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Crisis Management Strategy for a Small Adventure Tour Operator specialised in Madagascar



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ABSTRACT

This paper intends to explore ways a small tour operator specialised in Madagascar can prepare itself for a crisis and how it can manage one most efficiently by its own means. In order to do so, interviews with professionals working for tour operators have been carried out to gather qualitative data about their practices. In addition to this, a couple of experts in this field of crisis management have been consulted for advice on steps to undertake.

Thanks to this study, it has been observed that small travel businesses – regardless of their location – most do not develop a crisis management strategy; they react to a negative situation when it occurs. On the other hand, larger tour operators are more proactive in this field as they have higher financial power, staff and time resources.

Even if Pioneer Expeditions, the company case study, is a small adventure travel business without a lot of means. It has the possibility to organise a crisis management strategy by assessing risks in its main destination – Madagascar - establishing contingency plans, training through practice scenarios and monitoring news. Financially, these tasks involve investing money indirectly as an employer can perform them. Regarding, news monitoring, the enterprise can use Google Alerts for free or a similar service, and stay updated by local partners and posts on social networks coming from a crisis management centre. Concerning the time resource allocated to crisis management, the company needs to spend some time at first to evaluate risks and create contingency plans. Furthermore, one day per year should be dedicated to a crisis exercise and news can be checked in less than 10 minutes each day.

Keywords: Crisis management, tourism industry, tour operator, small business, Madagascar

FOREWORD AND ACKNOWLEDGEMENTS

The motivations to write this bachelor thesis about crisis management for small tour operators are based on several reasons. Firstly, the small tour operator, where I have performed my internship at the end of my bachelor degree in Tourism & Management, wished to strengthen its crisis management strategy. Secondly, I greatly enjoyed the option “Crisis Management” that I followed during my 5th semester at the HES-SO Valais / Wallis. Hence, I wished to extend my knowledge about this specific field within the tourism industry.

The aim of this research is to present tools for a small tour operator to prepare itself for a crisis by its own means, with the idea of being able to manage it as efficiently as possible when it occurs. It differentiates itself from previous studies because the crisis management strategy is focused for tour operators rather than destinations and to propose more practical advice. The scope of this paper does not include a chapter about communication, as Pioneer Expeditions pay the service of a public relations company if necessary. Furthermore, this research was carried out through qualitative interviews with professionals working for tour operators and with crisis management experts. However, I would like to mention that few companies were interested in participating in this study. A second problem which happened concerned the bad quality of one recording. Luckily, the interviewee was kind enough to answer the questions again. Due to this setback, there was not enough time to transcribe this discussion, but the recording is available if desired.

I would like to share my gratitude to Laurene and Philip at Pioneer Expeditions, who gave me the opportunity to work on such an interesting matter and who were always supportive. I am thankful to all the individuals who willingly took part into the interviews and helped me make engaging discoveries. I know their time is precious and it means a lot to me. I would also like to thank Mr. Rolf Wilk – the professor who followed me during the writing of this paper – for his availability, guidance and genuine interest in the topic. Finally, I am grateful to Joanna Williams who proofread my work.

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LIST OF ABBREVIATIONS

ATOL	Air Travel Organiser's Licensing
CAA	Civil Aviation Authority
FCO	Foreign & Commonwealth Office
HES-SO	Haute Ecole Spécialisée de Suisse occidentale
NHS	National Health System
UNWTO	United Nations World Tourism Organization
UK	United Kingdom

INTRODUCTION

Since 2010, the number of people travelling internationally has increased by at least 4% each year according to the latest report published by the United Nations World Tourism Organization (UNWTO, 2016, p.15). On one hand this tendency of holidays rise benefits the travel and tourism industry in general, but on the other hand increases the probability of incidents occurring in destinations around the world. This is the reason why any tour operator – regardless of its business size – should be aware of the risks of hazards in the countries in which they organise tours. Whereas large travel enterprises possess better means to implement a crisis management strategy, smaller tour operators can be limited by their financial power, staff and time resources to establish a scheme for unforeseen events.

As the island of Madagascar represents the main field of expertise of the case study company, the emphasis is set only on this specific country for this paper. Accordingly, the aim of this research is to answer the following question: “What are the major potential risks a small adventure tour operator specialised in Madagascar might face and how can it be prepared beforehand to manage a crisis efficiently by its own means?”

The first section is composed of a literature review intending to grasp the scientific knowledge about the topic of crisis management in the tourism industry. Then the methodology is described and the limits of the scope research are defined. Following the presentation of the interviewees about their respective tour operator, a benchmark is created and the interviews are analysed and interpreted leading to a best practice towards a crisis management strategy. The next part consists of the application of the results onto Pioneer Expeditions – the case study enterprise. In order to understand the business better, a brief presentation of it is made along with its current crisis management method. Then the legal framework for tour operators in the United Kingdom is explained, after which a risk assessment regarding Madagascar in general and trips sold by Pioneer Expeditions is created. Thanks to this last process, specific contingency plans for the Malagasy island could be established, on which an exercise scenario was based. The performance of the company’s members was recounted and analysed in order to give advice on how to improve their actions. Finally, potential and current ways to monitor the news are described.

1. LITERATURE REVIEW

Tourism, a fast-growing sector internationally, often represents a positive economic activity for the regions developing it. Tourism constitutes an important part in the relationships between countries and the mutual knowledge that they can gain is not negligible. Therefore, the literature on this topic is intense and this industry has aroused an increasing interest in assessing potential risks and managing crises. Nevertheless, it is important to specify that the literature about this theme focuses on crisis management for tourism destinations in general more than for any specific touristic sector, at the exception of the book *Adventure Tourism - The new frontier* (Swarbrooke, Beard, Leckie & Pomfret, 2003), which covers exclusively adventure tourism.

Crises and disasters are augmenting in this specific industry according to Faulkner stating: "there is a body of opinion which has attributed the apparent increase in the human toll of disasters to a combination of population growth, increased urbanization and global economic pressures" (2001, p.135). In 1998, Hitt (in Paraskevas, Altinay, McLean, & Cooper 2013a, p.130) mentioned the same fact while adding other factors responsible for the higher amount of crises including bad management of knowledge, environmental turbulence, omnipresent rapid changes besides information and technological revolutions. Therefore, it is possible to claim that Faulkner's perspective in the rise of crises and disasters is more centered on the social and economic development of the world, while the other researchers take into consideration a broader scope extending to general global changes. Other scholars such as Ritchie (2004, p.670), Paraskevas et al. (2013a, pp.130-131) and Jia et al. (2012, p.138) also agree to this rise. All the scholars linked the important progress of technology with the increase rate of crises.

