International Congress and Convention Association

CRISIS MANAGEMENT
Operational guidelines for association executives

ICCA White Paper

About ICCA

Acknowledgements

Shaping the future and value of international association meetings

ICCA - the International Congress and Convention Association - is the global community and knowledge hub for the international association meetings industry.

ICCA is the global association leader for the international meetings industry. Since its establishment in 1963, ICCA specialises in the **international association meetings** sector, offering unrivalled data, education, communication channels, and business development and networking opportunities.

ICCA's founders were a small, visionary group of travel agency friends based on 4 continents who saw the potential of internationally rotating medical association meetings. They set up systems to share information about these meetings and to introduce their clients to trustworthy contacts in countries where they might not know any local contacts. These principles of **sharing knowledge** and **building trust** between suppliers and international associations continue to be the foundation stones of ICCA today.

ICCA represents the world's top destinations and most experienced suppliers specialised in handling, transporting and accommodating international meetings and events, and comprises of over 1,100 member companies and organisations in almost 100 countries and territories worldwide.

As of 2020 ICCA encompasses all major stakeholders in the world of association meetings, by opening its doors to associations with the launch of the "ICCA Association Community", offering education, connections, tools and resources to associations to organise more effective meetings.

This guide is part of a series of publications specifically designed for the international association community to assist them running more efficient and effective meetings.

Join the ICCA Association Community:

To serve the associations in a more efficient way, ICCA has launched the ICCA Association Community - a unique platform providing Association Executives with access to ICCA services and benefits:

-ICCA Meetings Intelligence tools, including Association Meetings Database, Destination Comparison tool and Big Data Search.

-Education and networking opportunities at the ICCA events

-ICCA's publications and reports

To be able join the ICCA Association Community, your meeting must rotate between at least 3 countries, must occur on a regular basis and must attract a minimum of 50 participants.

If you would like to join the ICCA Association Community please visit the ICCA website www.associations.iccaworld.org.

For more information on the ICCA Association Community and ICCA products available for Association Executives please contact: Ksenija Polla, CMP, Director Association Relations at ksenija.p@iccaworld.org.

About Safehotels Alliance
www.safehotels.com

Safehotels Alliance AB was founded in February 2001. The company was formed after years of extensive research of the Travel Trade in general and the Hotel and Meeting Trade in particular. Safehotels Alliance is formed and supported by experienced and highly respected individuals and organizations in the international hotel, travel, meeting and security industry.

The company was created due to the fact that guest safety is a key priority for the international hotel and meeting industry and a global security standard was required to meet this need. Safehotels Alliance AB's solution was to create such a standard: then provide objective, third party evaluation through award by certification of hotels and conference venues worldwide.

Safehotels Alliance AB is the originator of The Global Hotel Security Standard ©, and provides independently verified security and safety certification for hotels and meeting venues with regards to:
• Hotel facilities and safety services
• Process, procedures, training and management
• Security equipment
• Fire equipment
• Fire procedures & training
• Risk prevention and crisis & recovery management

Hans Kanold, founder of Safehotels Alliance AB said: "On being awarded Safehotels Alliance's certification standards, it shows a hotel or meeting venue focuses on key elements of guest safety, personal property and ability to respond if there is an incident. The certificate also shows the hotel or meeting venue is sincere and trustworthy in its effort in providing for the guest's wellbeing. Equally, being independently audited and certified yearly by Safehotels Alliance, strengthens the communication value of security between the guest and venue immensely".

The Safehotels Alliance's certificates allow hotels and meeting venues to communicate their level of safety and security, making them an easy choice for safety concerned guests and more comfortable for its guests and participants.

In 2017 Safehotels Alliance is active in over 55 countries.

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1. Introduction
by Andy Williams, Safehotels

Crisis management objective and overview

These guidelines are designed for association executives to plan, prepare, manage, and recover from any crisis situation. Equally, to provide crisis management direction and guidelines to meetings management companies an association is engaged with i.e. Association Management Companies (AMCs), Professional Congress Organisers (PCOs), Destination Management Companies (DMCs), Hotel and Conference Venues.

The objective of crisis management is to develop structured solutions to crisis and emergency situations by allocating and utilising effective resources to ensure minimal impact to people, reputation and assets in this order of priority. The guidelines will illustrate the main components of a Crisis Management and Emergency Plan, planning and preparation for a crisis, examples of what designates a crisis situation, roles and responsibilities of a Crisis management team, an Appendix with practical guideline templates; links to useful resource and information. It should be noted there are two complementary forms of crisis management – operational and communications. Operational crisis management focuses on the practical organisation and arrangements to deal with a crisis with a priority on people and assets. Communications crisis management focuses on handling public relations and the media with a priority on reputation. The crisis communications guidelines include "Managing the media" by regular ICCA Congress speaker Tina Altieri of Media Australasia Xchange (MAX), as well as an article by ICCA's Communication Strategist Mathijs Vleeming, called: "Reactive or proactive? Seven factors for effective crisis communication for international meetings" including a crisis communication checklist to prepare before an event. The appendices include 2 ICCA case studies on how ICCA has dealt with a specific communication around potential crises involving an outbreak of dengue fever before the 2012 ICCA Congress in Puerto Rico and geopolitical challenges related to ISIS and Ebola at the 2014 ICCA Congress in Antalya, Turkey, as well as an article on "Mastering the Media: When the media spotlight is on you in times of crisis.

The first key to successfully managing any crisis is planning and preparation, the second key is being able to respond and contain a crisis within the 'Golden Hour'. This is the first hour of a crisis when the decisions and communications made by a crisis management team will dictate the final outcome and resolution of the crisis. The foundation of effective crisis planning, response and recovery is a crisis management plan.

2. Definitions

There are many definitions of a crisis and crisis management. In practical terms for associations, a crisis can be defined along with the Crisis management plan, Crisis management team and Location Response Team as follows:

Crisis
A crisis is a situation that falls outside normal business and emergency response arrangements: - significantly threatens the safety or wellbeing of people - the ability of an Association to operate effectively – results in adverse publicity - impacts financial bottom line - exposure to liability and ultimately the reputation of the organisation involved.

Crisis management plan
A structured and effective plan, enabling an Association to respond to a localised incident, which has the potential to become a crisis if not resolved or has become a crisis and needs to be contained immediately.

Crisis management team
The designated crisis management team within an Association provides direction, communication, resource, support and advice to: location response teams, meeting management companies, other

third parties or agencies and media relations during and to the resolution of a crisis.

Location response team
A team of nominated support personnel from the association, meeting management company, hotel & conference venue and other third parties or agencies who ensure plans are initiated on the ground; inform the crisis management team if the situation escalates and maintains communication with the Crisis management team until the crisis is resolved.

3. Designated crisis situations

The following are examples of the most common situations designated as a crisis and requiring crisis planning, response and recovery procedures.

- Major Fire – involving catastrophic damage to the venue, evacuation of venue, location, multiple casualties or fatalities, hospitalization of employees, delegates or other third parties.
- Natural Disaster – impacting venue, location or travel e.g. hurricane - earthquake – flooding – severe winter storms.
- Travel Transport accident involving road, rail, sea, air resulting in multiple casualties or fatalities.
- Communicable Diseases, declared epidemic or pandemic: e.g. Ebola - Avian Flu – SARS
- IT Infrastructure failure, power or communications at venue or location.
- Confidential Information: large scale compromise, intrusion or loss of data in both hard and soft copy.
- Food Borne Illness of multiple persons resulting in hospitalisation or death.
- Violent Crime impacting meeting, event or delegates.
- Acts of Terrorism impacting venue, location, area, transport hubs, city or country.
- Missing Person, Kidnap or Hostage during travel, at venue or location.

- Civil Disorder or Political Violence impacting venue, location, area, transport hubs, city or country.
- Emergency Travel Evacuation from venue, location, area, transport hubs, city or country.
- VIP, Celebrities Adverse Incidents: involving famous, high profile or news media known celebrities or VIPs attending or performing at the meeting, event, venue or location.
- Any other miscellaneous major incident requiring evaluation or response by the crisis management team.

The Appendix to these guidelines provides an example of a crisis operational procedure format and content, which can be developed for each of the crisis situations.

4. Local emergency services

A key consideration when developing and implementing a crisis management plan is the role of local emergency services in relation to an associations' crisis action and communication plan.

There are several factors to consider during long term, short term, pre-event/congress, during event/congress in terms of crisis preparedness as well as during a crisis and immediately after a crisis.

Equally the association needs to understand how all congress players are likely to connect and interact with local emergency services e.g. representatives of: the congress/event venue, PCOs, DMCs, association on ground support and management as applicable.

Local emergency services can be defined as but not limited to: Police – Civil Defence/Fire Brigade – Hospital/Paramedics – Health Authorities – Environment Agencies – Natural Disaster Response Agencies.
In reality local emergency services are likely to only respond and liaise directly during a crisis with those they already know, trust and have an established

relationship with. In addition, where associations' may use English as the common communication language when operating outside their home country, it is not always the case a local emergency service will use English language, especially during the stress, pressure and need for rapid verbal and written communication during a crisis.

Therefore, the best means of communication with a local emergency service from a practical operational perspective during a crisis outside of the associations' home country: is likely to be via the Security or Facilities Manager, if an actual venue is affected, a PCO or DMC if the 'off –venue' special event town or city is affected.

5. Crisis management plan contents

The foundation for effectively dealing with a crisis is to produce, distribute, train, review and keep alive a crisis management plan. The Plan should be concise with only information that is relevant, practical and useful as a guide or aide memoire for the crisis management team in preparation, response and recovery to a crisis situation.

