



Leading Through a Crisis

Lessons learned during COVID and how to apply them going forward

Chris Cavanaugh



Explore **ASHEVILLE**
Convention & Visitors Bureau



What I Learned at Summer (and Fall) Camp

- I. Marketing and messaging in the age of COVID**
- II. Preparing for a future without the virus**
- III. Managing organizations during a time of continual crisis**



I. Marketing and messaging in the age of COVID



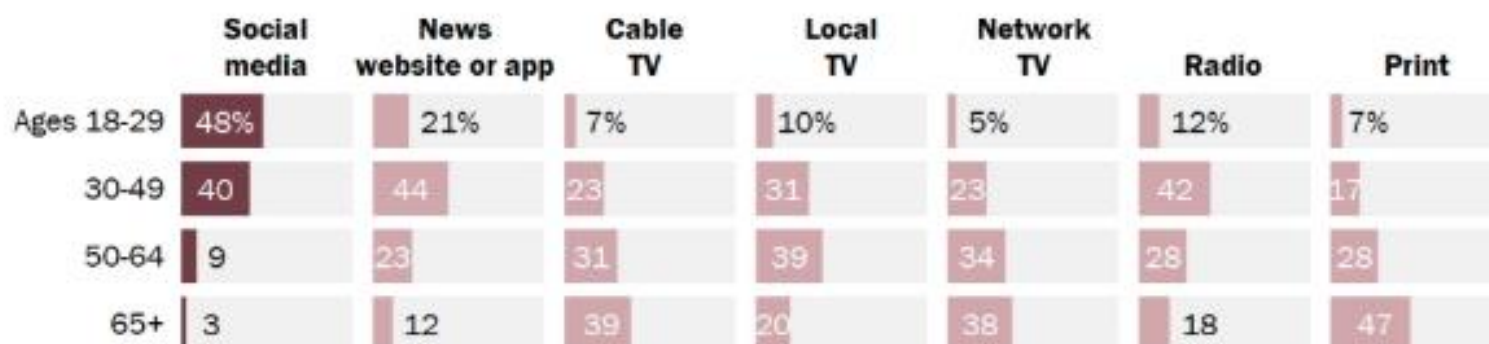
Fragmentation
of media is our
new reality



Those who get most political news from social media most likely to be under 30

Those who get most political news from social media most likely to be under 30

Among U.S. adults who say each pathway is the most common way they get political and election news, % who are ...



Source: Survey of U.S. adults conducted Oct. 29-Nov. 11, 2019.

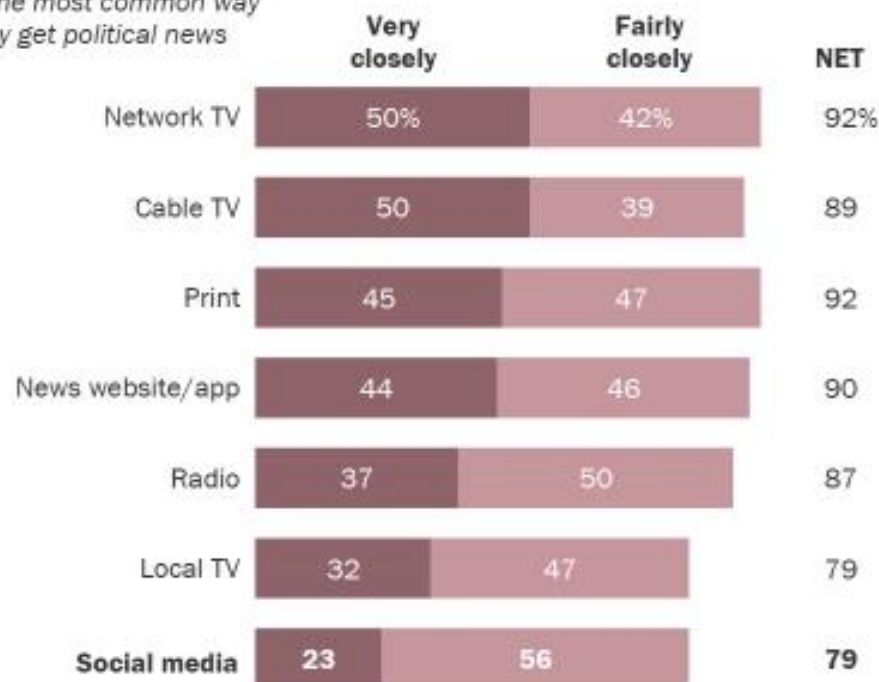
"Americans Who Mainly Get Their News on Social Media Are Less Engaged, Less Knowledgeable"