However, a real distinction must be made between the terms "crises" and "disasters". According to Selbst's definition of a crisis in 1978 (in Faulkner, 2001, p.136), it appears to be one only when it is self-inflicted by the company. On the other hand, a dramatic event is referred to a disaster when the organisation does not have the power to control it and endures it. Explicit examples of this are any natural disasters, such as volcanoes eruptions, tornadoes or floods (Faulkner, 2001, p.136), (Ritchie, 2003, p.670). Due to the intensified complexity of the world, it can sometimes become difficult to perceive the limits of human and natural attributes according to both authors. The notion of "complexity" refers to the entanglement of the natural and human systems when a problematic event happens. Even if it is not directly linked to the tourism industry, it can still have a considerable impact on this specific sector of the economy (Ritchie, 2004, p.672). For

instance, the sudden fast spread of a disease worldwide can scare travellers off, leading to a decrease in tourists visiting certain areas for a while. This cause and effect action is more commonly named “the ripple effect” in the touristic field (Richie, 2004, p.672). Additionally, by claiming that “even in the case of natural disasters, the damage experienced is often partially attributable to human action”, Faulkner (2001, p.136) shows the challenge to understand and define clearly all cause-and-effect relations. Furthermore, Glaesser tends to agree with Faulkner (2001, p.135) on the paradox of technology. Indeed they both claim that by improving the technology, more crises occur compared to before, as Glaesser claims that “Our extreme confidence in technological achievements has caused natural events to trigger not only more often but also stronger damages than necessary” (2006, p.9). Hence technology seems to have become double-edged for the present world. By developing programmes to control risks and actions, men come to be more vulnerable when these instruments do not function correctly.

On the contrary, Carter (in Faulkner 2001, p. 138) gives an opposed definition in 1991, stating that “a disaster, natural or man-made, sudden or progressive, which impacts with such severity that the affected community has to respond by taking exceptional measures”. According to him, a disaster can also be caused by human actions. This shows the fact that no clear terminology has been agreed for crisis management in the touristic domain. Another example, which can be mentioned concerns the variation of vocabulary used by Faulkner and Richie regarding the intricacy of the world. The former uses the term “complexity”; whereas the latter talks about “chaos”, giving the impression of complication in identifying the entire nature of a crisis. However, both of them mean in fact exactly the same concept, which can seem confusing.

Within the literature, one predominant theme concentrating on management itself and strategies to handle a problematic situation, is included in all the papers used for the literature review. Various frameworks linked to the tourism industry have been created, either a general one for crisis management or one distinct to one step of crisis management. For example, Faulkner (2001, p.144) and Richie (2004, p. 674) suggest a very similar structure. Indeed, they divide the plan in the six following phases: pre-event, prodromal, emergency, intermediate, long-term and resolution. The unique discrepancies concern the fact that Richie separated the strategic responses in three categories in the idea of pre-crisis, ongoing crisis and pro-crisis. On the other hand, Faulkner kept six management actions, one for each step. A second variation is the explicit mention to start planning for the next negative event, showing the cyclic development. In addition to these models, Swarbrooke et al. (2003, p.173) describe a table about “procedure for analysing dangers” for

outdoor environment created by Priest and Gass in 1997. The ten stages concern more specifically the process to evaluate hazards before, during and after an adventurous activity.

Undeniably, the tourism sector is not completely vulnerable against crises and disasters because destinations are able to be prepared beforehand. Thinking about a strategy can also prove itself advantageous for any business, as Rieley claimed that “There have been enough studies that have shown that preventing problems is less costly than trying to deal with them when they occur” (2006, pp.70-71). Common manners for an enterprise to be proactive are by evaluating potential risks and establishing contingency plans to follow. Nevertheless, they need to build these upon knowledge gained through experiences and the literature.

In order to do so, the company or destination should first know what events might happen and how they can affect the business. An existing tool for risk assessments is to list the potential crises which may occur and to identify its likelihood and the severity of its impact on the destination or business (Faulkner, 2001, p.145). A way to be aware of probable risk consists of studying previous crises. Looking at past negative events enables a specific destination to become aware of sinister events which which have a high probabaility of happening again and to have a plan to react accordingly (Jia, 2012, p.142). However, Glaesser (2006, pp. 92-104) proposes an overview of several methods to constitute the risks inventory and classify them regarding their seriousness, such as the “interaction matrix”, the “Delphi method” or the “scenario analysis” amongst others. Hence, it is possible to affirm that any destination or company related to tourism should be able to find its suitable tool according to its preferences.

A second action to counteract high unfavourable impacts due to a crisis is to establish contingency plans with clear steps that the enterprise needs to take. Their goal is well explained by Glaesser stating that “In principle, contingency planning for anticipated events enables the organization to get a considerable head-start that essentially helps them to be more sure about their decisions in complex situations and when under pressure” (2006, p.171). According to Swarbrooke (2003, pp.171-172), contingency plans should rely upon the analysis of the risks identified through the risk assessment, as it shows the probable threats which could arise. Regarding adventure tourism, “technical abilities of employees, standard and type of equipment used, physical location of the activity, and legal obligations” represent some of the criteria to evaluation risks linked to a physical activity (Swarbrooke, 2003, p.172). Nonetheless, the risks perception appears to

be different for adventure holidays as clients expect them during their venture, as Swarbrooke stated: “It is important to recognise, however, that participants in adventure recreation or tourism accept these risks, to a lesser or greater extent, as an integral part of the destination’s environment because they have a strong desire to be in this type of environment” (2003, p.170). Thus, it becomes important to be able to differentiate this sort of clients from regular ones because they are less likely to sue the adventure travel company if an incident occurs. Indeed, they are made aware of the hazards and need to sign terms and conditions stating that they take part into an adventurous activity at their own risks.

Furthermore, another useful tool to be aware of when preparing for a crisis is an early warning signals system. Once the conceivable risks are listed, indicators can be decided and set up in order to be aware when there is an alarming change in the environment which could affect the company or destination badly. Consequently, Jia (2012, pp. 140-141) designed a knowledge management system combining a technocratic approach and an organizational one. The former focuses on the use of web search engines and online databases; whereas the latter concentrates more on sharing organisational and individual knowledge through networks (Jia, 2012, p.141). Such a system also possesses the ability to suggest plans of action. Although a company can greatly benefit from such a system, the problem can be in the lack of signal recognitions announcing a crisis (Rieley, 2006, pp.150-151). Indeed, if the person in charge of this task fails to analysis a warning as relevantly threatening for the enterprise, dramatic consequences could follow for the business.