It is recommended an association's crisis management team should conduct a training scenario exercise at least every 6 months using a different crisis situation for each training session. In addition, Media and Public Relations training should be provided for those members of the crisis management team responsible for acting as a media spokesperson or producing media statements.

Recommended content sections of a crisis management plan is as follows, examples and suggested content for some of the sections are contained within these guidelines:

- Introduction
  - Objectives - planning principals
  - Distribution (of the Plan within the association)
  - Key references
- Implementation, training and review (of the Plan by the association)
- Designated crisis situations (as defined by the association)

- Crisis management team roles, responsibilities and composition
- Crisis management centres
- Crisis team alert roster and communications
- Crisis management priority action checklist
- Managing the Media guidelines
- Recovery and restoration guidelines
- Crisis operational procedures (a procedure for each crisis situation)

6. Planning and preparation

Effective planning and preparation for a crisis should be based on the following principals:

- When researching, conducting site visit and selecting the venue and location: consideration of likely crisis situations which could materialise or impact the congress, meeting or event during the lead up to, directly before and during. Each of the designated crisis situations should be evaluated in terms of: location, area, transport travel route, city or country. In addition an understanding of the location and countries culture towards risk and crisis management should be understood.
- Insight, understanding and overview of technical systems, building infrastructure relating to fire, life safety, security and IT infrastructure at the chosen venue. (See Appendix: Venue Safety and Security Check Matrix)
- Clearly defined roles and responsibilities of the crisis management team
- Pre-determined communications and reporting procedures using all communication lines at disposal relevant to location and contingency back up should one or more communication lines fail from: cell phones, smart phones, direct dial landlines – internet based social media – satellite phones.
- Pre-planned logistical, resource support as appropriate to the assessed crisis situations should response be required.

- Conduct a crisis management team scenario training exercise one month before the congress, meeting or event.
- Prepare media statements in advance, pre-brief PR department or agency of event and potential crisis situations assessed specific for the event. (see Appendix: Managing Media)
- Review recovery and restoration guidelines and resource specific to the venue and location.

7. Crisis Management team roles, responsibilities, and alert roster

The crisis management team is composed of the association's key leadership and support personnel along with key representatives of AMCs, PCOs, DMCs.

The composition and availability of crisis management team roles will vary depending on the size of the Association and may sometimes include ad-hoc or temporary positions depending on the type of Crisis, which are not usually a core or full time function of the association e.g. legal.

With the above in mind, the following roles are provided as an indication and guideline rather than specific requirement.

Where a crisis management team role is defined within the organisation, both a primary and alternate team member should be indicated on the crisis management team alert roster.

Crisis Team Leader
The crisis team leader will exercise overall control and direction of the crisis situation, including decisions on when and how to communicate with the media and partner organisations or representatives.

Crisis Operations Leader
The crisis operations leader will directly advise, guide, allocate resource and supervise the Crisis

Co-Ordinator and Location Response Team (LRT) as required.

Crisis co-ordinator
The Crisis Co-ordinator will act as the communication, operational and logistics deployment link between the crisis management team and local response team to provide timely updates and information of activities on the ground.

Human resources representative
The Human Resources Representative will advise the crisis management team on all personnel issues and also liaise with HR representatives of association members impacted by the crisis as required.

Public relations representative
The Public Relations representative will provide advice on all media relations and coordinate any information in the event it is to be released to the press. The Public Relations representative will also advise location response team members in making press statements or how to handle a situation when faced unexpectedly with the press.

Legal representative
The Legal representative will ensure that decisions made by the crisis management team are consistent with local laws relating to the nationalities involved in the crisis incident. Legal representatives will also ensure decisions made by the crisis management team are consistent with employee rights or contracts entered into with direct or end clients.

Insurance representative
The Insurance representative will usually be a contact within the insurance company to advise on liability and insurance issues in conjunction with the legal representative.

Financial representative
The Financial representative will be responsible for accounting procedures during a crisis and for recording additional expenditure used in resolving or de-escalating a crisis.

AMC, PCO, DMC representative
When representing and working with the association on ground at the venue, location or remotely

as administrative support, a pre-designated representative should be available to support and co-ordinate with the crisis management team as required.

Logistics designate
The logistics designate will coordinate transport arrangements, supplies and on ground resources during the crisis.

Administrative assistant
The administrative assistant will maintain an incident log and record activities and significant communications relating to the crisis management team and location response team.

Crisis management consultant specialists
The consultant specialists will consist of an outside company that has extensive experience with the types of crisis encountered as listed and can advise the crisis management team as required.

Alert roster, resource and contact details
All forms of contact and communication details should be maintained i.e. cell phone numbers, work and home numbers, work and alternate email addresses, social media contact details.

In addition to crisis management team members, a directory of supplier and logistics companies to provide resource during a crisis e.g. a transport company can be included.

8. Recovery and restoration

The recovery and restoration phase of a crisis is equally important as the response. From a continuity of crisis management perspective – the crisis management team should be readily available once the crisis is contained or resolved to ensure recovery decisions can be made without undue delay.

Examples of recovery and restoration actions relating to the association, venue and location are:

- Conducting post-incident briefings with the management team and relevant third parties as required.

- Maintain detailed records of the crisis/emergency incident and actions taken.
- Request the location response team to take photographs or recorded images of crisis impacted venue and location as appropriate.
- Maintain inventory accounts for all damage related costs – purchase order numbers and receipts relating to emergency procurement of resources during the operational crisis and recovery phase.
- Follow notification procedures in relation to insurers and also to assistant third party own insurers/loss adjusters; who may need to make visits to the venue or location.
- Assess and document the impact of interruption to business in consultation with insurers.
- Ensure all regular means of communication are restored and fully functional if they were impacted during the crisis.
- Maintain contact and communication with association members, AMCs, PCOs and DMCs as relevant and appropriate until final resolution and recovery
- Maintain PR and media contacts under guidance of agreed protocols until final resolution and recovery.

8a. Terrorist Attack – Crisis Response

The method of terrorist attacks around the world has recently evolved to so called 'low tech' attacks where vehicles and knives are used in crowded public spaces. This has increased the frequency and variety of attacks along with increased concern for business and the public. For organisations involved in conference and congress events, the concern can be greater due to the high volume of people involved and the public and private locations where events are held.

The priority response in such an incident once an incident is underway or over, is to locate and ensure people are safe. This can only be achieved effectively by preplanning and the increasing use

of effective social media such as 'Facebook Safety Check', 'Google SOS Alerts' and communication groups such as 'WhatsApp'.

As a best practice, simple, effective and logical personal safety response to terrorist attack incidents, ICCA produced the following guidelines available here.

If you find yourself in the vicinity of a threatening event, please follow these guidelines:

LEAVE THE SCENE.
Find solid cover and get behind it. Immediately look for an escape route and move quickly from cover to cover.

FIND A SECURE LOCATION.
Go to or remain in a location where you feel safe. Examples are your home, your hotel room or your office.

CHECK IN.
Make an immediate attempt to communicate with an emergency contact.

STAY IN TOUCH.
Depending on the severity of the situation and your local procedures, confirm your safety via email, SMS and/or telephone call.

STAY CLEAR, ADHERE.
Avoid any police activity occurring in your immediate vicinity. Follow directions given by authorities at all times.

REPORT.
Notify law enforcement of any concerns or suspicious activity.

AVOID LARGE CROWDS.
Crowds could be a target for secondary attacks and are not a safe setting.

STAY UP-TO-DATE.
Pay attention to local and international news, Global Security messages and International SOS alerts when traveling.

BE AWARE.
Expect an increase in police presence and possible security checkpoints after an event. Allow extra time for any travel. Local transportation may be suspended with little notice.

PREPARE.
Check your local safety and security plan and familiarize yourself with escape routes. And when you are on site for an event, please check the safety procedures. Acting swiftly to run, hide or fight could save your life.

ADD the contact information of you local staff first-aid team to your contacts on your mobile.

9. Useful resource links and references

Best practice guidelines contained within the crisis management components of ISO 22301 and OSAC resource library has listing links to resource material.

- Facebook Safety Check
- Google SOS Alerts
- Citizen Aid

Use Google Earth maps to create a satellite/map image of the location and venue. Mark location of airports, hospitals, police stations, fire stations, hotels, road routes.

10. Managing media summary guidelines
by Tina Altieri Media Australasia Xchange (MAX)

As with the operational crisis – the most effective means of dealing with the media is preparation and leadership. The most senior member of the crisis management team and ideally the Chief Executive

of the association should always be considered as the first option to act as spokesperson or provide a statement to the media.

Prepare positioning statements & background material in advance. A standard pre-prepared positioning statement as a general response to crisis or emergency incidents should be considered and composed through the association PR representative.

- Maintain a communications network
  - Keep out of hours contact numbers of crisis management team to hand
  - Keep out of hours numbers of support personnel – administrative and ad-hoc representatives to hand.
  - Maintain on-going rapport with influential local media and PR contacts through networking channels.
- Maintain an early warning system to monitor external trends
- Help anticipate potential incidents and understand their context in the event they become an emergency and crisis through the following information channels
- Check the media regularly – editorials, radio and TV reports, newsletters etc.
  Analyse internal intelligence – direct feedback from clients, local market research.
- Monitor public opinion - Identify local social issues - be aware of local government decisions and political decisions.