PEW RESEARCH CENTER

Those who turn to social media for news are least likely to be following the coronavirus very closely

% of U.S. adults who say they have been following news about the coronavirus outbreak ...

*Among those who say ____
is the most common way
they get political news*



Source: Survey of U.S. adults conducted June 4-10, 2020.

"Americans Who Mainly Get Their News on Social Media Are Less Engaged, Less Knowledgeable"

PEW RESEARCH CENTER

Americans who get most news on social media less likely to be following most national-level news topics about the coronavirus

Among U.S. adults who say ____ is the most common way they get political and election news, % who say they are following news and information about each **national topic** relating to the coronavirus outbreak **very closely**

	The economic impact of the outbreak	Advice from national health orgs. such as the CDC	The health impact on people like me	The number of confirmed cases and deaths in the U.S.	Actions/statements by the federal govt.	The ability of hospitals across the country to treat patients
Cable TV	58%	46%	52%	46%	43%	43%
Network TV	55	48	49	45	45	41
Print	53	46	46	39	31	36
News website/app	46	43	36	37	34	32
Radio	44	35	29	28	29	27
Local TV	41	36	41	37	29	34
Social media	31	33	30	29	25	21

Source: Survey of U.S. adults conducted April 20-26, 2020.

"Americans Who Mainly Get Their News on Social Media Are Less Engaged, Less Knowledgeable"

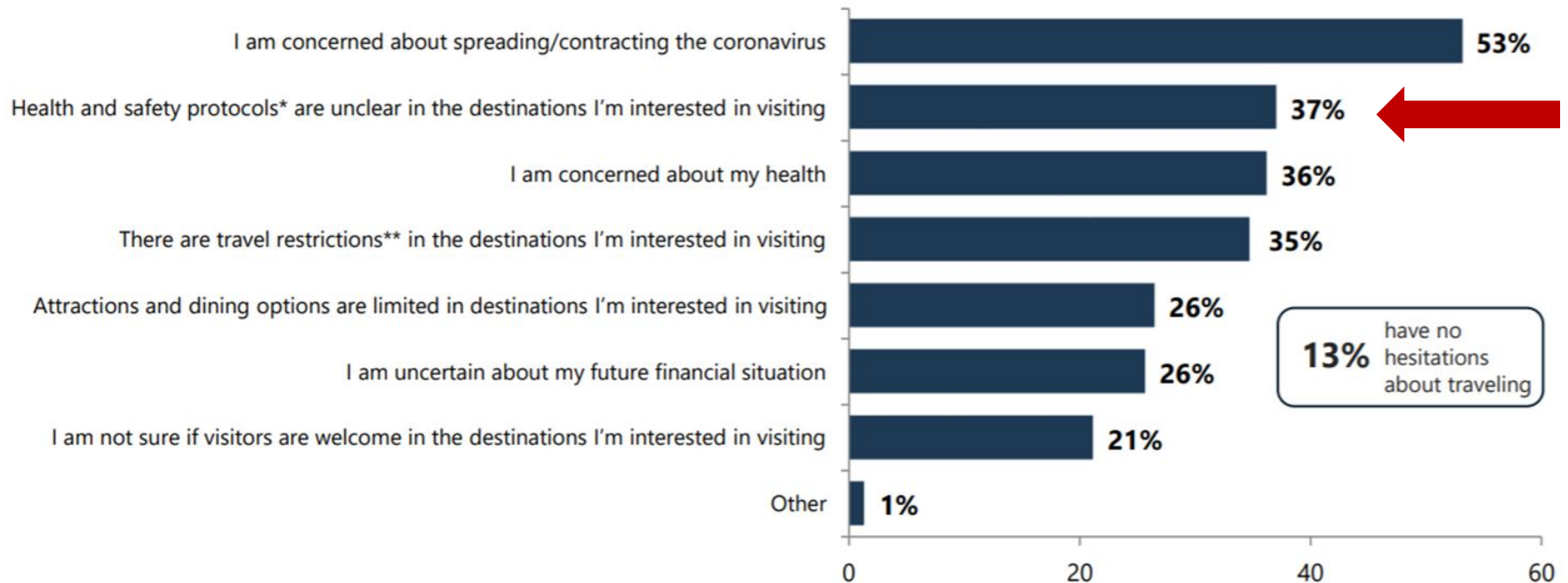
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Simplicity wins