Moreover, other scholars agree on the fact of sharing knowledge with partners. For instance, Paraskevas and Altay (2013b, p.138) created a framework centering on crisis knowledge and based on four different types of crisis knowledge: “behavioural knowledge”, “procedural knowledge”, “learned ignorance” and “third party knowledge”. The results of the study analysed that behavioural knowledge is considered more important as each situation is different and requires flexibility from employees. It focuses on organizational and social interactions with other members of the company while procedural knowledge corresponds to crisis management plans. Another kind of knowledge has been labelled as learned ignorance, meaning to be aware of one’s own limits and knowledge. It is linked to the third party knowledge, which equals to outsource knowledge in order to find a solution (Paraskevas & Altay, 2013b, pp. 140-142). The latter sort of knowledge shows the importance of asking experts in a field when the company does not have the ability to deal with a certain situation.

In summary, the difference between Glaesser, Swarbrooke et al., and Rieley's books and any other academic articles concerns the fact that the first ones serve a more practical purpose because it is supposed to help destinations with concrete tools and examples; whereas the other documents are solely based for research matters. This means that findings are general and more abstract; therefore more challenging to apply to a real situation. Additionally, these documents and research demonstrate that crisis management is a broad topic with many existing specialisations.

2. METHODOLOGY AND LIMITS

This paper intends to discover and explore all the different tools a small adventure tour operator can use in order to prevent and deal with a crisis. Its second aim is to suggest a concrete solution for a case study company.

2.1. INITIAL PLAN

In order to do so, the original plan to obtain specific and broad details regarding crisis management for small travel agencies consisted of interviewing a number of ten tour operators, offering trips to Madagascar – or at least Africa. To measure the various options available in the industry, companies of several sizes and operating from a few European countries were selected. As the case study company is based in the United Kingdom, half of the tour operators would have come from this specific country as well. This could be useful as some tools used by the companies are probably specific, relevant and only available in the United Kingdoms.

On the other hand, selecting tour operators from other countries can enable to find out about the existence of tools not used – or maybe not even existing – in the United Kingdom. The scope was extending to the European continent only because it already shared common policies and cultural values with the UK.

In addition to this, the travel enterprises were divided into different categories of size, either small / medium companies or large tour operator. The advantage of the former ones appeared in the similar size structure of the business in the following case study. Therefore, the tools used by them could be highly adapted to Pioneer Expeditions, whereas the latter ones provided a broader perspective of what exists on the market for crisis management in the tourism field.

2.2. REVISED PLAN

After having contacted more than 30 tour operators of different sizes and based in various countries, only three enterprises showed interest in answering questions related to their crisis management strategy. Hence, the conditions to select tour operators needed to be extended, so more travel businesses would be able to take part into the research. Tour operators based in Madagascar and travel companies selling destinations out of Africa were contacted. Thanks to these changes, a few more companies agreed to take part into the interview, increasing the number of enterprises up to six.

The interviews were carried out according to the guidelines of Giannelloni & Vernet (2001) and have the format of semi-direct interviews. This means that the questions are open and the interviewees will mainly be the ones doing the talking and treat the topic. They lasted between 15 and 40 minutes depending on the companies' crisis management strategy. It followed the interview guide prepared beforehand centered on a few themes such as the various practices related to risk assessment, crisis management and information monitoring. The appendix I corresponds to the interview guide. Each discussion will be recorded and then transcribed in order to be as scientific and precise as possible.

Through the analysis of the answers following the interviews, a general explanation of the various practices will be examined and compared thanks to a benchmark based on several criteria. Finally, the best practice will be analysed in detail with maybe new solutions to adapt to Pioneer Expeditions.

In addition to the six interviews carried out, two discussions with experts in crisis management gives more insights on what means a tour operator can operate and benefit from, in case of a crisis.

Despite the fact that the participant enterprises did not always comply exactly with the initial plan, the information collected still gives interesting insights on crisis management trends.

2.3. DESCRIPTIONS OF THE TRAVEL BUSINESSES INTERVIEWED

Six tour operators gave insights about how staff members handle crises within the company. The table 1 summarizes the details about the various tour operators interviewed.

Table 1 - Companies Interviewed

Tour operator	Country-based	Business size	Destinations
Dragoman	United Kingdom	Medium (67 staff members)	Africa, Asia, Americas
Distinctive Africa	United Kingdom	Micro (7 staff members)	Africa and Indian Ocean, including Madagascar
Napur Tours	Germany	Micro (2 staff members)	Latin America
Saha Travel Madagascar	Madagascar	Micro (6 staff members)	Madagascar
Talahorizon	Germany	Small (15 staff members)	Madagascar specialist
Urlaub auf Madagaskar	Madagascar	Micro (8 staff members)	Madagascar

Source: Author's data

It is possible to notice on table 1 that most of the enterprises taking part to the study are of a micro size according to the European Commission. This means that the number of staff members is lower or than 10. Small businesses employ between 10 and 50; while medium companies have a work force between 50 and 250 individuals (European Commission, 2016). However, micro companies are included in the category of small enterprises in this study because it is easier than to always clarify "micro and small tour operators" and it does not affect the research. The distinction is only made in the presentation of the travel businesses.

The first tour operator to have taken part into this research is Dragoman, which is considered as a medium company employing 67 members of staff according to the

European Commission. 23 employees ensure the daily running of business in from the English office while 44 guides take care of clients on holidays. It sells tours to various places, especially to Africa, Asia and the Americas since 1981; but no itinerary exists for Madagascar. The expeditions are mainly overland, meaning they include driving converted trucks and buses. The guides are part of the company, which creates and organises all of its adventures and no incoming agencies are involved. Additionally, a great focus on responsible travel is shown, a cause important to Dragoman (Dragoman, 2016). It is partly-owned by a larger Australian travel company and is based in Suffolk, United Kingdom. Simon Williams, the contact for this company, who is in charge on the crisis management, has now left Dragoman and opened his own micro tour operator specialised in luxury Brazilian holidays.

Distinctive Africa represents an enterprise established in Gloucestershire, United Kingdom and proposes tailor-made trips to African and Indian Ocean destinations, including to Madagascar. The micro business exists since 2000 and benefits from the team of seven employees besides incoming agencies in the respective destinations. Tim Parry, the person who did the interview, is responsible for holiday to Madagascar.

Napur Tours from Cologne and Kevelaer, Germany is a micro travel company, which has been operated by its two co-founders since 2009. Central and South America represent the destinations offered by this company. Stefanie Lange, who has answered to the questions, runs mostly the business whereas her partner guides tours in Costa Rica. Nevertheless, they use the services of incoming agencies for any other countries.