General Do's and Don'ts when talking to the Media during a crisis:

Do's:

- ☒ Demonstrate concern for the people affected and personnel
- ☒ Have an approved answer to the question: 'what are you doing about the situation'
- ☒ Provide facts - brief and straightforward
- ☒ Respect media deadlines – return every call

Dont's:

- ☒ Speak with the media 'off the record'
- ☒ Guess or speculate
- ☒ Lie or give half-truths
- ☒ Answer a question you do not understand (repeat it in your own words)
- ☒ Lose your temper
- ☒ Be humorous or sarcastic
- ☒ Say 'no comment' unless absolutely necessary (your silence may be interpreted as a sign of guilt)

11. Reactive or proactive? Seven factors for effective crisis communication for international meetings; including a crisis communication checklist to prepare before an event
By Mathijs Vleeming, Communication Strategist, ICCA

If you had a crisis on your hands tomorrow, would you know how to respond and communicate your message to the world quickly and effectively? In 2012, the time of the first of two ICCA Congress case studies included in this article, ICCA did not have a Crisis Communication plan in place. So we had to make up our response on the fly, by just using common sense and a practical eye on PR and communication. We learned a number of things from this first encounter, and we were able to use the same principles at our 2014 ICCA Congress in Antalya, Turkey, when dealing with the ISIS situation and the war on the Syrian border and the related protests within Turkey, as well as an outbreak of Ebola.

What is crisis communication?

Let's start off with a definition of crisis communication. Communication scholars define crisis communication as "the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organisation's performance and generate negative outcomes".

The aim of effective crisis management and crisis communication is to reduce the amount of damage the organisation receives as a result of the crisis, and even to prevent an incident from ever developing into a crisis *(Coombs, W. Timothy (2007), Ongoing Crisis Communication: Planning, Managing, and Responding, Los Angeles: Sage)*.

These two case studies are both not examples of immediate or urgent crisis management directly after an incident or a disaster, but reflect the situation of dealing with geopolitical challenges and a potential crisis in the run up to an event. This is a situation that many event organisers have to deal with. Before going into the case studies I will share some general principals and steps we learned from these two real life situations.

Seven factors for effective crisis communication for international meetings, to be included in a crisis communication plan:

1. Set up a crisis communication team for every major event

Streamline communications by the setting up a crisis communication team and creating a policy for all stakeholders (Staff; Board of Directors) to inform the members of this team on any issues related to the crisis situation they run in to. This team is responsible for managing the crisis and its communication strategy, and for formulating the key messages to be communicated. Typically this team would include the CEO or most senior leader, the head of the Events department and the person responsible for corporate communication.

2. Stick to the facts: be responsible and transparent and provide neutral advice

Be open and transparent: The aim of your communication is to draw a realistic and responsible picture of the situation. In a (potential) crisis situation, media tend to go overboard in their search for sensation and create a mood of fear and terror. The goal of your crisis communication is to give responsible advice and factual information

to delegates in order to draw a fair and balanced picture of the situation, and not create more fear than is realistically needed. It is very important to base your communication on official and impartial information, and include links to these impartial sources. You should give factual information and scientific and medical advice. Examples of these sources are the World Health Organisation's website, official statements from governments and large political bodies like the UN or EU, and official travel advice from National Ministries of Foreign Affairs.

3. Create a central hub of information

Structure your communication by creating a webpage which functions as a central hub of current and factual information on the situation. This page can include (links to) official scientific and medical advice, impartial information on the local situation, statements of official spokespersons, maps to display areas affected by the crisis situation, press releases and FAQs related to the crisis situation. Constantly update this landing page and refer to it in all your communication.

4. Identify official spokespersons

Make it clear to everyone involved who is allowed to make official comments on behalf of your organisation. Brief staff and Board that they should refer to statements of official spokespersons and should not make any comments or answer any questions from worried delegates of media themselves. Include email addresses and mobile phone numbers of these official spokespersons in your crisis communication plan, so you can quickly reach them in urgent situations. In our case our official spokespersons include ICCA's CEO and President, the Chairman of the Local Host Committee of the congress and the Managing Director of the local PCO. Make sure these spokespersons are briefed on how to deal with media in a time of crisis. See also: Mastering the Media - When the media spotlight is on you in times of crisis. By Tina Altieri. Journalist, TV Presenter, Managing Principal, Media Australasia Xchange(MAX) – p. 33

5. Identify communication channels

Create a list of all communication channels you have available, both on-and offline (in case of loss of power supply), and include contact details of

persons responsible for managing the channel. This makes it easier to choose the channels to communicate the key messages formulated by the crisis communications team, and makes sure you are not forgetting any. In our case this list includes:

- Event website:
- Event app: Spotme
- Email to all registered attendees
- Email to all members
- Press Database (international meetings industry media)
- Press conference (ICCA member media are present at the Congress)
- Hard copy Bulletin
- Plasma screens in the venue
- Video (Youtube)
- Twitter: @ICCAWorld
- Facebook: ICCA World
- ICCA LinkedIn Group (members and speakers only)

6. Key question: Reactive or proactive communication strategy?

Crisis communication strategy very much evolves around this big question: When to move from reactive to proactive communication? In other words: When to move from only answering questions from concerned delegates or media looking for a story, to a proactive approach by proactively going out with emails and press releases to inform delegates and the public about the situation and the measurements taken? When going out proactively, will we do more harm than good by raising more awareness for the situation resulting in more people being afraid of it and possibly cancelling their Congress attendance, or does the situation call for a proactive approach to calm down the situation? This is a thin line to balance on.

7. Closely monitor the situation to decide when to move from reactive to proactive

In a reactive strategy it is crucial to closely monitor the situation, based on:

>> Impartial and official sources
>> Locals on the ground: the event's Local Host Committee
>> Feedback from delegates: When many more

delegates are starting to show concerns, you might have to move from reactive to proactive. This is why it is crucial that the Crisis Communication Team stays up to date on each and every concern expressed by delegates.

In deciding your strategy, put yourself in the shoes of a delegate and question yourself if you would want to be proactively informed on the situation if you were about to travel to the event?

As the case studies are showing, there is a grey area between the reactive and proactive approach: In a reactive strategy it might already make sense to post FAQ questions and answers on the (potential) crisis situation when more people are starting to show concerns, so that people looking for information can easily find it and you are not appearing to be ignoring the situation. You could also include a message on a potential crisis situation in your regular communication about the event.

7. Think about the external communication procedure in case of an immediate emergency during the event

In case of an immediate emergency during the event, the emergency and evacuation plans of the local venues will take priority. In order to be prepared for the external communication, you can pre-define a procedure for the actions that should be taken. These steps could include:
1. Convene a rapid response Crisis Communications team on-site, including official spokespersons, to determine action
2. Define Key messages and statements
3. Define communication channels

You can also pre-decide where to gather the crowd immediately after an evacuation would have taken place and once the venue has been cleared by local authority to be used again, in order to be able to give live statements to all event delegates immediately after the emergency.

Be prepared! Crisis communication checklist

Crisis Operational Guideline Example: Act of Terrorism

before an event:

- Set up a Crisis Communication Team
- Maintain a Communications Network with the Crisis Management Team
- Identify official spokespersons
- Prepare Positioning Statements & Background Material in Advance
- Communicate the procedure for when the media comes calling to everyone involved
- Identify communication channels
- Think about the external communication procedure in case of an immediate emergency during the event
- Maintain an Early Warning System to Monitor External Trends (Media monitoring alerts)
- Create a central hub of factual information, and make this information public when needed

The following pages showcase a series of appendices concerning the Crisis Management.

Establish Communications — Notify Emergency Services

Local Response Team (LRT)	Crisis Management Team (CMT)
• LRT leader informs Crisis Management Team of incident status • Crisis Management Team is alerted and convened if emergency has potential to become major crisis • Communication line established between CMT, Crisis Co-ordinator and LRT • Police and Emergency Services called as required.	• Crisis Team Leader considers when appropriate to convene CMT • If incident appears major, convene CMT conference call and meeting in Crisis Management Room; ensure contact information, plans and procedures are available to hand. • Notify Insurance representative on standby if incident appears major. • Confirm media and PR protocols.

Implement Emergency Response Procedures – Protect: People, Reputation and Assets.

LRT	CMT
• If the building or event appears to be the terrorist target, or the terrorist incident is directly outside, evaluate requirement for evacuation procedures or move to designated areas of relative safety. If police advise to evacuate building or remain in the building, act under their direction. • If the incident involves armed attackers – lock external doors from where attackers appear, move people away from windows and provide options for external escape at opposite end of buildings to attacker. If attacker enters building or public area act on immediate 'Run-Hide-Tell' principals • If building impacted by explosion, treat and identify casualties as first priority – conduct roll call, establish emergency assembly and medical point – liaise with Emergency Response Services – police – fire – ambulance and act under their direction.	• Request regular situation updates from LRT at site • If incident appears major contact relevant suppliers-vendors-logistics-inform of emergency and put on stand-by. • Request details of first roll call of employees/registered delegates accounted for. • Identify nearest medical facilities injured persons will most likely to be taken to. • Any persons missing from roll call or visitors stated missing, record information with name, description and nationality of person missing. • Notify ad hoc specialists on standby to assess when immediately building can be safely re-entered. • Prepare media statements • Provide translations of national government advice/advisory notices to Association Members, AMCs, PCOs , DMCs if required.

Post Emergency Support

LRT	CM
• Maintain communication lines with CMT, relevant event building hosts, emergency services as required. • Inform employees/delegates they will be contacted once building/area safe to re-enter • Liaise with Crisis Co-ordinator or CMT representative if they have arrived at the site. • Advise CMT of evacuation assembly points where employees /delegates safely located. • Refer media or news agencies on site or at event to CMT media representative	• Request update of incident/situation and status of any injured persons, damage to building or property • Consider sending additional support to assist LRT on site. • Monitor media and issue media statements if required • Assess if event or upcoming events relating to the location will need to be cancelled or suspended until full extent of incident known.