IMPACT ON TRAVEL PLANS

Factors Preventing Travelers From Taking a Trip



*e.g., mask requirements, social distancing

**e.g., travel quarantines

Travel Sentiment Study Wave 23

Base: All Travelers

VISITOR HIERARCHY OF NEEDS





OPEN?

**Continuously
review and update
everything**



Ensure consistency across...



OPEN

Websites

Social media

Google listing

DMO listings

Influencers



Manage expectations



**Embrace
urgency and
immediacy**

Encourage rate integrity



Maintain a connection with new customers

Trip Planning Cycle

1. Destination Consideration

2. Destination Planning

3. Shop & Buy

4. Anticipation

5. The Visit Experience

6. Customer Loyalty and Advocacy

Having
empowered,
knowledgeable
visitors
generates
higher
spending and
greater
satisfaction

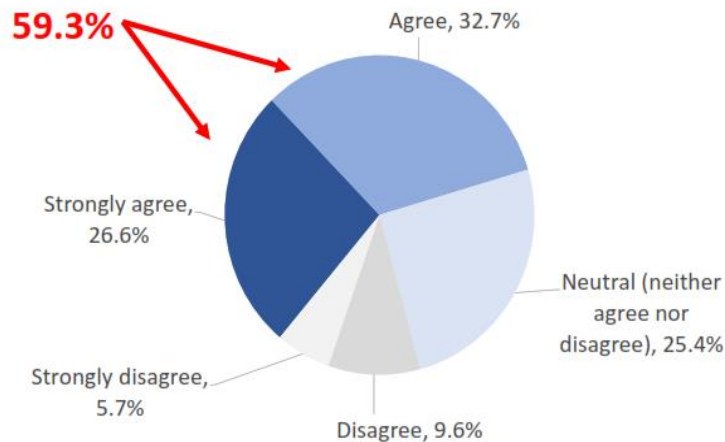
**Not Everyone in Your Community is Happy
About What You Do**



