

# USING THE WEB FOR CRISIS COMMUNICATIONS



**Presented by  
Cynthia Fontayne  
CEO/Creative Director  
The Fontayne Group. Inc.**

# BE PREPARED



- **Identify/Inventory Threats**
- **Project Impacts**
- **Assign Budget and Staff  
and, oh.....**

**MAKE A PLAN !!**



**PLAN.**

**Planning *Prevents* Panic**

# PLANNING IS ESSENTIAL



**Goals**

**Research**

**Risk Assessment**

**Strategy**

**Actual, Written Plan**

**Team Assignments**

**Well Defined Hierarchy**

**Specific Action Steps**

**Up-to-Date Contact Info**

**Replacement Website**

**Redundant Web Presence**

**Put All Resources in Print & Online**

# THE CRISIS SITE

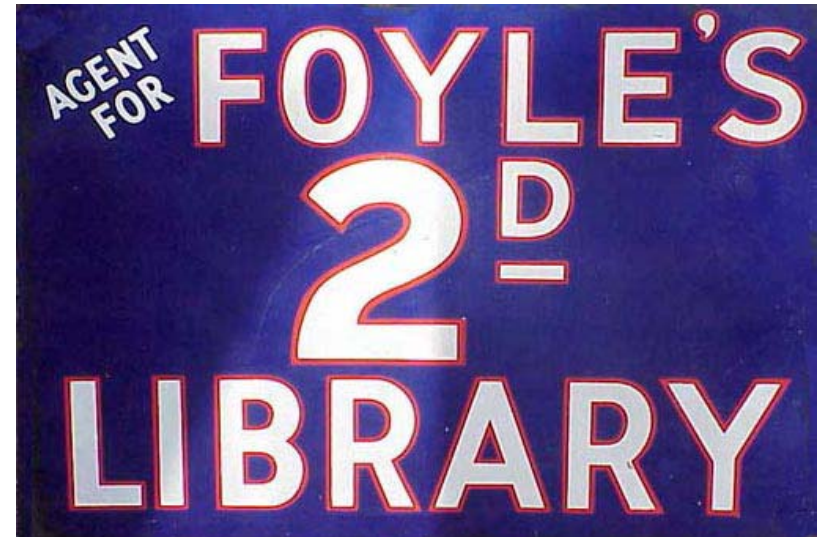
Use Our JET Principle:  
“Just Enough Technology”

- Fast Loading
- No Flash, No Animation
  - Spare, Austere
  - Serious in Tone
    - Interactive
  - Easy to Update
  - Operative Off-site
- Multi-lingual, as needed



# USE ONLINE RESEARCH AND RESOURCES

- Breaking News
- Situation Status
- Official Statements
- Industry Feedback
- Editorial Coverage
- Competitive Response
- Fact Checking
- Experts/Academics
- By-lines
- Public Opinion



# CONTACTS DATABASE

**TFG Media File - [TFG Media Contact Profile]**

File Edit View Insert Format Records Tools Window Help

TFG Media Contact Profile 21861 Report Cancel

**Contact Name**

Prefix	First Name	MI	Last Name
Mr.	Myatt		Murphy

Title:  AZ-File:  No

**Record Update Info**

Date	Initials
3/8/01	MB

**Record Markings**

Mark1:	<input type="text"/>	Mark4:	<input type="text"/>
Mark2:	ww	Mark5:	98
Mark3:	<input type="text"/>	Mark6:	<input type="text"/>
Delete:	w7	Source:	Media

**Address**

Affil/Org:

Address: 261 1st Avenue, Suite 4

City: New York ST: NY ZIP: 10003

Country: USA

**Phone/Fax/EMail**

Office Direct:	<input type="text"/>	Cell:	<input type="text"/>
Office Main:	<input type="text"/>	Home:	212-529-5942
Office Fax:	<input type="text"/>	Home Fax:	<input type="text"/>

Email: myatt@earthlink.net

URL:

Contact Log and Professionalism Interests and Distributions

Travel Interest	General Interest	Distribution List	History Event
Spa	Health/fitness	TQ	QTTC NY event 4/
Wine	Sports/Rec	Travel Industry	VJP 1998
Adventure	Entertainment	KeyMediaList CT200	SCTP FAM Y2
Active/Sports Trave	Gadgets	Sonoma County	CalTour Invite
	Hospitality	TQ Invite	Cal2K
		Wild California PC	
		SCTP Y2 First	*

Record: 4934 of 7429

Date Record was Last Updated

# **SET UP E-MAIL SYSTEMS**

**Prep/Update Address Lists**



**Prepare templates**

**Be able to send  
from off-site**

**Web-based Email Service**

**Email advisories to media**

**Text Only with links to other resources**



# WHEN TRAGEDY STRIKES

- ✓ Put your plan into motion
- ✓ Verify your full team is on duty and acting
- ✓ Cancel ads, etc.
- ✓ Stop all promotions, including Net-based ones
- ✓ Take regular website offline
- ✓ Fill in your crisis template and put it up
- ✓ Express condolences/appropriate sentiments
- ✓ Put up facts as they are confirmed
- ✓ Update frequently, hourly at first
- ✓ Send emails to media contacts and other  
all key people/organizations
- ✓ Give people a way to interact with you.