Make Foundation for Recovery and Restoration

LRT	CMT
• Establish on ground recovery and logistics support and priorities for resuming operations. • Take photographs/recording damage condition of incident location and affected building • Account for all damage related/evacuation costs • Await directions and de-brief from CMT.	• Liaise with insurer loss adjuster if required • Maintain open and regular communication with relevant parties until final resolution and recovery. • Maintain media contacts under guidance of agreed protocols

Appendix 2

Human Resource guidelines

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<tr><td>Human Resource crisis preparation actions</td></tr>
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- Ensure method of communicating to all pay-roll employees during a crisis established
- Be familiar with and hold a copy of the Crisis management plan and Emergency Response Procedures
- Ensure system in place for quick access to employee work rotas
- Ensure department managers always notify sickness/absence of employees as soon as they become aware
- Ensure directory/database of employee contact and personal details is up to date and readily available to include address – contact number – family contact details.
- Ensure personnel and medical records are up to date and readily available.
- Ensure local Ex-pat employee evacuation plan maintained with contact details of all family members.
- Ensure alternate off-site employee help desk and communications centre identified: this is an alternative location to the venue location in case of total evacuation.

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<tr><td>Human Resource crisis response actions</td></tr>
<tr><td>

- Identify affected/injured employees/persons as priority and prepare checklist of accounted for employees for the Crisis Management Team.
- Co-ordinate with LRT updated checks on un-accounted for employees/persons
- Contact off-duty employees to account for and instruct on duties where practicable.
- Identify hospitals where injured/affected employees/persons being treated and communicate to CMT.
- Keep Crisis Co-ordinator updated of accounted for employees.
- Consider employee information telephone line and counselling services if appropriate.
- Take advice from CMT before contacting affected employee families.
- Forward copy of consolidated daily employee list/rota to CMT if incident prolonged for more than 24hours and employees still unaccounted for.
- Forward employee information hotline numbers to media agencies/local authority evacuation refuge centres as directed by CMT if incident major.
- Co-ordinate banner notices for employee/delegates contact information at local authority refuge centres as directed by CMT.
- Identify location of and make available if necessary personnel and medical records
- Ensure embassies relating to ex-pat employees provided with listing of respective employees as appropriate.
- Co-ordinate voluntary evacuation of Ex-pats and families if required.
- Co-ordinate with any HR Task force support provided by Association Member Companies
- Communicate status re payroll/funding to employees in event of sustained closure.
- Group counselling for employees to be arranged in consultation with CMT if mass casualty incident.
- Prepare for and be familiar with conditions of Post Traumatic Shock amongst employees in weeks following crisis if incident was major involving mass casualties, serious injury or loss of life

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Appendix 3

Safety and security venue check matrix example

Fire	Security	Building Systems	Communication
Fire Detection and Alarm systems. Fire Sprinkler systems Fire suppression systems for IT rooms and archive stores. Ansul R102 suppression for kitchens Fire fighting cabinets and hose reels on each floor Portable fire extinguishers on each floor Magnetic release fire doors Unobstructed fire escape routes and protected core stairways Fire Emergency Lighting systems 24/7 fire control room with interface to CCTV Venue response time of fire brigade Venue conducts training and has venue specific emergency plans for fire incidents	Strategically placed CCTV on each floor and external to building 24/7 Security Control CCTV and Alarm monitoring control room with emergency call link Strategically placed PIR motion detection systems Electronic on-line door and key locking system Security guards on duty/patrolling each floor during opening times and out of hours Strategically placed 'attack alarms' and response capability within public areas and reception Venue response time of police First aid training and trainers AED's on site Venue conducts training and has venue specific emergency plans for security and crisis incident situations	Computer based BMS system controlling and monitoring: ventilation – lighting – power – humidity – climate and building critical systems Emergency back-up generators with diesel tank capacity for each generator Automatic gas shut off during full fire alarm natural disaster ITC systems and Emergency lighting UPS with minimum hours power supply. Fire Life Safety and Security Systems maintained and serviced by appointed company Venue response time for fire brigade and ambulance services Venue conducts training and has venue specific emergency plans for building systems failure	Automated and manual operation Public Address system. Operational DECT phones and DECT network Management smart phones Emergency First Responder walkie-talkie hand held radios Satellite Phones Electronic messaging boards for communication within public areas E-mail and social media platforms for external and internal communication ICT Data Room with back up data storage IT Information Security and Compliance policy in place Venue conducts training and has venue specific emergency plans for communications and ICT failure

How ICCA dealt with crisis communication

Case study 1: Dengue fever and the 2012 ICCA Congress in Puerto Rico: The instigator

On 11 October 2012, just 8 days before the annual ICCA Congress would take place in Puerto Rico, we received an email (with the subject: "Hi") from an ICCA member journalist, saying that they have seen that there is an outbreak of Dengue Fever in Puerto Rico, and asking what we were going to do about it. She included a link to an article on CBS News, titles "Dengue fever epidemic declared in Puerto Rico". The article included that 6 people had died and 342 new cases had been reported in the previous week:

Identifying the situation

We immediately went online to find out more information:

- What is Dengue Fever?
- What is the current status of the outbreak; how bad is it?
- What can you do about prevention?
- Is it contagious? How is it transmitted?

We found answers to these questions on Wikipedia, the WHO website, and especially the Puerto Rico Health Department website provided very extensive information.

ICCA Head Office colleagues very quickly became Dengue Fever experts.

Putting heads together and deciding on the response

In order to centralise communication we set up our first Crisis Communication Team (even though we did not call it that at the time) including the CEO and representatives from the Marketing & PR and Events Departments. Our CEO was at the IMEX America tradeshow in Las Vegas when the news broke, so he was involved over the phone and by email and we had to deal with different time zones.

Our initial decision had to be made on what our reaction should be to delegates:
- Should we inform delegates pro-actively and go out with a statement?
- Or should we only be responsive, and what should we advise the delegates in our response?
- What measurements does the Puerto Rico LHC have in place for the delegates?

We informed the Local Host Committee about the situation and asked them for advice on the above questions.

In the meantime, our response to the journalist was "*Thank you for pointing this issue out to us. You are actually the first one! We are currently in contact with the Puerto Ricans to decide what our response should be. We will keep you posted.*"

The response from Puerto Rico LHC:

As a follow up to your previous email, attached are the official documents from the Government in relation to the Dengue.

From our end we are doing the following:

1. *We will have plenty of mosquito repellent in all activities; including the Center*
2. *We will provide mosquito repellent in small sizes to be carried personally, should the ICCA attendees wish to do so*
3. *We are talking to the Municipalities and going over their protocol*

As I mentioned in my previous email, there is no major problem in the areas the group is going to be or will be visiting. The dengue is a mosquito that develops in still water, and it is mostly in residential areas where people are not careful or their hygiene is not optimum Municipalities always take precautionary methods at the time of the year and they fumigate the areas.

Let me know if there is anything else you need, but if anything else comes up regarding this or any other topic in relation to ICCA, I will definitely keep

you posted. Thank you We are looking forward to welcoming all of you in Puerto Rico next week!

We decided to take a reactive approach initially, but were aware that we might need to respond more assertively if there were any individual concerns or the PR situation deteriorates. We thought that at that time, going out with a statement might be counterproductive, but agreed to constantly monitor the situation to be able to keep members reassured.

(Bad) News travels fast!

In the meantime (and this is still the same day that we received the initial information about the Dengue Fever epidemic) at IMEX America the issue was raised by several concerned members and press, so we needed to act quickly!

Internal communication

We quickly communicated the following to internal stakeholders like ICCA Colleagues and the Board of Directors:

- Information on the situation and informing them that we are constantly monitoring the situation and are preparing for a more proactive approach:

There has been an outbreak of Dengue fever in Puerto Rico. Obviously this is going to create some PR challenges with our delegates, and some operational issues as well (eg making sure everyone uses mosquito repellent at evening events). Whilst the areas primarily affected are away from our congress area, some staff may be worried. We will provide as much regularly updated factual information as possible, and take as many precautions as possible, but if anyone is still seriously concerned about going they should speak to their manager/director as quickly as possible.

- Asking them to inform the crisis communication team if they hear anything of concern related to Dengue from members or media.
- A couple of days later, after identifying who were the official spokespersons allowed to give statements and their key messages, we also sent round this information, informing all staff not to make any comments on behalf of ICCA

and always forward requests from media to the crisis communication team.

Creating a central hub with factual information

In the meantime we were preparing to adopt a proactive approach: We created a webpage with factual information. This dedicated webpage would become the central hub of our communication about the situation. We asked the Local Host Committee to create a page with all the official information they have. We asked them to create and host this for liability reasons. The page was posted under "Useful information" on the ICCA Congress website.

The Puerto Rico Convention Bureau created a microsite specifically for ICCA Congress delegates with all the relevant and official information:

Deciding on a subtle proactive approach

On Thursday night 11 October, still the same first day as we heard the news, we decided that apart from a responsive, we also need a proactive approach, but it had to be subtle in order to avoid creating unnecessary panic. We decided on this while trying to imagine how it would look if some delegates arrive without knowing about the outbreak, and then start complaining (also to media) that ICCA kept them in the dark.

The first part of our proactive approach was to send out an "important last-minute information before you set off for Puerto Rico" email message the next

day, which specifically addressed Dengue along with other important last Congress information matters, not as a separate stand-alone message. In the meantime the journalist who initially informed us about the situation called our office to ask what ICCA's response was. We could not give her an answer yet, as we thought the draft ICCA Congress Bulletin message had to be approved by our CEO and possibly the Board of Directors, before we could send it out and respond. The time difference with North America forced us to wait until 14:00-15:00 Central European time.