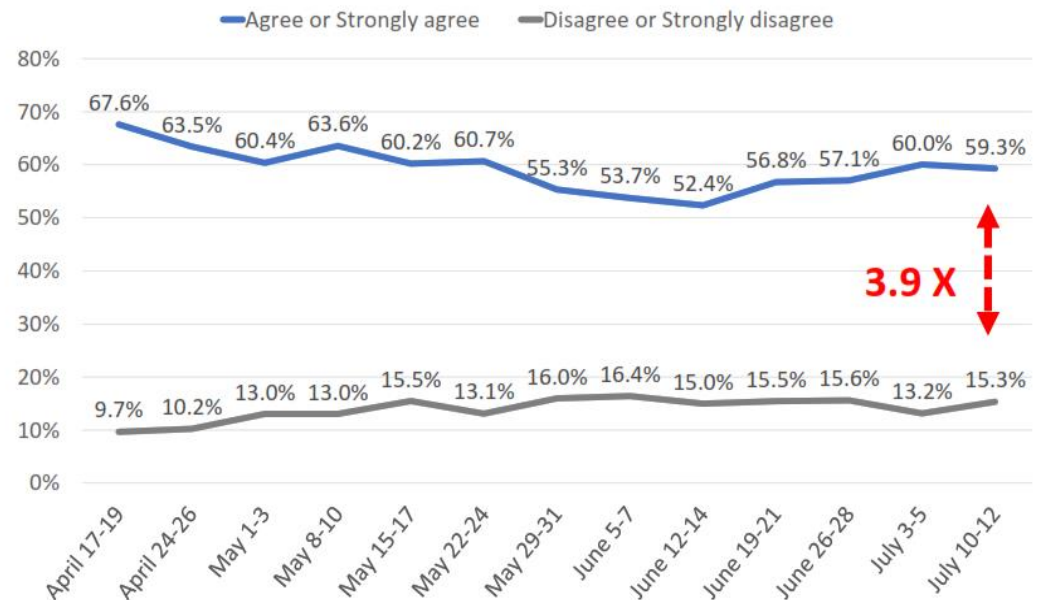
Travelers in Community are Unwanted

How much do you agree with the following statement?

Statement: I do not want travelers coming to visit my community right now.



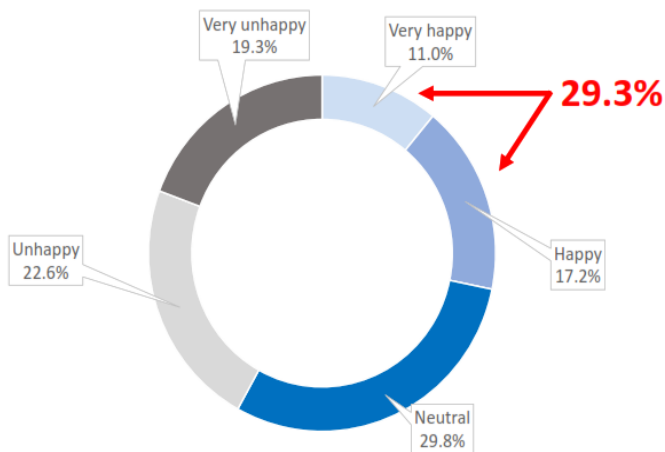
(Base: All respondents, 1,238, 1,208, 1,204, 1,200, 1,212, 1,223, 1,257, 1,214, 1,214, 1,205, 1,231, 1,365 and 1,213 completed surveys. Data collected April 17-19, 24-26, May 1-3, 8-10, 15-17, 22-24, 29-31, June 5-7, 12-14, 19-21, 26-28, July 3-5 and 10-12, 2020)



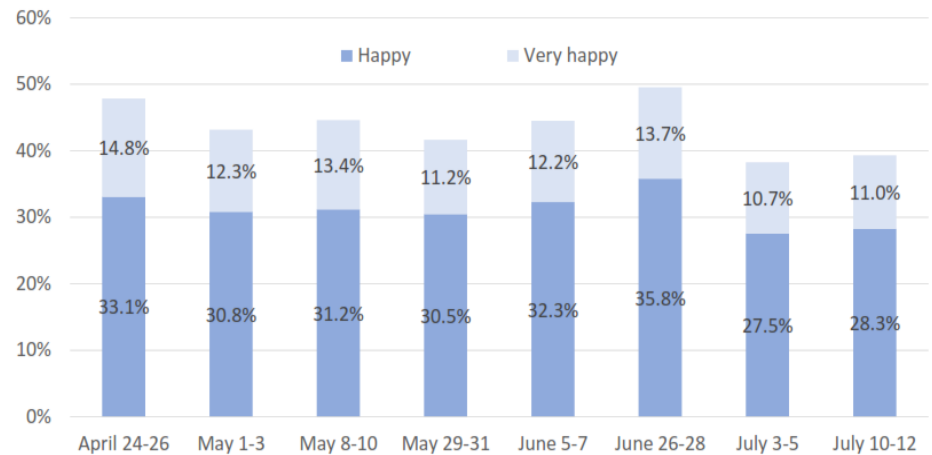
Advertising Their Own Communities

Question: How would you feel if you saw an advertisement today promoting your community as a place for tourists to come visit when it is safe?