Saha Travel Madagascar is an incoming tour operator, a term defined by Allan Beaver as “a tour operator specializing in arrangements for foreigners into the country in which it is based” (2005, p.199). Hence, Saha Travel Madagascar gives a different perspective thanks to the fact that Nintsy Rakotondrasoa has been managing his enterprise directly from Madagascar for the past since 2011. Switzerland appears to be the main target market of the agency. Nintsy Rakotondrasoa, the owner and manager of this micro enterprise is not only in charge of the tailor-made trip organisation, but also of the ground logistics. The company employs six member of staff.

Another travel business operating from Adelshofen, Bavaria, Germany consists of Tanalahorizon, although the high majority of the staff members comes and lives in Madagascar. The work force is composed of 13 employees, mainly guides, drivers and cooks is classified as a small enterprise Its business strategy follows an incoming agency,

thanks to its own ground team of tour guides, drivers and cooks. This tour operator has been proposing eco-trips only to its unique destination, Madagascar, since 1995. Due to Thorsten Negro's origins - the founder, boss and tour leader of Tanalahorizon– Germany has become the main target market for the business.

Last but not least, Urlaub auf Madagaskar is an incoming agency based in Madagascar creating tailor-made trips for German-speaking clients since 2002. This micro business has a work force of 8, mainly guides. Klaus Konnerth, the interviewee and one of the founders of Urlaub auf Madgaskar was a tour leader in Madagascar for French tour operators before becoming independent.

2.4. LIMITS

This section presents the limits to which the project was confronted to some limits.

Concerning this research, some topics are not developed, not even addressed such as crisis communication towards the media and the tour operator's risks because the topic is already broad enough.

Due to time constraint, personal resources and limited interest of travel agencies, the number of interviews recorded was of six. Managers and employees in medium and large enterprises in charge of the crisis management strategy of such tour operators were hard to reach. They appeared to be rather busy or not very interested in participating in this research. Besides, it is more difficult to be in contact with the person in charge of crisis management or even general management in large structures.

3. RESULTS ANALYSIS

This section presents the results of the analysis thanks to the interviews carried out.

3.1. GENERAL OVERVIEW

This section enables to see more clearly the differences between each tour operator's practices and to discover which ones performed better and have interesting ideas to adapt to Pioneer Expeditions.

3.2. BENCHMARKING

All the interviews on which the benchmark is based can be found at the end of the document (Appendices II to VI). The table 2 shows the various criteria on which the companies are compared and with the results of the interviews. Appendix VII details the weighting related to this benchmark.

Table 2 - Benchmark Criteria

CRITERIA	Distinctive Africa	Dragoman	Napur Tours	Pioneer Expeditions	Saha Travel Madagascar	Tanalhorizon	Urlaub auf Madagaskar
Preparation							
Risk assessment	No	Yes	Not any document, but awareness of certain risks thanks to previous visits	Partially, a document has been created and sent to each partner. However, not many answered.	No, rely heavily on previous experiences	No	No
Ground knowledge	Yes, visited all the countries	Yes	Yes, visited all the countries	Partially, went to some of the countries	Yes, as an incoming agency, the employees know what is going on the island	Yes, as the boss is also a tour leader	Yes, as an incoming agency, the employees know what is going on the island
Contingency plans	No, just general guidelines	Yes	No	No	No, rely heavily on previous experiences	No, just general guidelines	No, rely heavily on previous experiences
Training	No	Yes	No	No	No, but recommendations are made before each travel	No	No
News monitoring							

Ground partners	Stress the importance of good local ground agents. Built strong relationships and know them well. Regular contact at least once a week. The ground agency has assessed risks, established contingency plans and practised crisis scenarios. They also have an insurance cover.	Regular contact with partners. People on the ground are actually part of the company. No local agencies are used.	They get information on a regular basis through newsletters. Direct contact when something happens, partners inform the TO straight away. Check governmental news with ground partners. Incoming agencies are experienced and employees are trained to act on different emergencies.	Yes	This incoming company has a wide network including hoteliers, restaurant owners, local guides and maritime companies, tourism operators, state organisations and acquaintances.	They have a wide network of local people informing the company about the situation in several areas of Madagascar.	Direct contact with his team. In contact with other people on the ground and a network of specialised drivers
Government travel advice / Other official websites	Follow the FCO advice	Follow the FCO advice	Stay updated with government travel advice, but don't always agree and follow advice	Stay updated with the FCO	Stay updated with state organisations and the Swiss embassy in Antananarivo	No	They don't look at governmental information except in case of political crises. Check the weather forecast, websites such as Tropical Storm, Tropical Storm Research.
Newspapers / news websites	Check local news in Africa through the BBC website	Follow the news through red24	Follow the news on the internet	No	Read the media, go on the internet	Read the newspapers every for an hour	Go on the internet

Social media	Follow ground agents on Facebook and Twitter	Follow partners, companies within the travel industry	Follow news sites, ground tour operators, hotels, environment issues on Facebook and Twitter & bloggers	Follow local partners and travel companies	No	No	No
Early warnings system	No	Red24	No	No	No	No	No
General management							
Time dedicated to crisis management strategy in preparation to potential crises	Less than five minutes (BBC website)	1 full week per year	10 minutes per day (reading the news)	Projects for different interns over time	None	1 hour per day (reading newspapers)	None
Money spent on crisis management strategy in preparation to crises	Insurance. Some money is set aside in case of crises	Insurance	None	Insurance	None	None	None

Source: Author's data

Pioneer Expeditions has reached a total of 49 points out of 100, ranking at the 4th position. It is also interesting to understand the variations of results and to analyse them in order to see where a tour operation scored less or more for a certain criteria.

In comparison to almost all the other travel companies, Pioneer Expeditions has thought ahead regarding how to prepare a crisis and what can be done in anticipation to one. In fact, it has started to create a system to keep track of what document each partner has received and sent back concerning this specific field. Risk assessment tables were sent to the local ground agents in order for them to fill them out; due to a lack of resources this task was not completed. Financially, the tour operator has directly spent money on crisis management by having appropriate business insurance. In addition to this, a few interns invested time on several projects related to risk assessment and crisis management.

Where the enterprise performs badly is regarding the aspect of news monitoring. Indeed, it has not really developed any system to keep informed on the current ongoing of the world aside from the Foreign & Commonwealth Office's travel advice and news from local ground agents. Pioneer Expeditions appears to be more reactive than proactive when it concerns this particular matter.