This message was sent out and included a statement from our CEO as well as the link to the webpage with factual information:

We also posted the statement on the ICCA Congress homepage. In the wording in our statement we made sure to move away from the term "epidemic" as the emotive meaning of the word "epidemic" is a problem in itself, so we used the word "outbreak" to describe the context of the situation in a more measured way:

Dengue Fever - Message from ICCA CEO

You may have seen recent media reports about an outbreak of Dengue Fever on the island of Puerto Rico. We've been in regular contact with the Puerto Rico authorities to check on the situation, and have set up links for members to obtain full factual information. In summary, these are the key issues: Dengue outbreaks occur from time to time throughout this region of the world, but the health authorities in Puerto Rico have well practiced procedures for tackling the problem, and good public information is made available. The areas directly affected on this occasion are not close to where ICCA are taking place, but some members are taking pre- and post-congress trips to other areas of the island so should check the health authority information about where they will be

travelling. Dengue is transmitted only by mosquito bite, so ICCA and our local hosts are making sure that adequate supplies of mosquito repellent will be available throughout the congress, and we will be reminding the delegates about the importance of applying this protection. Previous Dengue outbreaks have not affected travel to the island, and this recent outbreak should not impact this year's ICCA Congress in any way. The advance Congress organising team is already on site in San Juan, as am I, and I can report that normal conference and tourism activity is entirely unaffected.

The Puerto Rico Local Host Committee has created the website *with the very latest factual information available to all delegates. Should you have a particular worry or question that cannot be answered by the online information, please let me know.*

Looking forward to seeing you all in a few short days!
Martin

The second part of our proactive approach was a decision to have mosquito repellent available throughout the congress, we also decided to prepare small bags with mosquito repellent, which we would hand out to all delegates on-site with an information sheet on Dengue with a statement from the Puerto Rico Convention Bureau.

Spokespersons and key messages

We had not yet decided on the lines of communication and who should be allowed to comment officially to any media stories or journalist enquiries. We did this on 14 October, and decided ICCA CEO and the Chairman of the Local Host Committee should be the official spokespersons. The ICCA President should always consult with the crisis communications team to obtain the latest information and make sure our communication was consistent. We also designated two central media connectors, alerting all parties of any changes to the situation or issues to which we need to react: One for ICCA and one for the Local Host Committee.

We also defined consistent key messages, balancing the fact that this is a normal healthcare alert and not a crisis of any kind with our responsibility (both ICCA and the local hosts) to look after and communicate with the delegates:

Life in Puerto Rico is going on as normal.

Tourism and conference business is unaffected.

Dengue is an endemic disease in many tropical and sub-tropical regions, and Puerto Rico has well-practiced systems for dealing with outbreaks, and for communicating with the public (the latest declaration is part of this health management and communication process), and the Congress local hosts will make sure that any important information is passed on to delegates.

Dengue is not contagious between humans, and can only be transmitted by mosquito bite. Insect repellent will be available throughout the Congress for ICCA delegates who don't bring their own.

ICCA will continue to provide clear, factual information and advice to delegates.

All Congress activities are going ahead as planned.

Delegates whose concerns and questions aren't covered by the online information can contact ICCA directly.

Media coverage

We did not send out any press releases on the issue. We used Google Alert and Meltwater News to monitor online news sites.

This way we found out that the ICCA member journalist did not wait for our response and had already posted an article without including our statement and responsive measurements on the morning of 12 October. When we found about this article we immediately contacted her and asked her to add our statement and the measurements we had taken and were preparing. She added these to the article.

On 16 October another article was published by member media, which already included our statement and measurements.

Apart from these, no other media picked up on the story.

Social media

In order to avoid drawing unnecessary attention to the topic, we decided not to retweet any messages (negative or positive) related to dengue fever. We did go out with a social media message linking to the official statement, which was also sent out by email and posted on the website. In line with the general protocol, any concerns or negative reactions from members related to dengue should be forwarded to the crisis communication team.

The result

Despite the Dengue Fever epidemic warnings, ICCA delegates arrived in higher number than expected, and we had 715 delegates at the Congress (the target was 700). Only two delegates cancelled because of the Dengue Fever warnings.
This was the headline article in the ICCA Congress Daily paper, published independently during the ICCA Congress by ICCA member CAT Publications:

Case study 2: Geopolitical challenges related to ISIS and Ebola at the 2014 ICCA

In the run up to the 2014 ICCA Congress, ISIS had moved close to the Syrian border with Turkey and there were related protests within major cities in Turkey, including Antalya, where our Congress was taking place. On top of this, there was the outbreak of Ebola in West Africa, which could cause fear for delegates to travel.
The Congress was taking place 1-5 November 2014. On 16 September our local PCO Kenes received the first message from a delegate from the USA, saying she was worried about the political situation in Turkey, and asking for ICCA's cancellation policy. Learning from our crisis situation in 2012, we immediately set up the crisis communication team and were intensely monitoring the situation. For this, we tried to identify official and impartial sources of information on the situation in Turkey.

Finding global, official and impartial sources for travel advice

For official advice on the Ebola situation, we could base our information on the official WHO webpage: http://www.who.int/csr/disease/ebola/en/. For travel and safety advice related to the terrorist threat of ISIS in Antalya, Istanbul (through which many Congress delegates were travelling) and Turkey in general, it was much more difficult to find a global, official and impartial source of information. We had to base our information on national travel advisories.

Travel advisories

A travel warning, travel alert, or travel advisory is an official warning statement issued by a government agency to provide information about the relative safety of travelling to or visiting one or more specific foreign countries or destinations. The purpose is to enable travellers to make an informed decision about a particular travel destination, and to help travellers prepare adequately for what may be encountered on their trip. Travel advisories may relate to issues such as inclement weather, security matters, civil unrest or disease.
These travel advisories are typically issued by the Ministry of Foreign Affairs and usually include a four point warning system, like the one below from the Australian Travel Advice page:
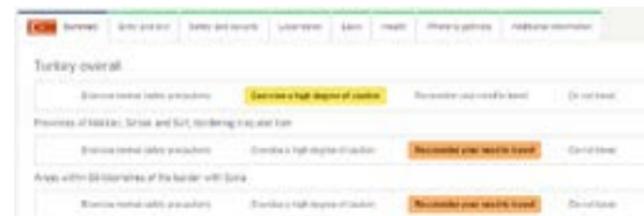
For these warnings it is important to carefully read so that strong warnings about specific towns or regions aren't mistakenly thought to apply to other regions or towns in that country as well.
But what do you do if you have delegates coming from over 70 countries?

We contacted the Dutch Ministry of Foreign Affairs to ask them if there is a source for global travel and safety advice, and for a list of links to websites of official travel advice from National Ministries of

Foreign Affairs. Their answer was such a source and such a list does not exist. Therefore, the only official travel advice we could use came from National Ministries of Foreign Affairs, but advice differed per country.

We contacted all our Regional Directors and asked them for a list of National Ministries of Foreign Affairs of the main countries in their region, and we created a list with links to these sources for travel advice to base our information on.

Crisis Communication Plan

We created a Crisis Communication Plan for the Congress which included the following:

1. Identify Crisis Communication Team
2. Identify Official ICCA spokespersons
3. Identify Communication channels
4. Strategy before the Congress
5. Strategy during the Congress

This plan was shared with all colleagues and the ICCA Board of Directors, asking them to inform the Crisis Communication Team on any questions or concerns from members they run in to about the ISIS or Ebola situations in Turkey.

Before the Congress: Moving from reactive to slightly proactive

Our strategy was initially reactive: We were monitoring questions from members, monitoring the official Travel Advisory sites of some of the biggest countries and the WHO page for info related to ebola, and liaising closely with the Local Host Committee on the situation on the ground.

Central HUB of information

As things got worse and Turkey sent tanks to the Turkish/Syrian border, naturally, more questions on the security situation in Turkey were asked. Therefore, we added a "Security concerns" section to the FAQ section on the ICCA Congress website, so members looking for information on the issue could easily find it. This FAQ section would function as the central HUB of information on the situation: We asked Board members and ICCA Staff receiving enquiries from concerned members to direct them to the Congress FAQ site, where we tried to provide (links to-) as much factual information as possible

and posted statements from the ICCA CEO and the Chairman of the Local Host Committee. Questions included were:

Security concerns

1. What is ICCA's position regarding the current security situation in Antalya and Turkey?
2. Where is Antalya located geographically compared to areas where there is an ongoing conflict?
3. What are Travel Advisories and how can I find out what my government is advising?
4. How about the reports on protests in Turkey?
5. Where can I find more information about travel advice related to Ebola?
6. What is ICCA's official cancellation policy for delegates registered to attend the Congress?
7. Under what circumstances could the ICCA Congress be cancelled or postponed?

As a response to concerned delegates we sent the official statement from our CEO so delegates knew we were paying attention at the highest level. We included a link to the FAQ section for the latest information.
Statement from ICCA CEO Martin Sirk:

No problems are envisaged at this stage. We are paying attention to the situation at the highest level and are in regular liaison with our Turkish Local Host Committee, and are keeping an eye on the official government travel advisories about Turkey. The problem areas are a long way from Antalya and Istanbul. Antalya is 800 km away from the danger areas at the Syrian border; it also helps that we will be meeting in relatively isolated congress resort locations and that both the airport and the venues are over 30 minutes drive away from the actual city. Two members of ICCA's Events team were recently in Antalya, and reported that the situation was 100% life as normal.
Every country which has voted to participate in or to support the increased military operations against ISIS is issuing higher risk warnings to citizens, not just about specific countries, but also about potential for terrorism at home and in general. However, no country that we are aware of has issued any negative warnings about general travel to Turkey, which is still operating as life-as-normal, with the exception of the border areas with Syria, which have always been regarded as high risk, even before the ISIS threat, because of Turkish-Kurdish

tensions that have been going on for decades.