# When a Crisis is Chronic



Assess Situation

Activate appropriate plan elements

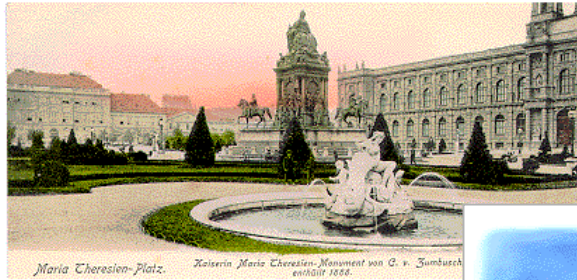
Monitor and Respond to Developments

Focus on Information, *then* Motivation

Lay the Groundwork for Recovery

# Post-Crisis: Review/Edit/Enhance/Re-post Legacy Web Content

## K U L T U R



Maria Theresien-Platz. Kaiserin Maria Theresien-Monument von G. v. Bumbasch entfällt 1858.

"Kultur", as you are probably aware, is the German word for "culture" and we can help visitors a more exciting selection of cultural events and activities. Throughout the year with dazzling musical events and first-rate art exhibits. Our head-office in Vienna has a guide to literally hundreds of music festivals and art exhibits.

### 1999 Cultural Events and Exhibitions



## Alpine Adventures

*Our Alpine Adventures section showcases the exhilarating outdoor activities and gorgeous vistas that the Austrian Alps offer, as well as the local customs and traditions that change from one valley to the next.*



### Winter Adventures

For the winter sports fanatic, Austria is the only way to go to satisfy that downhill craving. Austria is the birthplace of skiing, and for Austrians **skiing is a way of life**. Snow sports are inseparable from this land's tradition and contemporary innovation, as the great Alps are inextricably linked to Austrian life. You'll find here the resorts.



### Summer Adventures

Just as much adventure and stunning beauty await you in the Austrian Alps during the summer as in the winter. The mountains seem even bigger and bolder when adorned in their evergreen and blossoming colors, and the fresh



### Cultural Adventures

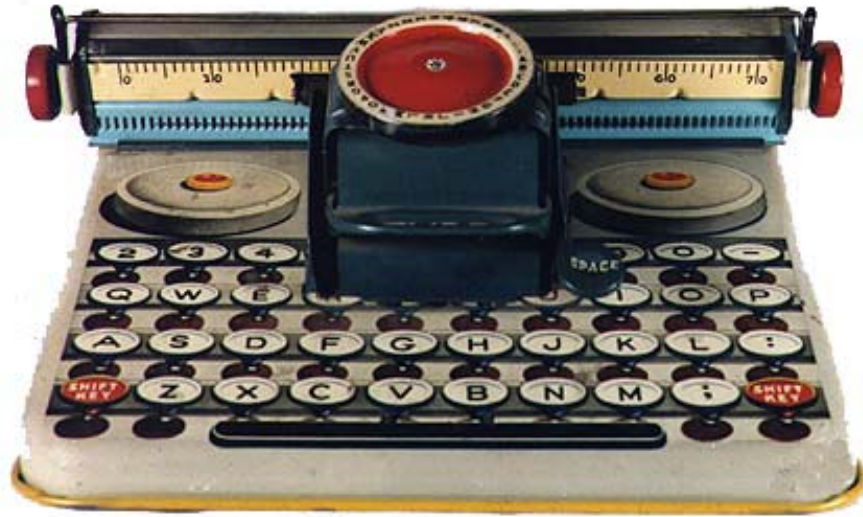
While you're schussing down the slopes, do adjust your speed to savor the **Alpine quality of life**. Folk traditions of the Austrian Alps are not to be missed. Discovering them can be as exciting as shredding down a bump run or cutting

**DON'T TRY TO ERASE THE PAST.**



**YOU CAN'T.**

**Be truthful. Be compassionate. Move on.**



## **SOME BEST PRACTICE CASES**

- **Swissair**
- **British Tourist Authority**
- **California Tourism**



# **Best Practice Case: Single Fatal Incident**

**SR111/September 3, 1998**



Press Release - 09:30 AM (CET)

## **Swissair aircraft involved in accident**

Zurich, September 3, 1998 - A Swissair aircraft crashed off the coast of Nova Scotia, Canada at 03:20 this morning (Central European Time). The aircraft, an MD-11, was operating flight SR 111 from New York to Geneva, and was carrying 215 passengers and 14 crew.



## September 3, 1998

03.09.1998, 20:30 Swissair offers immediate compensation to families of passengers on SR 111

03.09.1998, 17:30 No survivors from Swissair MD-11 crash

03.09.1998, 12:30 Update on Swissair accident

03.09.1998, 09:30 Swissair aircraft involved in accident





## Information SR111

On the night of September 2/3, Swissair flight SR111 was lost off the coast of Peggy's Cove, Nova Scotia at 22:31 local Canadian time. The aircraft was en route from New York to Geneva when it went down carrying 215 passengers and 14 crew. There were no survivors. The cause of the accident is still under investigation.



## **The Current Update : Search for the cause of SR111 tragedy continues**

Click here for the whole text.