3.3. INTERVIEWS ANALYSIS

In general, it is obvious to see a difference between the small tour operators and a larger one like Dragoman, which is a medium-size one. For instance, all the smaller travel companies interviewed tend to sell tailor-made trips and are able to deal with crises on a case-by-case basis. During a negative event, the enterprises rely strongly on the local ground agencies that sell the tours. On the other hand, Dragoman has developed a proper crisis management strategy due to its numerous trips and members of the company.

Firstly, it is interesting to realise that the enterprises interviewed seem to belong to various categories. For instance, the owners of the companies Saha Travel Madagascar and Urlaub auf Madagaskar act as incoming agencies for other tour operators and individual travellers. Both of them are consequently based in Antananarivo, the capital of Madagascar and have lived in Madagascar for a very long time. This signifies that they have really some good background knowledge and on how things work because it is their home country. Moreover, they are aware of the status of Madagascar as a developing country and its lack of infrastructure, as mentioned by Klaus Konnerth from Urlaub auf Madagaskar. As an example, he explained problems encountered with the national airline, Air Madagascar, and its recurrent last-minute cancellations of flights due to strikes among other reasons; hence

planning an extra day when a client needs to take two different flights to make certain that they do not miss the connection. Additionally, Nintsy Rakotondrasoa from Saha Travel Madagascar pointed out a few times the risk of unforeseen events and the fact that they have a large presence in everyday life.

Another group can be constituted of small travel companies operating from Germany and personally guiding some clients during their holidays. The two enterprises representing this European country in this specific study are Napur Tours and Tanalhorizon. The former is formed of only two representatives. One collaborator, Stefanie Lange, runs the business from Germany and the other one shares his time between Germany and Costa Rica where he guides. Napur Tours entrusts heavily on ground agents in case of an urgent situation. They would count on them to rearrange the activities if needed. The latter, is Tanalhorizon – managed by Thorsent Negro - does not use the services of an incoming agency as he has his own on-ground team already and even becomes the tour leader on certain trips.

A third category gathers tour operators from the United Kingdom, illustrated by Distinctive Africa and Dragoman. Distinctive Africa can be differentiated from Dragoman due to their contrast of business size; thus the latter has set up a more developed crisis management throughout the years to cope with difficult situations.

3.3.1. Management of Past Crises

Regarding previous experiences of crisis management, Napur Tours and Distinctive Africa admitted having never dealt with the dramatic consequences of an incident. Tim Parry from Distinctive Africa explained that the only negative events which have happened concerned clients being stranded at an airport because of a missed or cancelled flight. He stated that to own a flight system is a very useful in such incidents as the business could take things in charge and rebook flights for the clients. It normally would be the responsibility of the airline; however the employees working for it are almost always overwhelmed by such a situation in a developing country and struggle to cope. Otherwise, the British office of Distinctive Africa liaises with local ground agents to find solutions. This is the reason why he believes that it is necessary to build strong relationships and know their local partners well, as he can rely on them to take care of their clients for them. In case of a crisis, all seven employees would gather and discuss about the situation and the tasks could be divided equally between them. According to Tim Parry, one person is almost always enough to deal with a situation as the company

offers mainly tailor-made holidays, which means that it would only impact a few customers - generally a couple or a family.

It is also interesting to point out that the companies, which were more often confronted with serious incidents, were the incoming agencies which are directly operating with the ground team. These other tour operators were able to give more concrete examples and explain the process throughout their respective crisis. They ranked on various degrees linked to their severity and were due to very different circumstances. For example, the crisis described by Thorsten Negro from Tanalhorizon was based on political tensions happening in the capital city of Antananarivo linked to the presidential elections. As the situation became more serious, a civil war almost occurred and the situation became rather unsafe. Therefore, Thorsten Negro decided to leave the country with the customers he was guiding. Unfortunately, they missed the last flight to Germany by half an hour. He expressed that the way to be listened to in Madagascar and make the situation evolve is to talk directly with the boss of the airline and to claim the right to bring his clients to safety. In the end, they were able to board on an aircraft to la Réunion and to get a connecting flight to Germany.

Even if Klaus Konnerth from Urlaub auf Madagaskar faced a highly more severe incident, his conclusion was the same regarding directivity. He mentioned that he had not adapted his crisis strategy after this particular negative event, but learned to be more authoritative when a life was in danger. During one of his latest trips, Klaus Konnerth had to help a German client to get health care because of a heart attack. He called the insurance of his customer and did everything in his power to evacuate the victim from Madagascar to la Réunion, where he could receive proper treatments. He was highly surprised to discover that the client's insurance, which is one of the major insurance companies in Germany was not able to treat this case efficiently. The mishandling of this case was mainly due to financial reasons and miscommunication within the insurance company, as the two employees on the case did not update each other about the situation evolution. For cost reasons, the insurance decided to evacuate the customer on passenger planes with two connecting flights instead of a medical evacuation on a private jet. Once the flight tickets were booked for a doctor and the patient, the flight was cancelled. When the insurance finally agreed to use a private jet from Madagascar, it was too late to fly on this precise day, leaving the patient a second night in a poor-standard hotel. This tour operator helped the client's wife, who was travelling with her husband, to get to Antananarivo airport. From there she could catch a flight to join her husband in la Réunion.

Through these various examples of crises, it is possible to note that most of the time travel companies need to take care of the logistics by rebooking flights, arranging transportation and accommodation and that people on the ground have more power and hence more a bigger responsibility to intervene on the situation than the employees from abroad. In all cases, it remains that communication between all the parties involved is primarily important to react quickly and efficiently. Furthermore, Klaus from Urlaub auf Madagaskar reached the same conclusion as Nintsy Rakotondrasoa from Saha Travel Madagascar, regarding directivity, even if he faced a highly more severe incident. He mentioned that he had not adapted his crisis strategy after this particular negative event, but learned to be more authoritative when a life was in danger.

Another reason for a crisis can be due to a weather change. For instance, Nintsy Rakotondrasoa explained a situation when he had to modify a trip itinerary because of high winds. His customers were supposed to spend a few days on the island of Sainte-Marie but needed to be repatriated to the main island as the wind was becoming too strong for boats to sail. This is why the boss of the tour operator of Saha Travel Madagascar organised a way back on a boat before it was too dangerous in order to make sure that they did not miss their return flight by being stranded on the island. A different aspect of the crisis was to create a new tour, so the clients would not have the impression of missing out on any activities. This is a common strategy used by small travel companies when a situation happens and the clients are already on holiday. On a higher scale, large tour operators offering many trips across the world have the opportunity to exchange a trip for another one if a negative event appears before departure; whereas small businesses can only adapt a tour or cancel it as it predominantly tailor-made for a couple or a family.