Wave 18 (July 10-12)



Historical data



(Base: All respondents, 1,198, 1,199, 1,195, 1,250, 1,203, 1,231, 1,365 and 1,213 completed surveys. Data collected April 24-26, May 1-3, 8-10, 29-31, June 5-7, 26-28, July 3-5 and 10-12, 2020)

Embrace authenticity and vulnerability



Q SEARCH

EMAIL SIGNUP

SPORTS COMMISSION

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TRAVEL TRADE

EXPLORE

EAT & DRINK

STAY

PLAN

STORIES

INTHEBUF.TV

HOME / BLOG / 7 WAYS YOU CAN HELP BUFFALO'S TOURISM INDUSTRY RIGHT NOW

COVID-19 UPDATE FOR BUFFALO AND ERIE COUNTY



AUTHOR

Karen Fashana

Lifelong Buffalonian with a crazy passion for this city like so many of us feel. My job as the Director of Marketing at Visit Buffalo Niagara is a match made in heaven. Go Bills!

7 Ways You Can Help Buffalo's Tourism Industry Right Now

8/16/2020 | [ART, BARS AND NIGHTLIFE](#), [FAMILY FUN](#), [FOOD & DRINK](#), [HISTORY](#), [SHOPPING IN BUFFALO](#)

I miss traveling. I miss exploring new cities, learning about what makes a city tick, eating my way through every neighborhood, chatting with locals and making memories with my family.

Considering something like 65% of Americans have had to cancel a trip during the pandemic, it's a safe assumption you may miss it too.

The travel industry has been devastated by the pandemic. When most of you think of the travel industry names like Carnival Cruises, Marriott and Disney World probably come to mind. But it's important to remember that this massive industry is actually made up of small, independent businesses too who are in our community and need our support right now.

Here's a few ways you can help Buffalo's tourism industry AND fuel your own wanderlust for trips to come, as inspired by a recent Instagram post from Travel Channel host, [Samantha Brown](#).

SHARE





II. Preparing for a future without the virus



Prepare for new competitive forces

**Give people reasons to use all
that new outdoor equipment**

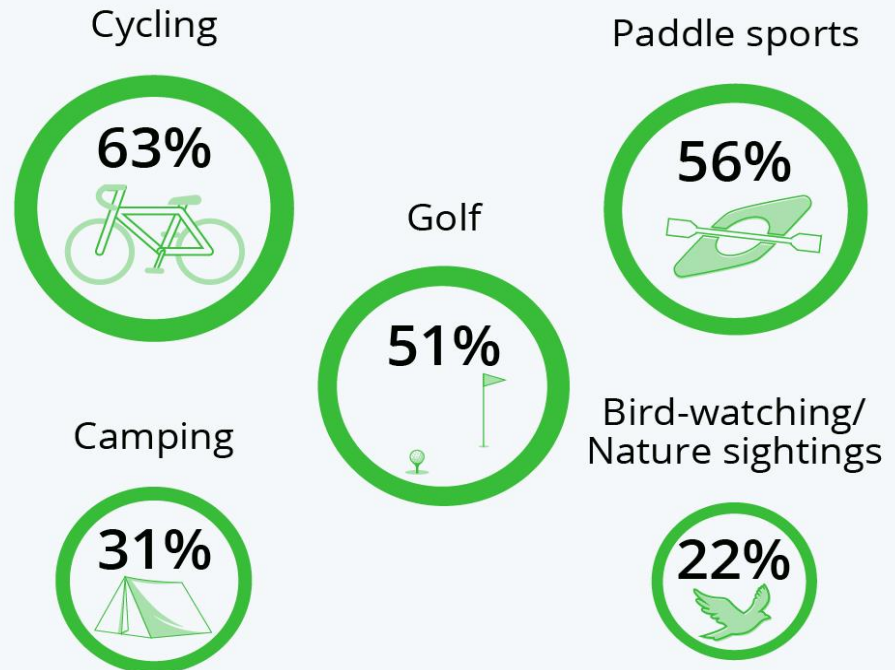


Give people reasons to use all that new outdoor equipment

Bikes
Kayaks
Camping gear
RVs
Backpacks
Golf clubs
Binoculars

Outdoor Equipment Sales Soar

Percent increase in dollar sales of outdoor activities in June 2020 versus same time last year



Source: NPD Group



Use the Time to Plan for the Future: Tourism Product Development for the Post-COVID Age

- **Green space**
- **Bike lanes and trails**
- **Outdoor dining**
- **Parklets**
- **Outdoor movie theaters**
- **Outdoor recreation**



We really love dogs!