### Contents

Press releases/History

Questions & answers

Links to other websites

Important phone numbers

**swissair** 



**The memorial at Whalesback**

# Best Practice Case: Mad Cows and Englishmen





Back



Forward



Stop



Refresh



Home



Search



Favorites



History



Mail



TRAVELBRITAIN

The official site for  
Americans traveling  
to Britain

TravelBritain Home | Search | Help

## Britain is open to visitors

This is a special service from the British Tourist Authority, offering up to date information about tourist attractions and events in Britain. There has been extensive worldwide media coverage about the Hoof and Mouth outbreak, but contrary to many reports, most of Britain is still open for business.

There is still plenty to see and do in town and country. Over 80% of attractions are open, and more than 90% of events taking place, as normal, many hiking trails are reopening in unaffected areas.

If you are planning a visit to Britain and want further information, go to: [www.open.visitbritain.com](http://www.open.visitbritain.com)

### UK - US Glossary

Many of the terms used in this update are not familiar to U.S. travelers, this glossary is to help everyone get the best information possible.

#### UK Term

Foot and Mouth Outbreak

#### US Term

Hoof and Mouth Outbreak

#### Hoof and mouth:

- Hoof and Mouth is not a risk to human health
- It is not related to BSE "Mad Cow" Disease
- Food and drinking supplies are unaffected
- Travel to the countryside is not banned. You can freely drive along tarmac roads and visit country towns, villages, stately homes, gardens, hotels, pubs and museums
- There is still plenty to see and do in Britain.

[more >](#)

British Tourist Authority: Foot and Mouth Update - Microsoft Internet Explorer


File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail

Address <http://www.open.visitbritain.com/landm.asp> Go

Links Best of the Web Channel Guide Customize Links Free HotMail Internet Start Microsoft My AltaVista My Music

Alexa Options Shop Related Search Traffic \*\*\*\*\* Ranking: #210,160



# OPEN.VISITBRITAIN

Open to enjoy – over 15,000 attractions and events throughout Britain

home

## Foot and Mouth in Britain

There has been extensive worldwide media coverage about Foot and Mouth and contrary to many reports, much of Britain is still open for business.

BTA is offering the following advice to visitors:

- Foot and Mouth is **not a risk to human health** and any precautions that are taken are there to protect animal welfare and minimise the chances of increasing the outbreak.
- There is **no reason to cancel or postpone** your trip as visits to the countryside are not banned. You can freely drive along tarmac roads and visit country towns, villages, hotels, pubs and the many stately homes and museums which are open
- There is still plenty to see and do in Britain, however, the Government has issued the following **advice to people planning to visit the countryside**:
  - Obey all 'Keep Out' and 'Road Closed' signs. Do not go on closed footpaths or bridleways.
  - Do not go near cows, pigs, sheep, goats, or deer. Do not handle or feed them or leave waste food around.
  - Don't go on farmland, or open country, or walk dogs even on a lead, unless you are sure that the land isn't used by cows, pigs, sheep, goats, or deer.

Where we have specific information which may help you plan your visit, this will appear on the relevant search result of our events and attractions databases.

Search for:

Tourist Attractions  
Enter an attraction →

Events  
Enter an event  
from: May 2001  
to: May 2001 →

Hotels, B&Bs, Farms, Inns  
Enter accommodation →

Local Tourist Offices  
Select →

Terms and Conditions

Done Internet

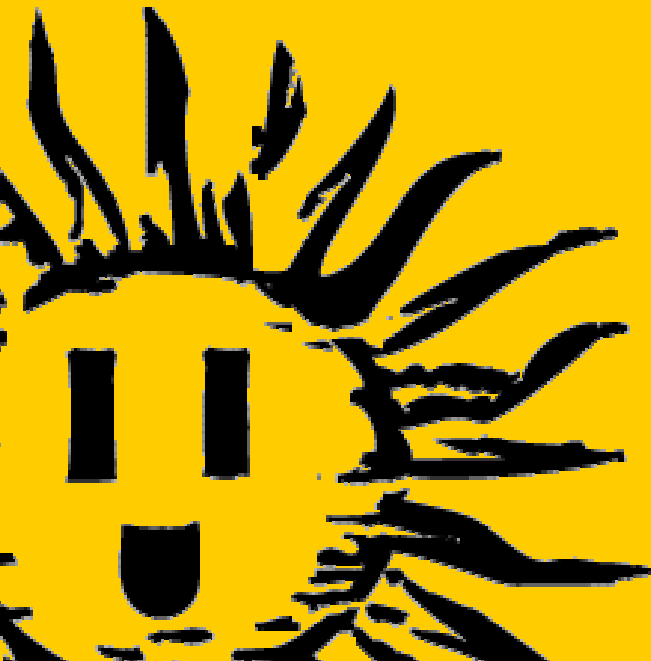


**Best Practice Case:**

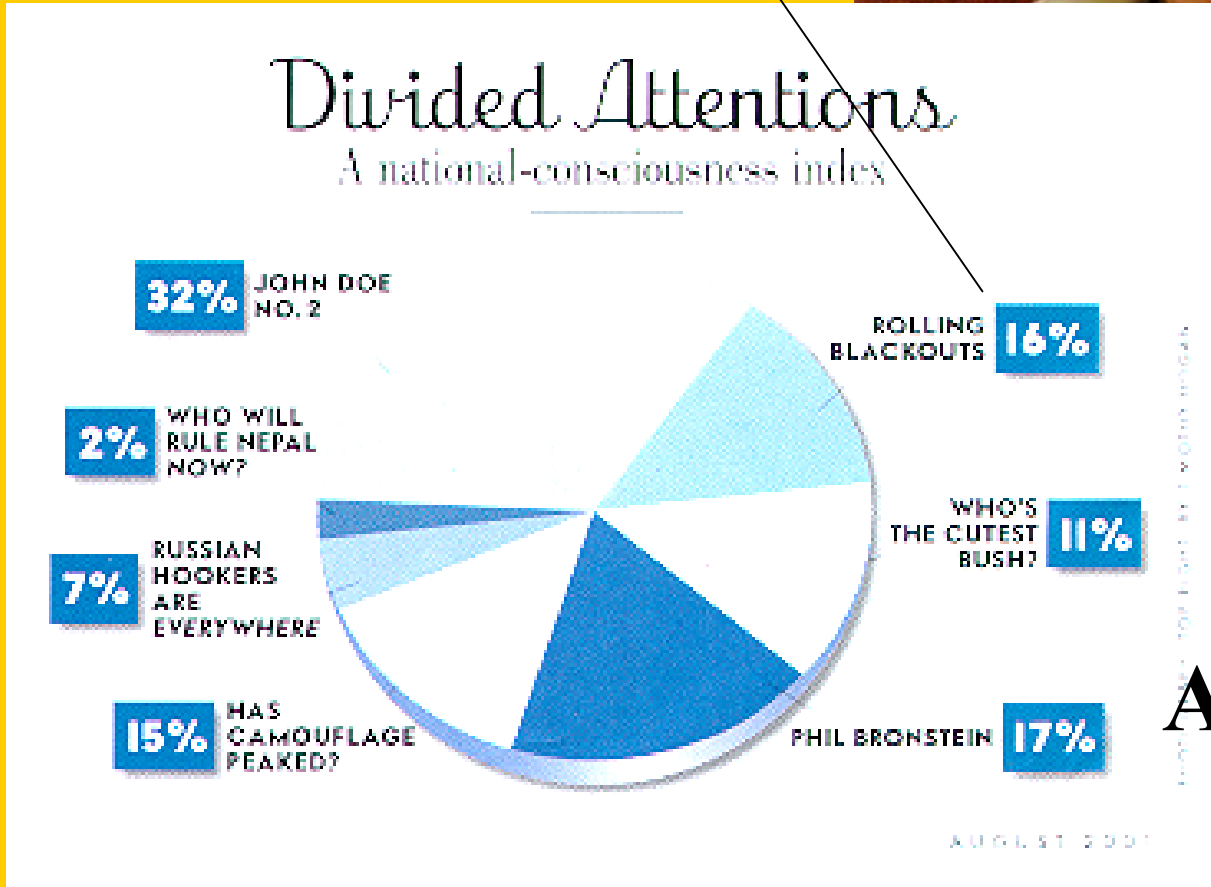
**California Energy Crisis**

# Situation

**Those Rolling  
Blackout Blues**





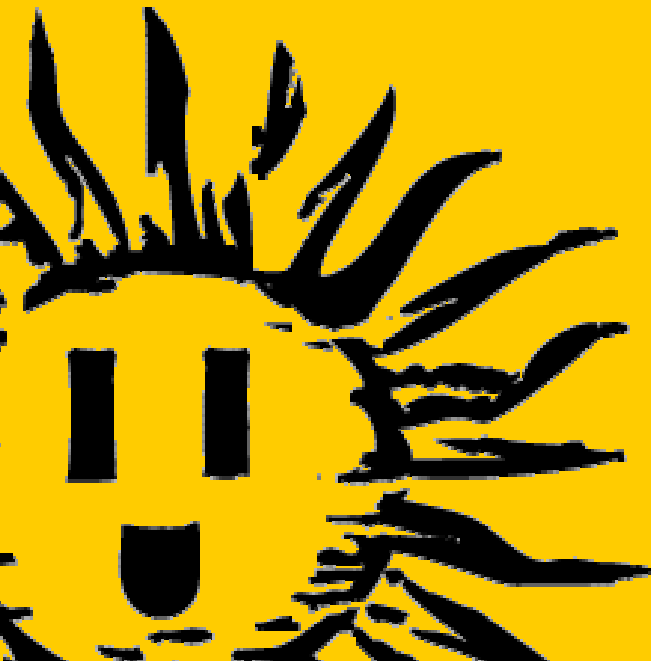


August 2001

# Threat

**Travelers might  
travel elsewhere.**

**Meeting planners  
may book elsewhere.**



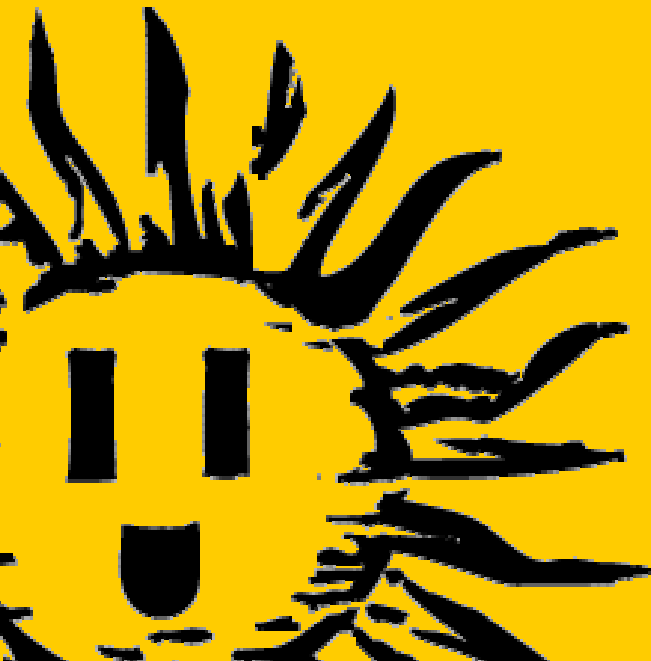
# Objectives

- **Reassure Travelers and Travel Industry**
- **Correct False Impressions**
  - **Assist CA Industry**
    - **Reach U.S. and International markets**



# Strategy

**Develop a public service campaign to reassure travelers and travel professionals, focusing on information and conservation, with the key message that the “lights are still on.”**



# ***Enlighten***

**Spreading the  
Powerful News from  
California Tourism**





# Research

- **Industry Impact Survey of 100+ Businesses on their Plans, Media Contacts, Statements**
- **Review of Media Coverage of Issue since January 2001**
- **Monitoring Gas Prices**
- **Review of Web Postings**

# **Industry Relations**



- **Industry Impact Survey**
- **Survey of Top 10 Attractions**
- **Conservation Tips**
- **Camera-ready Tips for Reprint**
- **Copy for use in newsletters**
- **Samples of Release and Power Tools**



## Free Power Tools!

### Energy Tips for California Trips

Yes, the lights are still on in California! And every effort is being made to ensure that they remain on. We already use less power per capita than 48 other states, and, through the energy-wise efforts of our residents and businesses, have reduced usage by more than 12% in 2001. And we are well prepared for future power outages should they occur.

We hope that you will enjoy your visit to California and join us in conserving power, using the simple steps listed on the reverse. In fact, it's a good idea to use them anywhere, anytime! More tips and energy updates may be found on the official California Tourism Web site.

California Travel and Tourism Commission  
[www.visitcalifornia.com](http://www.visitcalifornia.com)



## Energy Saving Tips for Travelers

### Before you leave home...

Power outages could happen anywhere, even at home. Use these guidelines to reduce energy consumption and safeguard your home and budget while away.

- Pull the plug on unused appliances.
- Draw curtains, close shutters.