During a crisis, staff members of Dragoman operate in a very structured and professional manner thanks to their existing strategy and previous experiences. While Simon Williams was on-call, he received a phone call from a client who was on holiday in Morocco. The customer told him that the company's truck had an accident in a remote location. Simon Williams went to the office and was constantly on the phone with the driver to know what happened, how badly and how people were injured, before gathering a crisis unit on a bank holiday. Luckily, no participant died, but a few suffered from serious injuries. First of all, he was appointed crisis leader because he is someone quite calm, which is needed to handle negative events. Indeed, the severity of the situation has to be assessed and decisions have to be made based on rational and analytical thinking in order to react in the quickest and most efficient way. The next step consisted of giving

roles to members of the team and dividing tasks to perform such as contacting the next of kin and the insurance. Moreover, the sales department was informed of the news enabling sales people to respond correctly to the several parties which might call the company. Regarding the media, the insurance covers public relations' assistance during crisis; they suggested writing press releases and updated press statements in case the news would catch the media attention. Fortunately for the tour operator, the media did not get involved at any stage of the event. One of the senior managers flew out on location to show Dragoman's commitment by supporting the victims. On the ground, the larger tour operator that partly owns Dragoman has a satellite office in Marrakech. Its employees helped translating, organising evacuation for the most seriously injured people by military plane to the capital and providing a mini-van to drive the other participants to Marrakech airport, from where they flew back home. Eyewitnesses who did not suffer from severe injuries were asked to give their statement straight away while their memory was still fresh. When asked about what was learnt and what could be improved for a similar accident to handle, Simon Williams stated that the procedures worked well before adding that clients expected more contact with the travel company after their holidays.

3.3.2. Crisis Preparation

Concerning concrete tools for the preparation of a crisis, only Dragoman is completely predisposed to deal with a bad situation. The fact that Dragoman, which is a larger business than other enterprises interviewed, appears to be ready, can be explained by its higher resources in staff, time and money to put a process into place. Moreover, a clear structured procedure needs to be established as many employees work for the same travel company, which increases the risk of bad management in case of a crisis. By assessing potential risks on a grid, regularly visiting the areas, creating contingency plans for several scenarios and training the team through diverse story lines, Dragoman shows itself to be proactive instead of reactive. If such an event should happen in reality, the team would be aware of the various procedures and the roles each employee would need to take, saving time in case of a real crisis happens.

On the contrary, the two incoming agencies and the two German tour operators have not paid attention to this specific matter yet. They tend to wait for a crisis to arrive before starting to plan a strategy according to the situation. The expression "case-by-case basis" was mentioned a few times during the interviews by Tim Parry from Distinctive Africa and Klaus Konnerth from Urlaub auf Madagaskar, and demonstrates a reactive solution rather than a proactive one. In addition to this, Thorsten Negro repeated several times that it is

“impossible to be prepared” or *“there is nothing to prepare”* for a crisis, which makes it understandable the fact that he has not established any risk assessments or contingency plans. This idea is shared by Klaus Konnerth who claims *“We can’t make exercises because there are so many things which could arise”*. This is the reason why the incoming agencies do not see the use of crafting such time-consuming documents, because they have lived in or often visited Madagascar during the past decades. Therefore, they are aware of Madagascar’s limited infrastructure, leading to unexpected events; but they rely heavily on their knowledge of the place and previous crises to handle a problematic situation as Nintsy Rakotondrasoa from Saha Travel Madagascar explains *“I would say that a certain automatisisation appears; if there is such problem, I know that I need to engage such plan”*. Another different point to consider concerns the fact that each of these enterprises, except for Napur Tours, Madagascar represents the unique destination they sell and guide, meaning that their specialisation gives them an advantage on other tour operators offering holidays to various countries, because they only need to know information for this specific country.

During the interviews, Klaus Konnerth and Nintsy Rakotondrasoa, managers of the two incoming agencies laughed when questions about risk assessment and contingency were asked, showing that it had not crossed their mind to take such a step for their crisis management strategy.

Klaus Konnerth even added *“I don’t really see any risks”*, probably thinking only of the current situation of Madagascar, without taking into consideration of the appearance of new catastrophe such as a sudden spreading of a disease or climate-related disasters. Nevertheless, he admits taking into account unexpected events while planning his itineraries; whereas Nintsy Rakotondrasoa bills an extra CHF 50.- on all trips for potential changes of plan. Thanks to these interviews, it can be concluded that incoming tour operators think more on the practical aspects and react to the current information they receive from their respective network. Indeed, they did not seem to completely understand the questions about existing preventive actions, as the answers given did not correspond to the questions asked. Indeed, they kept explaining how they rely on their informal network when inquired about risk assessment and contingency plans. For example, Nintsy Rakotondrasoa’s reply to whether his travel company established a document for risk assessment was *“No, it would be more like the amplification of information”*, making reference to his multiple information sources. Besides, both travel businesses do not put their team through exercise scenarios; however, Saha Travel Madagascar’s boss gives specific recommendations before each tour should there be a

certain problem and adds that “*All employees are personally trained by us*”. Even if it demonstrates some concerns, no training has been organised by these two enterprises. Concerning ground information, both companies pointed out that the main risks are related to road safety, mainly the vehicles and roads state and the way people drive; so their cars are regularly checked to prevent any accidents due to lack of maintenance.

Regarding the German businesses, no risk assessment and contingency plans have been made; but they are familiar with some possible risks due to previous experiences in countries and previous crises to handle. For Tanalhorizon, a basic guideline is written stating that if there is any change of condition, the two coordinators decide if they maintain the original itinerary or if it needs to be adapted. Moreover, both travel agents have visited the destinations they sell; thus knowing their products. While replying to the questions regarding risk assessment, contingency plans and trainings, Stefanie Lange from Napur Tours laughed nervously when giving the answer “No”, as if she was aware of the lack of emergency procedures and felt uncomfortable about it.