33%

50% Millennials
33% Gen X
25% Boomers

Of Americans have or considered **fostering or adopting** a pet due to social distancing/ Covid-19 pandemic. (*Top 2*)



Pets & Finances Survey

Examining Americans' financial attitudes on pet ownership

June 2020

III. Managing organizations during a time of continual crisis



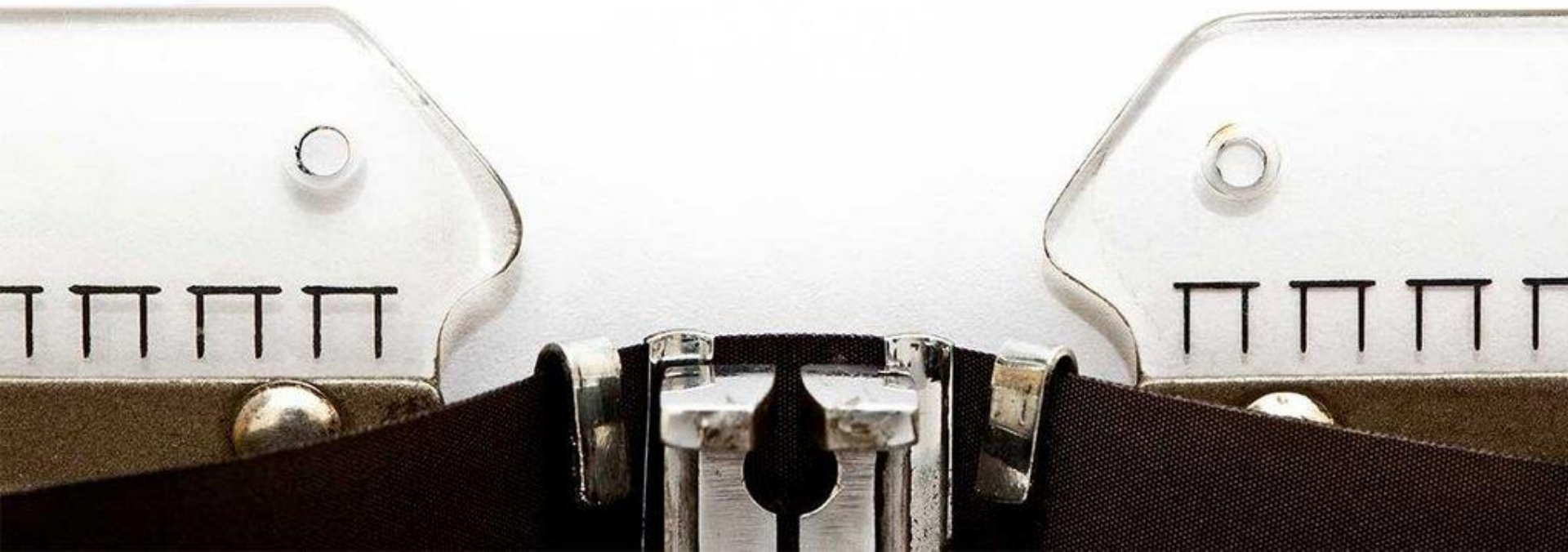
Remember the mission



WISH YOU
WERE HERE

Understand what your purpose is during this time

What is your why?



WHAT IS OUR PURPOSE?

At the core of our strategy, beyond the language of legislation and mission.

- Acknowledges the impact of what we do and the motivations behind it.
- Reshapes our value proposition in response to community and partner needs, especially as we maneuver through a time of crisis.
- Recognizes that a safer, healthier community is more attractive to visit.
- Clarifies what we stand for, provides impetus for action, and is aspirational.
- Is both retrospective and prospective, while enabling the organization to stay within its legislatively mandated guardrails.
- Helps internal and external audiences understand why, what, and how.