- In summer, turn off air conditioner or turn thermostat up to 80°F. In winter, turn your heating thermostat to 60°F.
- Put security lights on a timer.
- Turn off water heater or shift to lowest setting.
- Check/fix dripping faucets.
- If you leave food in your refrigerator or freezer, turn a filled and frozen ice cube tray upside down in the freezer. If it's empty when you return, you'll know your power was off for an extended period.

### On the road...

Whether in your own car or a rental, here are some general tips for getting the best gas mileage for your trip.

- Use auto club routing services and maps or Web mapping services to plan your route for best mix of sights and shorter distances.
- Check for clean filters, proper tire inflation, reasonable luggage load.
- Accelerate smoothly; don't tailgate and avoid frequent braking.
- Obey speed limits. Lower speed = higher mpg.
- Turn off engine if you are going to be waiting for more than a few minutes.

For more tips and current information, stop by a California Welcome Center or go to the official Web site of California Tourism at [www.visitcalifornia.com](http://www.visitcalifornia.com).

### At your destination...

Help your hosts conserve power with these small but effective steps.

- Use natural light, whenever practical.
- Before leaving your room, and when you check out, ensure that all lights, TV and other appliances are turned off. Draw curtains & shades.
- Set room thermostat to 70°F or higher. Turn off air conditioner if you'll be gone all day.
- Take shorter showers or bathe in a little less water.
- Don't run water continuously when shaving or brushing your teeth.
- Ask for fresh linens every other day, use towels more than once (ask innkeepers for procedure).
- Use your car lighter outlet to recharge cell phones.

### If you experience a power outage

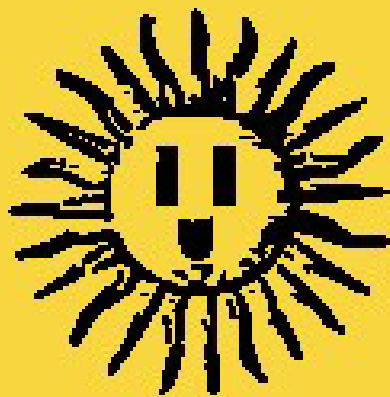
Planned outages have been few and far between. In the rare instance that you experience a power outage, do not be alarmed and please remember:

- Safety services such as police, fire, paramedics and hospitals are exempt from planned outages and will not lose power.
- Be patient. A planned outage typically lasts 60 to 90 minutes.
- Do not call 911 to report a power outage. Call 911 only for a real emergency.
- Treat any intersection with non-working traffic lights as a "four-way stop."
- Keep refrigerator doors closed; they will continue to keep items cold for hours.
- Turn off and pull plugs from wall sockets for computers and other sensitive electronics to avoid damage from a power surge once service is restored.
- Use flashlights if needed. Do not use candles as they pose a risk of fire.