Distinctive Africa is slightly ahead with its crisis management strategy compared to other small travel companies thanks to its general guidelines and ground knowledge because of destinations visits. Furthermore, Tim Parry explains that even if the tour operator does not have a developed risk assessment document and contingency plans, their ground agents mostly do, as he expresses:

And it’s becoming more and more sort of for insurance purposes, you will be finding that ground agents are asked to do risk assessment. You will also find a lot of ground agents now do sort of safety assessment and have quite a comprehensive set of scenarios that they have already planned for – including evacuation [...] You will find that ground agents have run through several various scenarios and are equipped to deal with them very comprehensively. (Tim Parry)

Dragoman, scoring the highest on this part of the benchmark, has put into place a complete and efficient system. According to Simon Williams, “*You need to know the destinations yourself before starting selling them*” as it is the best way to evaluate the potential risks in an area. Its risk assessment analysis covers all elements of the tours with a focus on transportation aspect because it offers many trips including truck drives in remote places. Some examples mentioned by Simon Williams consist of driving risks from unloading luggage from the roof of the vehicle to going on wildlife drive, but also on general safety by checking that hotels have fire escapes. Even if the staff members are conscious of the

dangers, there is no necessary need to create contingency plans as “*the company was so used to having to, you know, deal with things on the spot*”. However, previously in the interview he mentions the existence of a manual with actions to take and people to contact. Furthermore, the employees are confronted with exercise crisis scenarios every six months in order to verify that they would know how to react, even if “*you can’t really be prepared because you don’t know how you would react emotionally*”. By pointing this fact out, he acknowledges the idea that people are humans and might not proceed in the most rational fashion under extraordinary circumstances.

3.3.3. News Monitoring

Each business interviewed highlighted the fact that it was extremely important to have good ground agents, even more for the ones operating from abroad.

Incoming enterprises agree even if their situation somewhat differs with outgoing companies. The formers stay in contact with a large network within Madagascar in order to know the situation in the several regions where they propose trips, as Klaus Konnerth from Urlaub auf Madagaskar said “*I am in contact with other drivers or people who are on the ground. This is extremely important to know the state of tracks and roads during a precise time of year*”. Nintsy Rakotondrasoa from Saha Travel Madagascar described that he receives news from various partners who are either unofficial sources such as “hoteliers”, “local guides in national parks”, “acquaintances”, but also official ones like “tourism operators”, state organisations” and “the Swiss Embassy in Antananarivo”. This last organisation even sends text messages to warn the enterprise when a tense situation occurs in a location somewhere in Madagascar and gives specific advice related to the event.

In addition to this, their use of governmental tools discerns them because Klaus Konnerth only checks official state websites when political tensions appear. Otherwise, he relies on data shared by local partners and information from the mass media. On the contrary, Nintsy Rakotondrasoa stays updated with the news and the Swiss Embassy based in Antananarivo as his clients come from this particular country. By following Swiss travel advice he is aware of how Madagascar is perceived by Swiss citizens and also about the risks in his own country.

Every day, Thorsten Negro from Tanalhorizon reads the newspapers to check if there is anything about Madagascar which might be taken into consideration. His other sources of news come from his friends and partners living in Madagascar, a network that he

organised himself, as he explained: *“I have friends all over Madagascar and these friends are always in contact with me with the smartphone I brought them. If there is something wrong, I get a message and then I know what’s going on”*. Even by being an outgoing tour operator offering holidays in various countries, Stefanie Lange from Napur Tours stays updated on the destinations thanks to weekly newsletters sent from her local agents or by phone call if there is an emergency. When she was asked if she looks at the German travel advice, her answer was clear: *“Hardly because with some advice they give, we don’t agree, because sometimes we have better information from the people in the country”*. Interestingly enough, small tour operators trust their local partners more than their national governmental warnings. Although Distinctive Africa describes the governmental advice as “cautious”, it does follow the recommendations of the FCO. A reason to this is probably to ensure being covered by its insurance in case of an incident.

Another tool used by European travel companies to monitor the news besides ground partners, governmental travel advice and news media are social media, mainly Facebook and Twitter. Although their main purpose is not to supervise the risks as mentioned by Tim Parry from Distinctive Africa, it appears to be useful to stay updated about what is going on and find out local information to better know the regions followed.

Well we do follow some news sites, German news sites mostly, also some tour operators in the different countries, some hotels that offer packages and have some news or pictures they post (...) Pretty much anything which is related to South America. We also follow some bloggers. (Stefanie Lange)

Nevertheless, staying connected with all these various local businesses allow a small travel enterprise to remark changes without external communication. Consequently, travel businesses operating from abroad can overview several aspects of various destinations and keep track of their local, regional and national evolution without requiring direct contact with ground partners; thus building their own local network.

Concerning early warning systems, just one enterprise has put into motion a system to receive early notices on changes of situation. Another striking fact regards the type of company using them. Indeed, such a tool has only been employed by Dragoman – the largest tour operator interviewed for this research. It benefits from the services of red24, a risk management company operating for numerous types of enterprises all around the world. A team is continually analysing the news and updating countries’ profile, although the enterprise’s tasks includes also helping any businesses in case of emergency, such as

dealing with logistics or the media. Dragoman opted for the services of getting warnings about real-time developments in certain areas; such a tool becomes highly useful when a travel business offers many different destinations around the world. Additionally, Dragoman's operating strategy varies greatly from the other travel enterprises because it sells mainly group holidays, leading to cope with far more clients and their next of kin in the event of an incident. The chances of receiving media coverage also increase as more people would be affected by this potential disaster, but also by the important size of a company. Moreover, Simon Williams who worked for Dragoman, added the existence of another device that smaller travel businesses can easily use to be signalled about information related to the company's interests. Indeed, Google Alerts enable anyone – privates or companies – to follow news on the internet concerning a specific topic, such as a region or a country in the case of tour operators. They can set alerts for certain keywords and receive emails when these particular words appear on online news websites.

Finally, all travel companies stated never to send clients in a place they believe and know for being unsafe. This approach seems to be the basic rule for any businesses organising and selling holidays. Every tour operator provides 24 hours emergency phone numbers and email addresses if clients need to contact the company due to a negative event and seek immediate assistance.

3.3.4. Resources

Basically, British tour operators in this paper include in their crisis management strategy the costs of an insurance available in case of an emergency. However, it is the only money spent on this field, even if Distinctive Africa has some financial resources set aside for negative events. Other travel businesses do not invest any amount towards crisis preparation, except Dragoman which hires the assistance of a risk management company besides its £100 insurance a year.

Regarding time, most members of the companies read the news either online or on newspapers each morning. Time allocated to this task varies greatly from less than five minutes at Distinctive Africa to a complete hour at Tanalhorizon. Besides this job, no other timely duty is performed to improve the business' strategy in case of a problematic situation. It seems like small tour operators prefer to deal with a crisis when it occurs as most of their trips are tailor-made than to invest time and energy into evaluating the risks, planning and practicing structured procedures on how to react in case of a negative event. The reason for this could be that they mainly offer tailor-made trips and would deal

with a few clients at a time, meaning that spending time on creating document might not appear to be worth it. On the other hand, Dragoman names a person from the operating department in charge of the maintenance of the crisis management strategy. Thanks to the company's already existing procedures, this member of staff would just need to work on this task for about a week out of year, as explained by Simon Williams.

