility to influence media</td>
<td>Relevance to tourism recovery</td>
<td>Potential to be actioned early with support and involvement of PATA head office. However impact may take three months.</td>
</tr>
<tr>
<td>Invitation to Travel writers</td>
<td>Travel blog writer, Travel Blogger</td>
<td>B2C Coverage with first hand story</td>
<td>Tour operators in Nepal can invite, NTB needs to sponsor</td>
<td>First hand information with true story can be spread directly to customer and consumers</td>
<td>Can be done immediately with the help of local operators, agents and Nepal Tourism Board.</td>
</tr>
<tr>
<td>Visitor Resilience Recognition - A memento for tourists at airports, hotels and tourist sites as a recognition for their support and contribution to the recovery of Nepal (B2C)</td>
<td>Present tourists with a memento when they visit Nepal from September until December 2015. Suggested memento is a polaroid photo of a child from the affected area with a handwritten note thanking tourists for their visit to Nepal during this time. Tourists receiving this memento can be encouraged to share news about the memento on their social media account using a designated hashtag (Eg: #imwithnepal)</td>
<td>Measured by the number of memento distributed to tourists on a monthly basis.</td>
<td>Mementos to be prepared and ready by the end of August.</td>
<td>To show appreciation for the visitation and trust of tourists to Nepal.</td>
<td>Mementos to be given out between September to December.</td>
</tr>
</tbody>
</table>
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 task force 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.
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 touristor 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 process 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-imaging 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, and 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
Recommendations on the Use of Georeferences, Date and Time

in Travel Advice and Event Information

Background - Work of the Secretariat

1. The 2009 General Assembly of UNWTO approved by Resolution A/RES/578(XVIII) the Declaration on the Facilitation of Tourist Travel and entrusted the Secretary-General “to promote the principles set in the Declaration, including the use of modern information and communication technologies, in relation with travel advisories and visa facilitation”.

2. In this Resolution the General Assembly also requested the Secretary-General to report to its next session on the follow-up of the Declaration.

3. As it may be recalled, the Global Code of Ethics for Tourism adopted by Resolution A/RES/406(XIII) at the thirteenth session of UNWTO General Assembly (Santiago, Chile, 27 September – 1 October 1999), outlined in its Article 6 the obligations of stakeholders in tourism development as follows:

- “Tourism professionals have an obligation to provide tourists with objective and honest information on their places of destination and on the conditions of travel, hospitality and stays…” (paragraph 1)

- Governments have the right – and the duty – especially in a crisis, to inform their nationals of the difficult circumstances, or even the dangers they may encounter during their travels abroad; it is their responsibility however to issue such information without prejudicing in an unjustified or exaggerated manner the tourism industry of the host countries and the interests of their own operators; the contents of travel advisories should therefore be discussed beforehand with the authorities of the host countries and the professionals concerned; recommendations formulated should be strictly proportionate to the gravity of the situations encountered and confined to the geographical areas where the insecurity has arisen; such advisories should be qualified or cancelled as soon as a return to normality permits…” (paragraph 5)

- “The press, and particularly the specialized travel press and the other media, including modern means of electronic communication, should issue honest and balanced information on events and situations that could influence the flow of tourists; they should also provide accurate and reliable information to the consumers of tourism services; the new communication and electronic commerce technologies should also be developed and used for this purpose…” (paragraph 6)
4. The Secretariat initiated in 2010 a careful examination of Travel Advisories, especially focussing on the need to maximize the relevance and efficiency, increase the transparency and help to limit unnecessary repercussions.

5. A first result of the analysis was that, besides travel advisories, event-related information provided by the affected destinations and/or countries is also of relevance and should also be referred to in order to cover the subject in a comprehensive manner. While the main focus still lies on the analysis of travel advisories, it became clear that destinations providing event-related information could contribute to reducing the impact of negative events, as it was done for instance by the Tourism Authority in Thailand in 2010.

6. It became also clear that since the introduction of Google Maps in 2005, georeferenced information plays an increasingly important role for the global travel and tourism sector.

7. While information provided relating to natural disasters is making frequent use of georeferences, travel advice and event information have so far not made use of this element. Only text information is used when confining negative events to geographical areas in countries.

8. The use of date and time information related to travel advice and event information was furthermore analyzed with a view of supporting efficiency and reliability in the use of this information, especially within the context of modern information and communication technologies.

9. The Secretariat therefore invited all interested Member States, Affiliate Members and Members of the Tourism Emergency Response Network (TERN) to a Technical Consultation on Georeferences and Time Stamps for Event Information and Travel Advisories, held at UNWTO Headquarters on 29 March 2011, to discuss the above-mentioned issues and to develop possible recommendations.

10. The Recommendations were prepared by the Secretariat following the discussions of the meeting particularly on four core areas:

   (a) The first area of recommendations takes into account that technical measures shall be taken to help identify clearly important elements within travel advice and event information especially the country name, date and time components (whether this is the event date and time, issuing date and time or any other concept of date and time) and the geographical area for which the advice is issued. The recommendations are formulated in a generic manner, stressing the need for consistency and bearing in mind that experts suggested that RSS (Really Simple Syndication) feeds as a standard for frequently updated information on the Internet would be an ideal form to transmit this information.