We recognise that some members may be getting more nervous because of the extensive media coverage in their countries, and the fact that governments are announcing that higher risks face their citizens, but we are moving ahead with the Congress plans and so far have approximately 800 people registered from over 70 countries. Up to now we haven't issued any official statements about the situation, because we don't want to increase the levels of worry by implying the situation is particularly risky, but if things do get worse on the border area we'll start to issue delegate updates and promote links to government information sites.

The moment that there is any evidence or credible reports of higher risk for Antalya or Turkey in general (since most delegates will be passing through Istanbul en route), we'll communicate that information to members. So far, this is not the case.

We included a map to display the areas affected and the distance between Syrian border and Antalya:

We also included a list of links to travel advisory pages:

National Travel Advisory Board's foreign travel advice

- **US**: click here
- **Canada**: click here
- **UK**: click here
- **Germany**: click here
- **France**: click here
- **Australia**: click here
- **New Zealand**: click here

- **Indonesia**: click here
- **The Philippines**: click here
- **Malaysia**: click here
- **Singapore**: click here
- **Chinese Taipei**: click here
- **Hong Kong**: click here
- **Macau**: click here
- **China PR**: click here
- **Japan**: click here
- **Republic of Korea**: click here
- **India**: click here
- **Sri Lanka**: click here

WHO webpage on Ebola

This worked and luckily the situation did not force us to move to a proactive approach.

Update on the situation to the Board of Directors on **8 October**:

We updated our FAQ section of the Congress website last week, as things got worse on the Turkish/Syrian border, and we're monitoring the official Travel Advisory sites of some of the biggest markets, and liaising closely with the local hosts. In general, all the countries which recently signed up to support action or participate in airstrikes have raised their general threat levels to Yellow from Green, not just for Turkey, but for their nationals at home and anywhere else. "Exercise caution" is not really unexpected or unreasonable as general advice, but a terrorist attack in London or Paris is as likely in my view as an attack in Istanbul.

The Turkish/Syrian border country has been Amber or Red for years in most countries' advisories, because of long-running Turkish-Kurdish issues in that region, and in a way I'm surprised the Australian advisory for that specific area isn't already Red.

Antalya is 800 km from the border area, and not experiencing any negative issues at all. We're meeting in two resort conference properties away from the city, so would be unaffected even if there were to be some local demonstrations taking place.

The change this week is the number of demonstrations by Kurdish supporters who are trying to get the Turkish government to intervene directly, which are relatively small but are getting a lot of media attention in a few cities such as Istanbul, Ankara

and in the Kurdish region in the SE, confined to small areas, and targeted at the government, not visitors. Media-wise, however, they send out a different message to potential visitors, since the implication is of much more widespread unrest.

At the moment Board members receiving enquiries from concerned members should direct them to the Congress FAQ site (either the below link, or click on Congress logo near the bottom of the homepage, then click on FAQ tab), where we try to provide as much factual information as possible. Security concerns have been listed as the top information item.

So far we have decided against sending out reassuring messages to members, in case we accidentally increase worries. We may need to do this very shortly if the situation deteriorates further. It's currently very delicate and in the balance whether this would be helpful or counter-productive. We're hearing a few concerns from members, which we're following up individually with detailed explanations of the situation, but have only seen one actual cancellation because of this issue.

On **15 October** we received a message from a concerned delegate that UK's official travel advisory was for the first time mentioning Antalya as a specific unsafe city:

There have also been clashes between protesters and police in Istanbul, including around Taksim Square, Adana, Antalya and Izmir.

We had to update our standard response as a result of this. We tried to obtain factual information about the nature of demonstrations and "clashes" in Antalya from our local Host Committee and we had to get plans in place in case of an immediate emergency during the Congress. We added the following statement from the LHC (By the Managing Director of Kenes, our local PCO) to our FAQ section:

The protests mentioned took place last week on the suburbs of those cities in a minor way and on the south eastern cities of Turkey. There is no continuing unrest in the country and we are not observing repetition or escalation of protest. The country is calm.
The ICCA congress is taking place in a 40 minute distance from Antalya and both Belek and Antalya

are safe areas. Should we see any necessity to increase security we will take immediate action. We have a crisis management protocol in place. As being locals in Turkey, part of us living in Istanbul and part living in Antalya we feel no difference in our daily lives.

Cancellation policy

In order to adequately answer questions related to ICCA's cancellation policy and whether ICCA should cancel Antalya, ICCA's CEO issued a formal policy statement relating to the circumstances under which ICCA would cancel a Congress a few weeks forward. This policy was based on the example of our 2003 Congress which took place in Busan and coincided with a SARS outbreak (which was also hit by a typhoon just a few weeks before we arrived!). When there were much higher cancellations than usual, the BOD very clearly stated that our policy should always be to hold the Congress even if there is a risk of smaller numbers and/or financial loss, as a result of man-made or natural disasters. The BOD also referred to the Congress in Cancun in 2001, after 9/11, when again our numbers were reduced by cancellation but the event went ahead. It was felt that the risks to the association's reputation of not going ahead with both the local members and with the wider global community were far greater than the short term risks of going ahead with a less successful event.

ICCA policy on when the annual Congress may be cancelled

ICCA believes that the freedom to travel and freedom to meet are fundamental human rights, and that as one of the leading global meetings industry associations we should do our utmost to promote these freedoms at all times, and particularly with regard to our own Congress cancellation policy. ICCA will always commit to hold its Congress in the selected destination and venue, unless there is such clear and immediate danger to our delegates that it becomes impossible for a large proportion of them to obtain normal travel insurance. ICCA will wherever possible continue to support members about to host our Congress who are suffering negative consequences as a result of a recent natural or man-made disaster.
Conditions which are regarded as representing clear and immediate danger, and therefore grounds for

cancellation, include:

- Natural disaster or direct terrorism attack on the venue shortly before the Congress, such that it will be impossible to carry out the key Congress activities.
- A national strike or major civil unrest in the host city or country immediately prior to or during the period when the Congress takes place, such that vital local services such as air traffic control, ambulance, fire and other emergency services are not functioning, or which force the closure of the host venue(s) when the Congress is scheduled to take place.
- Pandemic/medical emergency affecting either the destination itself, or the region or even global travel, such that the World Health Organisation officially declares that travel to that city or region should not be undertaken by tourists or business visitors.
- "Do not travel" official Travel Advisories from multiple countries because of war, civil strife or other emergency, such that a high proportion of delegates are unable to obtain insurance cover.

ICCA will not cancel the Congress, even if numbers attending are likely to fall significantly, in the event of any of the following:

- Natural disasters or terrorist attacks within the country or region, not directly affecting the Congress venues, or sufficiently prior to the event to be regarded as no longer currently a direct risk to delegates.
- Strikes, demonstrations or civil unrest that do not cause major disruption to the Congress site(s) immediately prior to or during the Congress, nor prevent the functioning of key emergency services.
- Epidemics affecting the host country, neighbouring countries, or a wider region, where UNWHO only advises taking higher precautions than normal (eg Dengue Fever is the subject of regular such warnings in countries where the disease is endemic; Malaria is another known risk in other countries, where delegates should take precautions).
- "Higher risk/exercise greater caution" official Travel Advisories from one or more countries.
- Media coverage that raises fear levels significantly.

ICCA will not move the Congress to an alternative location: either the event will go ahead in the planned city, or it will be cancelled.
ICCA will only change the dates of the Congress within the normal range of Congress dates for that same year, and provided there is sufficient notice to advise members in time to change their plans.
Should ICCA cancel the Congress, the necessary business of the association that is conducted annually during the General Assembly will be carried out through a combination of online voting and a one-day General Assembly event in the Amsterdam region (if a suitable venue can be identified, otherwise decisions will be taken by online voting only). Should ICCA cancel the Congress, the Board of Directors will immediately explore the most practical options for returning to the cancelled Congress destination to demonstrate our support for the local ICCA hosts. This will be done as soon as practically possible, taking into consideration existing commitments with other Congress host destinations.

We added the following on the Cancellation Policy to the FAQ section on our Congress website:

4. What is ICCA's official cancellation policy for delegates registered to attend the Congress?
Following good industry practice, ICCA has a strict cancellation policy in order to be fair to all members, treat every individual equally and to safeguard the association's financial future. Please find the link to our cancellation policy here: http://www.icca14.iccaworld.com/ehome/87309/186233/?&.

5. Under what circumstances could the ICCA Congress be cancelled or postponed?
ICCA has never cancelled, moved or postponed a Congress in its history.
ICCA has an official policy of only ever cancelling if there is "clear and present danger" in a Congress destination, such that the members are unable to obtain normal travel insurance coverage, which would make it impossible for their employers to carry the risk of them attending. Extremely negative media coverage or isolated terrorist incidents in or near the host country would not be regarded as grounds for cancellation. ICCA's official policy also states that no Congress should be moved to a different location, nor should the dates be changed. Either the Congress will go ahead as planned, or in extreme situations it would be cancelled and

the necessary business of the General Assembly would be conducted via electronic means. If your national Ministry of Foreign Affairs were to issue a serious advisory not to travel, then any travel insurance policy ought to pay up on cancellation costs. ICCA always advises delegates to take out insurance. In the very unlikely event that travel to Turkey became so unsafe that a large proportion of delegates from numerous countries were unable to obtain normal travel insurance or their company's insurance was declared invalid for Turkey, then that would cause the Board to consider cancelling the Congress, in line with our standing policy for such emergencies. We would then refund registrations and negotiate with hotels to protect delegates' interests. However, nothing we are aware of at present would cause such an action to be taken. If delegates decide to cancel because they are made nervous by news coverage or other factors, but normal travel conditions are still in existence (as evidenced by official travel restrictions or inability to obtain insurance coverage), then we aren't in a position to provide refunds or help obtain these from the hotels. The last time this type of situation occurred was in 2001, when the ICCA Congress took place approx 6 weeks after the 9/11 attacks, and many delegates cancelled either because of personal fears of flying or company policy. ICCA had to stick to the formal no-refunds policy, since at that time there were no restrictions on travelling to Cancun, our Congress host destination. The Congress went ahead with reduced numbers.