# 400,000 printed





**Powerful  
News**  
from  
**California  
Tourism**



## Off-line Press Kit

# **Press Kit Contents**

**Campaign Release**

**Power Tools Release**

**Fact Sheet**

**Tips (consumer and industry)**

**FAQ**

**Sample Power Tools Card**

**CA Welcome Center List**

**Energy Links**

**Media Contact Sheet**

***Special Trade Releases for***

**Travel**

**Hospitality**

**Meetings/Incentive**





*Enlightenment* Online



[Click here to order your free 2001 California Official State Visitor's Guide](#)



**VISITOR'S  
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**LODGING  
RESERVATIONS**



**PRESS ROOM**



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**MAPS**



**SPECIAL EVENTS**



**POSTCARDS**



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**SEARCH**



**CONTEST**



**DRIVING TOURS**



**INDEX**

The lights are  
still on in  
California



From the Producers  
of EVEREST



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# Enlighten

An Energy Update for Travelers

[Energy](#)

[Tips](#)

[FAQ](#)

[Energy Links](#)

[Inquiry/Requests](#)

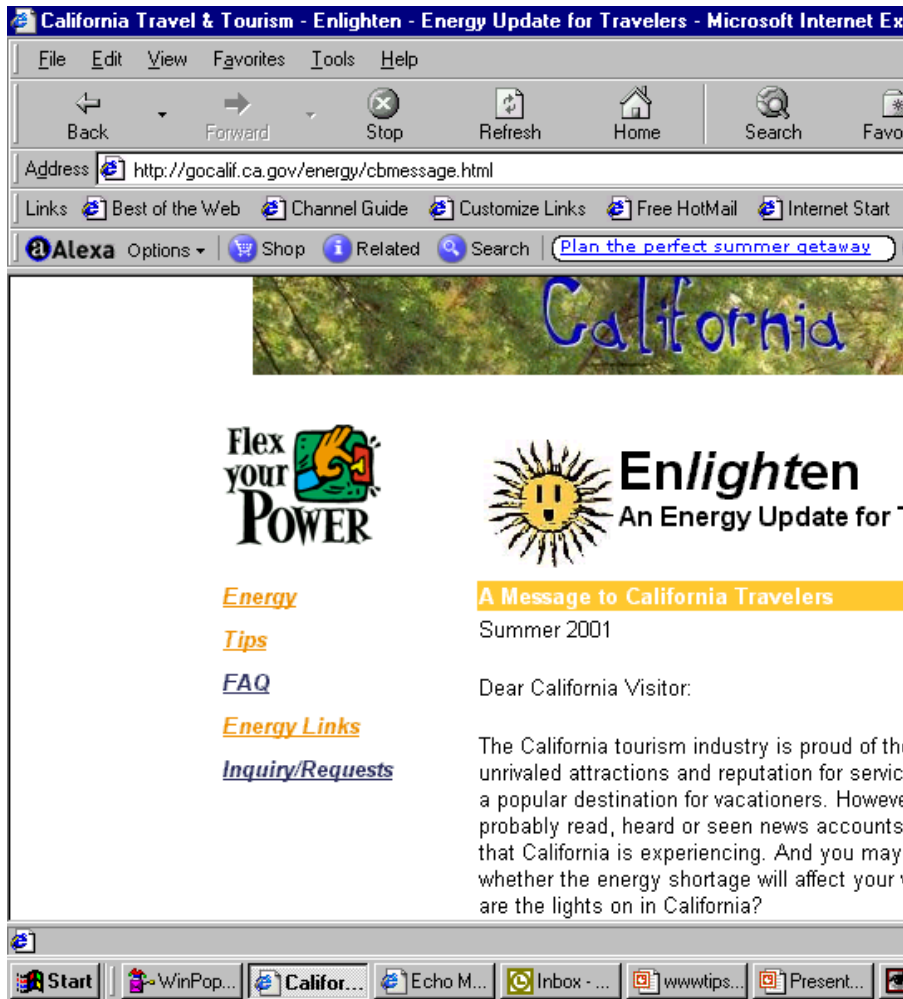
## Traveler Tips

**Before you leave**  
[On the road](#)  
[At your destination](#)



### Before you leave

Power shortages could happen anywhere, even at home. Use these guidelines to reduce energy consumption and safeguard your home and budget while you are away.



To allay any concerns you may have, here is a status report on facilities and services you might need during your visit to the state.

