

### By failing to prepare, you are preparing to fail

London attracts visitors from all over the world. The city's international profile is something to celebrate but it also means London's tourism is vulnerable to world events. The experience of recent years shows how quickly such events can impact on tourism. At some time in the future there will be another event that causes visitors to stay away from London, from your area and from your business. A well thought out plan of responsive action could be the difference between survival and failure.

The best way to handle a crisis is to be prepared and to act quickly. No two

Business as Usual toolkit



crises are the same. It could be a world event that keeps tourists from travelling, a fire that damages your premises or a technology crash that erases all your booking and customer contact information. How you prepare for a crisis and how you deal with it determine how well your business survives. There are two processes to consider:

- **Business Continuity Planning** is the process of identifying what might go wrong in the future and checking that the business will be able to cope. This can involve planning alternative suppliers, full insurance cover, off-site data storage etc.
- **Crisis Management** is the process that kicks in as soon as something has gone wrong. It focuses on the critical issues in stages such as the first 24 hours, the next seven days and the development of a recovery plan. It covers issues like handling the police and emergency services, the press, staff and customers.

Both processes are essential. The LDA Business As Usual Toolkit and Crisis Management workshops will help any business prepare a plan. For further information and a pdf copy of the toolkit see [www.lda.gov.uk/tourismsupport](http://www.lda.gov.uk/tourismsupport)

A crisis has well defined stages and the business decisions you face will change as the crisis evolves. The golden rules are:

- Prepare a contingency plan in advance and adapt accordingly.
- Concentrate on keeping the business running. Identify the impact and take action quickly to control costs and budget accordingly.
- Think about your staff. You need to understand their rights, your responsibilities and how best to motivate them during a crisis.
- Think about your customers. If customers cancel or stay away, your business is at risk. Identify positive actions you can take to keep existing customers and win new business.



CAPITAL STAY

- Seek positive press coverage. Prepare answers to questions in advance and offer answers that reassure the public.
- Use marketing to help your business. Be innovative and create demand in unusual ways, gaining the attention and interest of potential customers.
- Consider using your staff resources to diversify your business, e.g. cleaning business, supplying food hampers.

For businesses that are prepared for any crisis, the rewards can go far beyond just survival. Some businesses have successfully turned a potential crisis to their advantage.

### Useful websites

[www.lda.gov.uk/tourismsupport](http://www.lda.gov.uk/tourismsupport)  
[www.londonprepared.gov.uk](http://www.londonprepared.gov.uk)