Moving to a more proactive approach
Even though the situations related to ISIS and Ebola seemed stable, we felt we had to include a statement on it in our last information email and in our regular monthly newsletter which both went out approximately 2 weeks before the Congress. Again, putting ourselves in the shoes of a delegate, we concluded that we would like to know the measures ICCA has taken and we would like to be reassured on the situation on the ground in Antalya, even though we had not expressed any concerns. We included the following statement in these 2 e-newsletters:

Security situation in Antalya
We are aware that many members may be concerned by the media coverage of events on Turkey's border with Syria, and the related impact within the country. At present the travel situation for tourists and business visitors to Istanbul and destinations on

the South West coast of Turkey, including Antalya, has not been directly affected in any negative way. Whilst many official government Travel Advisories are recommending that their citizens exercise more caution, the situation on the ground is "business as usual". We are regularly in contact with our Turkish Local Hosts, we are monitoring the main Travel Advisory sites and news media, and are updating the FAQ section on the Congress website with new information and links, as these become available. Plans for the Congress are progressing normally and we look forward to seeing you in Antalya soon.

In both newsletters this statement was just a small article in a context of other articles like important last information before travelling to the Congress and other general ICCA news. We shared the information on social media as part of "Important last information before travelling to Antalya".
We did not issue any news release yet. As it looked like we were only going to have 1 or 2 cancellations because of security concerns, we drafted a press release stating "ICCA members show loyalty despite geopolitical challenges", which we planned to send out 1-2 days before the Congress while many delegates were already travelling to Antalya, but we decided not to send it out then. We had a huge amount of Twitter activity already before the ICCA Congress (see also "15 Reasons ICCA had tremendous Twitter traffic at the 2014 Congress": http://meetingspr.wordpress.com/2014/12/15/15-reasons-icca-had-tremendous-twitter-traffic-at-the-2014-congress), and the sentiment was very positive, with no word on the security situation at all. Therefore we decided it did not make sense to raise the issue at that time ourselves.

Measures taken on-site during the Congress

In case of an immediate emergency during the event, we had to follow the emergency and evacuation plans of the local venues. In order to be prepared for the external communication, we defined a procedure for the actions that should be taken. In the case of the 2014 ICCA Congress, these steps included:

1. Convene a rapid response Crisis Communications team on-site, including official spokespersons, to determine action
2. Define Key messages and statements
3. Define communication channels

We also defined on-site where to gather the crowd immediately after an evacuation would have taken place and once the venue has been cleared by local authority to be used again (in this case the large plenary meeting room), in order to be able to give live statements to all Congress delegates immediately after the immediate emergency.

Local PCO Kenes shared their Crisis Response Plan with us and we send them our Crisis Communication Plan in order to align the two. On-site there were meetings with the Local Host Committee in which we found answers to the following key questions during the Congress:

- How to decide objectively whether a real threat exists to our delegates.
- Situations which would lead us to temporarily suspend the Congress.
- Situations which could cause us to cancel the Congress.
- Situations which won't cause a direct local threat but will seriously worry the delegates (eg a bomb going off in the international airport in Istanbul whilst we're in Antalya).
- When we need to call in local security services; who to involve; under what situations the security access to the hotels might be upgraded and the implications for logistics.
- How to respond to a direct threat made against the Congress (either directly or via Turkish contacts or authorities).
- Advice to delegates about how to act in Antalya during free time (if any advice should be given?).

The result

In the run up to the Congress we had only one journalist inquiring if ICCA is concerned about the political situation in Turkey affecting the Congress, and asking what advice we were giving delegates. We responded with our usual response with the standard statement and a reference to the FAQ section, saying that a statement is also emailed to delegates and all members.
We had about a dozen emails from members with questions about concerns. In total we had 60 cancellations, which is no more than we have on average at previous ICCA Congresses. Only 5 Members mentioned ISIS as the reason for their cancellation.

During the Opening Ceremony of the Congress, ICCA President Arnaldo Nardone addressed the issue and made the following statement:

"Our business depends upon two freedoms - to travel, and to meet with others who may not share the same opinions. Fear and terror are fundamental enemies of these freedoms. Every delegate who travelled here to the ICCA Congress made a conscious or unconscious decision that they would not be intimidated into staying at home. That is very, very important. If we are to persuade the doctors, scientists, and business executives to come to the thousands of meetings that ICCA members host and organise, we have to stand up in Antalya and hold our own Congress with confidence and with a smile on our faces. And that is what we intend to do!"

His speech clearly resonated and generated a spontaneous applause from the room. The press release on the Opening Ceremony also focussed on this, and we included the message of our draft release in the one on the Opening Ceremony. See full release here.

The release received extensive coverage and we had a very successful Congress where safety was not an issue.

ICCA Members show loyalty despite geopolitical challenges

29 October 2014

In a time when many international meetings are struggling to convince their delegates that it is safe to travel despite the geopolitical unrest in the world, ICCA members have shown their loyalty and resilience by registering in large numbers for the 53rd ICCA Congress, taking place 1-5 November in Antalya, Turkey. ICCA's most important annual event attracts over 900 delegates from a record-breaking 72 countries, making this one of the largest four ICCA Congresses ever.

ICCA President Arnaldo Nardone at the Opening Ceremony of the 53rd ICCA Congress: "This is one of ICCA's largest ever gatherings. That's a big success story, but it is important to remember that a year ago, we were confidently predicting that this would actually be our largest-ever Congress. Life is not always predictable."

"Who would have thought that 2014 would be a year where terror and fear filled the TV news and newspaper headlines for what seemed like months without end? Turkey has suffered very unfairly as a result of this mood of fear. Tourists, business travellers, and - yes - conference delegates also - all have been made more fearful to travel, more fearful of strangers, more fearful in their own cities even when they decide to stay at home!"

"But what have we ICCA delegates seen and experienced for ourselves here in Turkey? A country that is calm and going about its normal business; welcoming guests with the same warmth; open to other cultures; friendly people; great service. This is not a story for newspaper headlines, but it is our reality, this is for sure.", Arnaldo Nardone continues.

"This ICCA Congress is a very important event, not just for Turkey, but for the whole global meetings industry. For Turkey, it is important because every one of our 900 attendees will become an ambassador for your country, in the short term to tell the story of how things are here, on the ground, at this moment in time; in the longer term they will spread the word about why this is a great country in which to organise international meetings."

"But this Congress is also important for the wider meetings industry. Why? Because our business depends upon two freedoms - to travel - and to meet with others who may not share the same opinions. Fear and terror are fundamental enemies of these freedoms."

"Every delegate who travelled here to the ICCA Congress made a conscious or unconscious decision that they would not be intimidated into staying at home. That is very, very important. If we are to persuade the doctors, scientists, and business executives to come to the thousands of meetings that ICCA members host and organise, we have to stand up in Antalya and hold our own Congress with confidence and with a smile on our faces. And that is what we intend to do!"

When the media spotlight is on you in times of crisis.

By Tina Altieri. Journalist, TV Presenter, Managing Principal, Media Australasia Xchange(MAX)

If you had a crisis on your hands tomorrow, would you be ready to communicate your message to the world quickly and effectively?

Is your media crisis plan up to date or collecting dust?

For many, a plan is something that's been on the "must do" list for years. After all, dealing with a crisis or highly sensitive scenario is not likely to happen to you, right? Wrong!

Unfortunately many companies and associations are still not clear about the strategies and protocols at that critical moment, when the media comes calling for an interview, uninvited. It may be the first they've heard of a serious customer complaint, allegation of malpractice or when a natural disaster strikes.

The fact is no one can afford not to have a solid plan in place. If you're serious about connecting with your clients, customers, stakeholders, your supporters and your public then you'll need to know the tools and techniques to become turnaround specialists by engaging the media.

When you know the news angle they are pursuing is not flattering to you or your organisation, the common reaction is to shut down and hope the issue will just disappear. Chances are, it won't.

Take it from a broadcast journalist of more than 25 years – the one thing you can do to harm your reputation instantly in the face of a potentially hostile media inquiry is to run and hide.

Interestingly most companies, organisations or associations don't believe that a public relation's disaster can happen to them. The problem is, it's too late to start thinking about how to handle such a crisis when you're caught up in one. Always remember that catchcry – Own the crisis or it will most certainly own you! It's also worth remembering that good interviews don't happen by accident. Here are five TOP MEDIA CRISIS TIPS to help you when the heat is on.

1. Where is your media action plan?

If you're waiting for a crisis to bring your team together, you are likely to encounter chaos and uncertainty at the time of "impact."

If you have a plan, chances are it may be buried in boxes at a back office.