- **Essential Services.** Essential services, such as police, fire protection and medical care are virtually exempt from planned power outages. And even in the event of an unplanned outage these essential services will continue to function normally. Hospitals are equipped with auxiliary power to ensure no disruption in medical care, especially for emergencies. In case of an emergency, visitors can call 911 toll free from any public telephone to obtain police, fire or medical assistance.
- **Airports.** The states' airports have active energy conservation measures in place. These include reductions in overhead lighting in terminals and elimination of non-essential power usage. No major airport has lost power during the power crisis and in the remote possibility that an outage does occur, auxiliary power is available. Passenger safety and comfort will not be compromised. Navigational equipment, radar, runway lights, computers, baggage carousels, etc. will continue to operate as usual.

abundance of natural beauty, much of it preserved in national and state parks. These public treasures have not reported any negative impacts due to any electrical outages. Recent fee reductions, including the Annual Day-Use Pass for only \$35 (a 50% savings from last year), make California State Parks more accessible and affordable. For more information, visit the California State Parks Website, [www.parks.ca.gov](http://www.parks.ca.gov).

California Tourism is ready and eager to assist you with your travel plans. I invite you to visit our Website [www.visitcalifornia.com](http://www.visitcalifornia.com) to get the latest California visitor information.

We will do our utmost to ensure that you have a safe, enjoyable and memorable visit to California. No one can pull the plug on the extraordinary experier... have come to expect in the

Sincerely,  
 Caroline P. Beteta  
 Executive Director  
 California Travel & Tourism Commission



Sincerely,  
 Caroline P. Beteta  
 Executive Director  
 California Travel & Tourism Commission



# **Enlighten for Consumers**

- **Message from Executive Director of California Tourism**
- **Energy Update**
- **Tips**
- **FAQ**
- **Email Form for Inquiries**



# **Enlighten for Travel Industry Professionals**



- **Energy Update**
- **Tips for Tourism Businesses**
- **Tips for Hospitality Businesses**
- **FAQ**
- **Downloadable Tips  
for Guests/Customers**
- **Energy Links**
- **Email form for inquiries**



# Enlighten

An Energy Update for Travel Professionals

- [Energy](#)
- [Tips](#)
- [FAQ](#)
- [Energy Links](#)
- [Inquiry/Requests](#)

## Welcome Travel Professionals

Welcome to **Enlighten**, the online energy information source for California travelers and travel professionals.

California's energy challenges have been in the news, and this special section has been created to give you up-to-date information to help you inform your California-bound clients.

Although new solutions and sources are coming on stream, the



**Enlighten**  
An Energy Update for  
Travel Professionals

[Energy](#)

[Tips](#)

[FAQ](#)

[Energy Links](#)

[Inquiry/Requests](#)

Tips

[Tourism Businesses](#)  
[Hospitality Businesses](#)



Tips for Tourism Businesses

[No Cost](#) |  [Minimal Cost](#) |  [Long-term Investment](#)



# **Enlighten for the Media**

- **Campaign Releases**
- **Fact Sheets**
- **Energy Update**
- **Tips**
- **FAQ**
- **Request Form for Info/Interviews**
- **Links to other Web resources**
- **Link to main press section**
- **Press Contact List**

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Address <http://gocalif.ca.gov/energy/media/media.html> Go

Links [Best of the Web](#) [Channel Guide](#) [Customize Links](#) [Free HotMail](#) [Internet Start](#) [Microsoft](#) [My AltaVista](#) [My Music](#)

**Alexa** Options Shop Related Search [Plan the perfect summer getaway](#)



## Energy Update for the Media

- [Energy](#)
- [Releases](#)
- [Contacts](#)
- [Tips](#)
- [FAQ](#)
- [Energy Links](#)
- [Facts](#)
- [Inquiry/Requests](#)

### Welcome

This special section of the California Tourism Press Room is dedicated to the energy issue, with a focus on how the energy situation is affecting tourism in our State.

It is regularly updated to provide you with the latest news and information, facts, figures and regional reports. We hope you'll find it useful in your coverage of this important issue. Take a look at what you will find here.



## Travel Takes™

The Travel Newsletter from The Fontayne Group

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*vol. 13, no. 10: October 2001*

*This Month in Travel Takes™*

**Conserving Energy,  
California Style**

**Powerful Values in  
Sonoma County**

**Sonoma County Unplugged**

**Saving Energy, Sierra Style**



**Summer  
Energy  
Supplement**

Summer vacation -- ah, that classic (if nowadays ever-elusive) concept of taking two weeks off to get away, recharge the batteries, escape to an alpine lake or sugary ocean strand, read as many books as possible from that