WHAT IS OUR PURPOSE?

Retain businesses and jobs for the people of Buncombe County by growing the local economy through safe and responsible tourism.

WHY NOW?

- Respond to community and partner needs utilizing core competencies.
- Build upon past and continuing work of Explore Asheville.
- Communicate the breadth of activities in which the organization is already engaged.
- Continued uncertainty requires an agile organization.
- Create a pathway for the new CEO.

Focus upon what we can do, not what we can't.

Embrace your team's expertise, and that of your partners



- **Industry research: intent to travel, consumer sentiment, etc.**
- **Social media and other how-tos**
- **Invite experts as guest speakers**
- **R&D: “Rip off and duplicate”**
- **Connect to funding resources**
- **Provide legal and HR related issue experts**
- **Facilitate sharing of experiences**

Embrace your team's expertise, and that of your partners



HOW TO MAXIMIZE YOUR DIGITAL PLATFORM ON GOOGLE



Embrace your team's expertise, and that of your partners



HOW TO HANDLE ANTI-MASK GUESTS

FREE COMMUNITY WEBINAR
Sept 2nd, 10 - 11 a.m.



Presented by Attorney Andria Lure Ryan
Hosted by Explore Asheville
Register at [AshevilleCVB.com](https://www.AshevilleCVB.com)




What I learned from Kim Kardashian!



kimkardashian  • [Follow](#)



kimkardashian  40 and feeling so humbled and blessed. There is not a single day that I take for granted, especially during these times when we are all reminded of the things that truly matter. For my birthday this year, I couldn't think of a better way to spend it than with some of the people who have helped shaped me into the woman I am today. Before COVID, I don't think any of us truly appreciated what a simple luxury it was to be able to travel and be together with family and friends in a safe environment. After 2 weeks of multiple health screens and asking everyone to quarantine, I surprised my closest inner circle with a trip to a private island where we could pretend things



6,027,811 likes

OCTOBER 27

Kim Kardashian Comes Under Fire After Flying Family to Private Island for Her 40th Birthday Amid Pandemic

News • Posted on Oct 28, 2020

Kim Kardashian's Friends Posted More Photos From Her Birthday And Thanked Her For A "Trip Of A Lifetime" Despite People Accusing Her Of Being "Tone Deaf" And "Repulsive"

Friends of Kim also posted videos of the private jet they travelled on as thousands of critical tweets poured in.



Washington Post TikTok Guy 🗨️ ✓
@davejorgenson



I love the idea that Kim Kardashian's closest friends quarantined for two weeks and THEN were surprised.

3:51 PM · Oct 27, 2020



42K



See the latest COVID-19 information on Twitter

Kim Kardashian Took Her Inner Circle to a Private Island for Her Birthday, and Twitter Users Are Roasting Her

Kim Kardashian's recent Instagram post has caused a conspiracy theory to resurface

What I learned from Kim Kardashian!



kimkardashian • Follow



kimkardashian 40 and feeling so humbled and blessed. There is not a single day that I take for granted, especially during these times when we are all reminded of the things that truly matter. For my birthday this year, I couldn't think of a better way to spend it than with some of the people who have helped shaped me into the woman I am today. Before COVID, I don't think any of us truly appreciated what a simple luxury it was to be able to travel and be together with family and friends in a safe environment. After 2 weeks of multiple health screens and asking everyone to quarantine, I surprised my closest inner circle with a trip to a private island where we could pretend things



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OCTOBER 27



SELF CARE
IS CHOOSING
NOT TO ARGUE
WITH PEOPLE WHO
ARE COMMITTED TO
MISUNDERSTANDING YOU

AYISHAT AYANKEI



Ignore the haters

Understand your organization's Adaptability Quotient (AQ)



Some people actually like working from home





**Take care of
your people**

Take care of your people

- 1. Show appreciation**
- 2. Provide individualized support**
- 3. Involve employees in decision making**
- 4. Entrust employees with new responsibilities**
- 5. Designate time and space for team bonding**





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