Now is the time to review it. And make sure that it has:

- The right spokesperson/s who's at ease with speaking to the media, especially in difficult circumstances.
- A clear process in place so your group's members know who is going to speak to the media. Does everyone know the procedure when the media comes calling?
- A method whereby leaders can quickly gather information so they are well-briefed for media inquiries on any situation
- Your spokespeople are trained to take proactive steps to engage the media so that your organisation becomes the hub of information.
- Your organisation is well equipped with updated lists of key media contacts so they can quickly respond with information that's accurate.

2. Act fast. The first 24 hours of a crisis is when people are looking for answers. Be ready to respond

You're expected to be quick, accurate and consistent with your messaging. Remember, you don't need to have every minute detail before you speak to the media. Simply tell them what you do know. You can drip feed the media with the information you currently have. Simply start putting some of the pieces together. An early presence will indicate that you are aware of the emergency and that there is a system in place to respond. Be sure to record the interview on your smartphone or other recording device.

3. Always make your company leader/s available to the media

Journalists often complain that CEOs or company heads are not visible enough when it really matters. Access to the CEO is more important than ever in times of crisis. Consider calling a "doorstop" interview which will offer greater reach to media than a delayed formal media conference that gives answers way too long after the situation started. Also consider who your allies are in this disaster? Gather them, then become the hub of the issue – this is about being proactive rather than reactive.

Are you ready to take the lead? This is your chance to try to influence what is being said about the disaster or crisis.

4. Make the most of all the media platforms now available.

Utilise all the social media avenues available to you to increase your chance of visibility (e.g., blogs, twitter, Facebook, YouTube). Remember that crisis communicators need up-to-date technology if they're going to stay up to speed. However it's important not to ignore those who don't have access to the internet or social media platforms. This is where a helpline phone number needs to be published, in the daily newspapers, to keep your customers/ stakeholders informed on the matter.

5. Always try to be one up on the issue or crisis that's being played out in the media

On many occasions it would be in your company's best interests to respond to a damaging video with a visual representation of your own organisation to try to "set the record straight."

So you're about to be the subject of an interview? Anyone who's been in the eye of a media storm will agree that managing the media is important when it comes to protecting your brand and reputation. Here are five memorable M.E.D.I.A tips designed to give you the confidence to engage a journalist and leave little to chance during your time under the spotlight.

M-Methodical preparation
E- Engaging language
D-Disciplined messaging.
I-Interview like a professional performer.
A-Assess and critique your performance every time.

Methodical preparation means no "off the cuff" interviews. Even if asked to give a quick "one liner" for a radio interview. It's important to know more about the story you're being asked to comment on. Now is the time to turn the tables and ask the journalist some questions on the phone before deciding whether you're the right person to take part in the interview.

- What's the basis of the story and where do I fit into this?

- What other information do you have on this story ? And offer to fill in any "gaps" they might have in their information pool.
- Who else are you interviewing and what's their side of the story?
- What news program or article is this for?
- What is your deadline? Showing a journalist that you understand and respect their deadline demonstrates that you're open and willing to be a participant in their story – a most important signal, especially if the story is not in your favour.

A reputable journalist (yes, there are many out there!) will be glad to provide the answers to those questions because they need your urgent co-operation. On some occasions, the thorny angle to the story might be obvious - in other words –don't respond with a simple "Yes, we are sure our staff carried that out." Your audience will be wondering carried what out? Stick to your full statements every time, so that your position on that topic is clear and your response will be kept in context. On other occasions, the negative angles might not be so apparent....say, for example, a feature article on the future of the MICE industry in a weekly colour magazine. By asking these questions you will get a feel for the tone of the story and whether it's one you should/would like to participate in.

Engaging language refers to the colloquial, simple, concise and preferably colourful language you should use in order to get make your comments irresistible to the media. One of the most challenging tasks for a journalist is to encourage the interviewee to remove all jargon/ technical- speak from the interview. If you are being interviewed by a local radio or TV station the language you should aim to use (regardless of how complicated the issue might be) should be easily understood by everyone from age 12 to 112! Engaging language means you need to make statements; not give lengthy , long-winded answers that require considerable editing (and have a greater chance of taking you out of context.)

There's no need to go into information download unless you're being interviewed in detail for a trade magazine feature article. Here are some other language techniques worth using:

- Consider making a "prophecy of doom" statement that can add weight to your argument – particularly during a sensitive issue. An

example: "*If we don't attract more young people to the industry, it won't be long before our guests find themselves checking into a do-it-yourself hotel where they come and go without seeing a living soul.*"

- Examples and analogies can help create powerful mind pictures....so long as they are short and straight to the point. These are often a media favourite because they can help explain a complex issue in a briefer, succinct way.
- Keep answers self-contained. In other words – don't respond with a simple "yes" or "no". Stick to your full statements every time so that your position on that topic is clear to your audience.

Disciplined messaging is often the most difficult task for someone facing a microphone and/ or a camera. The tendency is to talk in different tangents and forget your carefully crafted messages when faced with a journalist firing a range of questions. Remember to get involved in crafting your messages. It will show that you are across your important information, rather than someone who has simply been handed a page of key messages 10 minutes before facing microphones, lights and cameras. Stick to the responses you have prepared (and rehearsed) and don't be afraid to reiterate your points in a slightly different way every time. Remember to stick to the answers you have prepared and don't be afraid to repeat or reiterate your points in a slightly different way every time.

Interview like a professional performer doesn't mean that you should turn into an academy award winning actor in the face of lights and cameras (definitely not recommended!) it simply means you should prepare to "play yourself well" or give the best of you – when all eyes are on you. Too many interviewees facing a tough line of questioning fail to prepare themselves to present in a positive way. Instead they come across as defensive and look like they are being interrogated. Experienced interviewees know to treat even the most difficult Q & A with a positive and friendly demeanour. Keep your eyes focused firmly on the person asking the questions. Use hand gestures at neck height. It's a fact that audiences perceive interviewees who display occasional "open palm" gestures as being more credible and trustworthy over those who use no body language at all. Be friendly but keep it professional. Remember this is your opportunity to sell yourself and your message by convincing your

audience of how you see the situation.

Assessing your performance is vital – particularly after a tough interview or a situation that involved crisis communication. Look at what was handled well, what was said poorly that may have been misconstrued by the media. How did you come across during the interview? On reflection, how would you rate your performance in terms of credibility and likeability? Too few people bother to speak to the journalist after the story has been broadcast or printed. Many journalists would give their honest opinions about how they felt the interview went or what you could have done differently to ensure a more positive outcome. If you believe you were treated unfairly speak to the news editor of the organisation involved. In this situation it is handy for you to have your own audio recording of the interview.

What your audience wants to hear in times of crisis

In crafting your key messages keep in mind these important strategies for interviewees.

1. Say the headlines you want to read in the paper the next day.
2. Put the good news in subordinate clauses, particularly when the news is not good. "It's too soon to say that we're on the road to recovery, even though we haven't seen a new outbreak of bird flu in 3 days." Here the main clause indicates that you are taking the situation seriously.
3. Don't over-reassure everything will be fine. History has proven that reassurance can work against you if an emergency event is unexpected, dreaded, unfamiliar or just sickening. The only reassurance people will be satisfied to hear (particularly in difficult times) is the quote that expresses how hard you are working to get things "back to normal". Depending on the circumstances, it can be beneficial to acknowledge people's fears.
4. Express wishes. "I wish we knew more." "I wish our answers were more certain." Show empathy and caring as soon as possible.
5. Be ready and willing to address the "what if" or the hypothetical questions. The media will actively seek your response to this type of question because it's what everyone is thinking and wants answered by experts. If you are sure

you don't want to answer that "what if the worst happens" question then be prepared to say why you won't respond to the hypothetical rather than replying with a blunt "no comment." If you know you're likely to be put under the spotlight more often and you're simply unsure how you'll react under difficult circumstances then seek professional media training. It could be the best dress rehearsal you'll ever get!

Finally....

When faced with a hostile media situation remember these words from a seasoned media performer: "Get it right. Get it quick. Get it out. Get it over. The problem will not improve with age." Warren Buffet.

ICCA Association Resource Publications:

1 Working with airlines and ground transport operators

This publication is produced as a practical educational guide which gives ideas and advice to international association meeting planners and decision makers how to deal effectively with the airline and ground transport industry in the 21st century.

2 Negotiating with hotels

Most guides on the subject of negotiating concern themselves with the corporate market. This is a simple guide to assist the international association buyer to speak the same "business language" as the hotel sales representative, and to obtain a fair deal that reflects the importance and value of their event.

3 Contracting with Major Congress & Convention Venues

This guide will be of value to a range of people and organisations working in or within the meetings industry, in particular:
- Clients dealing with major venues for the first
- New venues
- Students in industry-related courses

4 Working with Convention Bureaux

The Convention Bureaux in ICCA membership represent the most internationally focused and experienced destinations worldwide. From providing strategic advice to the organisers of citywide conventions to finding that special historic venue for an exclusive Board of Directors dinner, you'll find their expertises hard to beat.

5 Bidding and Decision-making

This publication holds a set of guidelines and check-lists that help evaluate and improve the methodology used to decide on future international meetings destinations.

6 Working with Meetings Management Companies

The main purposes of this publication is to clearly elaborate the differences between AMCs, PCOs, DMCs, and other agencies dealing with association meetings.

7 Crisis Management

This publication provides structured solutions to crisis and emergency situations by allocating and utilising effective resources to ensure minimal impact to people, reputation and assets.

8 ROI Handbook

A very handy publication that helps you evaluate your personal Return on Investment from attending an international association meeting easily and collectively.

9 Hosted Buyer Programme

This publication provides advice for international association executives to help them organise quality meetings and business opportunities at meetings industry tradeshows.

www.iccaworld.org

Available for free download at:
associations.iccaworld.org