**Search  
Engines**

**Directories**

**Google™**

**YAHOO!**

 **altavista**  
THE SEARCH COMPANY



**alltheweb** ...  
all the web, all the time





**Portals  
and  
Big Brand  
Aggregator  
Sites**







**Major  
Travel Sites  
and  
Online  
Publications**



**THE WALL STREET JOURNAL.**

**160,000 + Unique Visitors  
to the *Enlighten* site  
in first 9 weeks**

**Print placements with  
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off-line outlets**

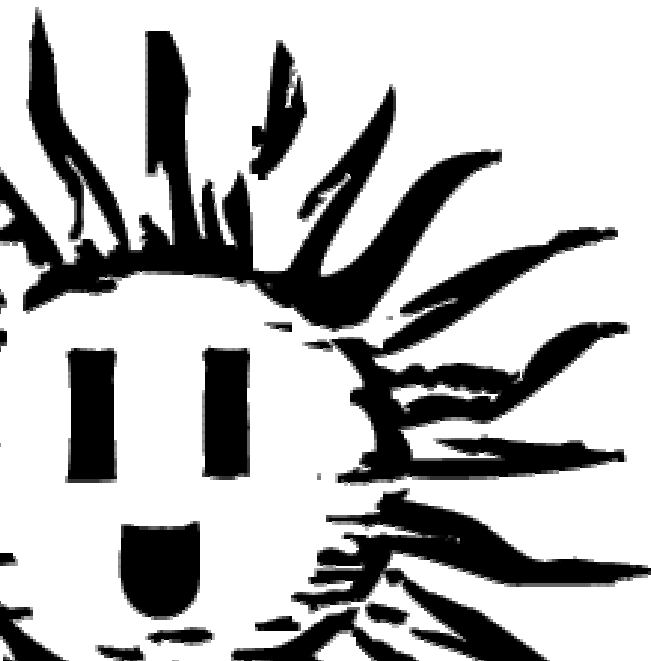


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SAN DIEGO BUSINESS JOURNAL®

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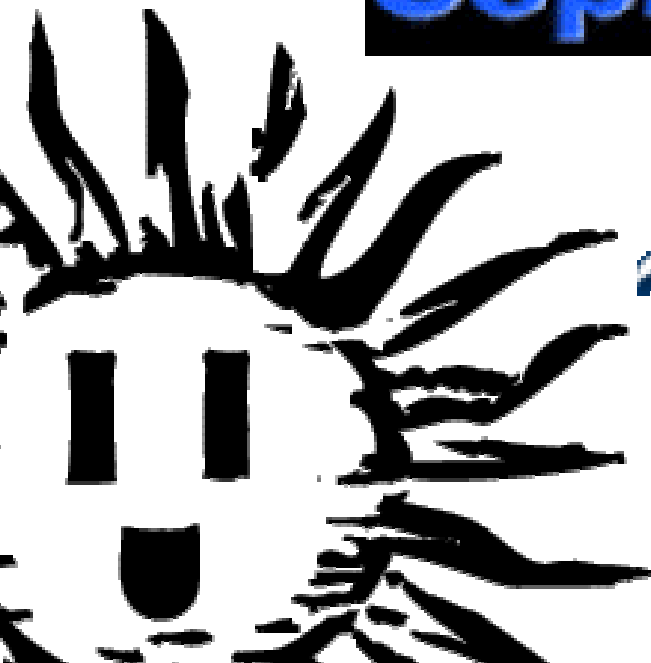
# San Francisco Chronicle

NORTHERN CALIFORNIA'S LARGEST NEWSPAPER

Star-Telegram

REGISTER

Copley News Service



Arizona Daily Star

Daily Newspapers

**travel management daily**

**INCENTIVE**

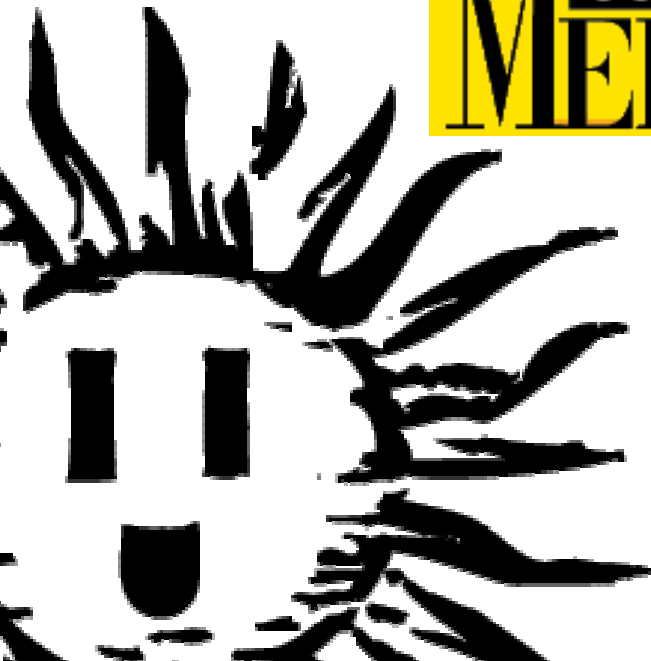
**TRAVEL WEEKLY**

**1ST  
HOSPITALITY**

**SOCIETY  
OF  
AMERICAN TRAVEL WRITERS**

**SUCCESSFUL  
MEETINGS**

**SONOMA<sup>TM</sup>  
COUNTY**



**Trades and  
Industry Newsletters**

# RECAP: CRISIS COMMUNICATIONS



**PLAN. TODAY.**

**Have dummy web pages and digitized info at the ready BEFORE a crisis hits**

- Replace regular home page
- Remove all promotional stuff
  - Link to crisis pages
- Post accurate info every hour
  - Distribute info via email
- Post global contact numbers
- Use translations, as needed
  - Provide for interaction



**QUESTIONS?**

**Send an email to**

***[cynthia@fontayne.com](mailto:cynthia@fontayne.com)***

**or call 1.310.821.4678**

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