   (b) The second area of recommendations focuses on the description of the geographical areas, which are subject to the travel advice or event information. As mentioned above the increasing use and importance of georeferences within the travel and tourism sector and its wide use for information related to natural disasters call for an application of the same techniques. This would help to clearly confine the advice to the area concerned and help limiting their undesired repercussions.

   (c) The use of date and time information varies widely across the travel advisories analyzed. Date and time information is, among others, important to identify the occurrence of a specific negative event and the issuing and/or updating of the information. It is therefore within the third area of recommendations proposed that date and time information shall be provided, whenever possible, describing when the information was issued for the first time and/or updated last. To facilitate clear
interpretation it is also recommended that this information shall make use of at least one international time standard, ideally the Universal Time Code (UTC). The need to clearly distinguish updates, especially during fast developing situations, where it is possible that several information updates are provided within a day, calls for measures which help to distinguish the updates easily from each other, whether in form of a sequence, date and time stamp or other measure.

(d) The final recommendation focussed on the need to facilitate the exchange of information and especially the support of modern information and communication technologies. It is therefore recommended that provisions shall be made, which enable and facilitate the machine-readable dissemination and/or retrieval of the information, ideally in form of RSS feeds.

11. The Recommendations were submitted and welcomed by the Members of the 90th session of the Executive Council (CE/DEC/3(XC) point 6). Finally, the nineteenth General Assembly of UNWTO (Gyeongju, Republic of Korea, 10-13 October 2011), adopted the Recommendations by Resolution A/RES/592 (XIX).

12. The Recommendations have no binding character.
Recommendations

Use of Georeferences, Date and Time in Travel Advice and Event Information

Identification of Relevant Information

1.1. Travel advice and event information published and/or disseminated through the Internet and other forms of electronic communications shall incorporate technical measures to help identify clearly and easily relevant information especially country names, geographical areas affected, date and time, ¹

1.2. The technical measures shall be documented and described by the issuing institution to facilitate their consistent and correct use. This documentation shall be made easily accessible.

Geographical Areas

2.1. The description of geographical areas for which the travel advice and event information is issued shall be supported, whenever possible and useful, in such a manner that Geographic Information Systems (GIS) can interpret and display the areas concerned easily using common standards for the exchange of these data. ²

Date and Time

3.1. Date and time information shall be provided, whenever possible, describing when the information was issued for the first time and/or last updated,

3.2. When providing updates of travel advice and event information on fast developing situations, all reasonable measures shall be taken to support the fast and clear identification of those elements updated,

3.3. On an exceptional basis, date and time information can be limited to the raw data of a website and not visible to the reader, to avoid misinterpretation,

3.4. Time information shall be used in relation to at least one international time standard, ideally the Universal Time Code (UTC) to support its clear and consistent interpretation.

Interfaces

4.1. Provisions shall be made by the issuing institution, whenever possible, which enable and facilitate the machine-readable dissemination and/or retrieval of the information.

¹ This could be for example the use and application of variable names in a consistent form. Examples of such variable (tag) names in a XML based file format are <country_name> </country_name>, <issuing_date> </issuing_date>, <issuing_time> </issuing_time>.

² Examples of those data standards are Geo RSS (RSS extension), Geography Markup Language (GML), Keyhole Markup Language (KML)
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 Khadkah, 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 it’s 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 Task Force 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 Task Force 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 Task Force 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 Task Force 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 Task Force 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 Task Force 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 Task Force 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.


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.


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 Task Force 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.

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**PATA Nepal Tourism Rapid Recovery Task Force Teams**

(status as of June 19, 2015)

<table>
<thead>
<tr>
<th>Segment</th>
<th>No.</th>
<th>Topic</th>
<th>Lead person &amp; Nepal liaison</th>
<th>Company / Organization</th>
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<td>B2B</td>
<td>1</td>
<td>International Recovery Sales</td>
<td>1. Soren Wettendorf</td>
<td>Destination Asia</td>
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<td>2. Ms. Ujjwala Dali</td>
<td>Nepal Tourism Board</td>
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<td>Asia Recovery Sales</td>
<td>1. Ms. Madelyn Toh Soo Ying</td>
<td>Taylor's Universiti - Kuala Lumpur</td>
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<td>2. Sunil Sakya</td>
<td>Park Village Hotel &amp; Resort</td>
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<td>Nepal Tourism Accessibility</td>
<td>1. Charles Pamonmontri</td>
<td>TG - Director Sales Services (retired)</td>
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<td>2. Shiva Dhakal</td>
<td>Royal Mountain Travel – Nepal Pvt Ltd</td>
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<td>Media</td>
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<td>Recovery MarCom Social media</td>
<td>1. Jeremy Smith</td>
<td>JMC Smith communication</td>
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<td>2. Deepak R Joshi</td>
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<td>2. Ms. Archana KC</td>
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<td>1. Damian Cook</td>
<td>E-Tourism Frontiers</td>
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<td>Redefine Brand Nepal</td>
<td>1. Oliver Martin</td>
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<td>2. Ashok Pokharel</td>
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<td>Promotion Traditional</td>
<td>1. David Beirman</td>
<td>University of Technology, Sydney</td>
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<td>2. Vinaya Shakya</td>
<td>Tripitak Holidays</td>
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Appendix F & G

Power Point presentation during meetings on May 23 and June 21