3.4. BEST PRACTICE

According to the analysis of the interviews, small tour operators - whether they are outgoing or incoming agencies – do not give priority to the crisis management strategy of their respective business. They nonetheless established manners to prevent some hazards and react to a crisis. Because of its larger size business, Dragoman leads the way regarding a crisis management strategy by implementing proactive as well as reactive approaches.

3.4.1. Crisis Preparation

The best practice concerning the company's preparation to a crisis combines listing, evaluating and ranking the potential risks from the tours offered by the travel business. The most common fashion to understand how a certain incident can impact the organisation resides in grading its likelihood of occurring with its severity. An efficient way to be aware of the risks is also by experiencing the reality of the situations first hand. If members of staff who are in charge of crisis management go on the holidays sold by the company, they can have a better understanding and overview of how things work.

Once the possible risks are determined, the tour operator should produce contingency plans for the most likely and severe scenarios. By conceiving steps to follow and creating a document with the various parties to reach and their contact details.

Other preventive actions are to establish a crisis team and an emergency room equipped with all the material required to deal with a difficult situation, define the roles and divide the tasks, or to make the crisis unit undergo a practical exercise every six months. This last option enables the co-workers to get accustomed to the procedures put into place and to work together under extraordinary circumstances.

3.4.2. News Monitoring

The best technique to stay conscious of a country's situation is to keep in touch with local ground agents and ask them to send regular updates and immediate calls in case of emergencies. A travel business should combine news from its national governmental travel advice and ground knowledge from partners, as the Government tends to be very cautious.

However, when a government advises not to enter a country or region, this should. In order to stay well-informed, the business can sign up to the Foreign & Commonwealth Office's travel advice to receive current changes of situation by email.

Moreover, big news providers are good sources to check on a daily basis to become aware of political tensions or health conditions among other aspects, in other parts of the world. By following local ground partners, news websites and governmental posts on social media, the enterprise is able to create its own virtual network and gets a broad overview of the destinations in which an organisation is interested. Another device a travel company can use for free is Google Alerts. Indeed, keywords can be registered and an email is sent whenever this specific word is found online. The business can set up parameters to adapt to the tour operator's needs, such as the time of day and how regularly to receive alerts.

Finally, the most efficient manner to monitor the news is to subscribe to a crisis management company, which analyses continually current information and send alerts when it concerns the business.

3.5. EXPERTS ADVICE

3.5.1. Crisis Preparation

Conducive to become aware of existing tools for crisis management strategy, two crisis management companies explained what actions a tour operator could take in order to prevent a crisis, prepare and deal with a crisis.

The Swiss enterprise 2assistU GmbH works in the sectors of training, corporate management and project management, with specialisations in airlines, handling agents, catering companies and airports (2assistU, 2016).

The second one – red24 – conducts business on an international and larger scale, thanks to its several offices all around the world. The main office is located in Cape Town, South Africa, but possesses satellite offices in London, Munich, New York, Singapore and Hong Kong. Its main fields of expertise consists of travel safety and risk management, kidnap for ransom and extortion, piracy, resolution and mitigation, food and non-food crisis management and recall, cyber security, identity theft and fraud assistance, and corporate investigations (red24, 2016).

By seeking advice about instruments useful for a travel company, Thomas Frischknecht from the 2assistU GbmH was able to rely on previous projects with several tour operators. According to him, the first step is to analyse the various risks the company might face and to qualify them regarding their likelihood to occur and their severity. Such a grid permits the company to become conscious of the impacts of a negative event. Then the business should consider the most likely ones to happen or the most damaging ones before establishing contingency plans for these potential problematic situations. An updated assessment should then be done three months later to make sure no changes have taken place.

Another piece of advice shared consists of creating a crisis unit. By involving as few people as possible, the business will benefit to keep the situation under control. Indeed, if many staff members are part of the crisis, the information might get lost and it is harder to grasp a comprehensive overview of the proceedings. Moreover, he suggests to define the different roles and to decide on a crisis leader in advance. In a more logistical point of view, a crisis room should be chosen and equipped with all the devices and stationery useful beforehand. When a negative event happens, the employees can therefore start working on the case straight away.

In addition to this, an alarm system should be set up, so the group gathers as fast as possible. Time is an important element to handle a difficult situation efficiently during a crisis and can have a high impact on potential future damages.

Thomas Frischknecht recommends carrying out an emergency practice every two to three months as well; whereas Jeremy Eastman from red24 advises to do it every six to twelve months depending on the business' structure. All members involved in the crisis unit should participate in a scenario exercise to put into practice the procedures planned, especially the management team. By faking a problematic situation, it is possible to see how members of a unit react. In order to bring a more realistic impression of a crisis, Jeremy Eastman suggests asking various people to call in the company; thus presenting a live performance to the participants. Another advantage to such an enterprise involves getting to understand colleagues' behaviour and to discern one's role. Indeed, Melissa Agnes, president and co-founder of Agnes + Day Inc., agrees with this idea on her podcast channel *The Crisis Intelligence Podcast*.

Team building, it's you know relationship building with your own team, learning each other strengths and weaknesses and to work together is really a valuable practice". Hence, each

member of the crisis unit knows what he / she is supposed to do and whom should he / she collaborate with, leaving fewer uncertainties during a real time crisis. (Agnes, 2014)

Having an appropriate insurance in place represents another important aspect to consider when thinking about a crisis management strategy, as mentioned by Jeremy Eastman. Some insurances provide support from a crisis management company - like red24 - to evacuate people from dangerous zones and receive the latest on-site information about an ongoing negative event.

3.5.2. News Monitoring

A means of preventing facing some challenging negative situation is by monitoring continually information in every destination sold. This is the reason why any travel company should stay in contact with their ground agents and obtain regular updates according to Thomas Frischknecht.

Tour operators are able to choose between two alternatives; either to benefit from the services of a crisis management company or to track news independently. The first perspective means that the business pays a monthly subscription in order to receive news alerts and can call their crisis management company if the travel enterprise needs assistance for an emergency action. However, Jeremy Eastman was not able to express an opinion on the amount to be paid for such a service because the sales aspect of the business does not concern him, although he believes that it might be more relevant for large tour operators. By certainly selling holidays in a greater number of destinations, they must be conscious of what is going on in all the countries operating. For example, red24 owns a 24/7 news analysts team using several softwares to track the news from various sources of information coming from big news providers (CNN, BBC), social media, news platforms (Hootsuite, RSS feed) and ground consultants if needed. They possess a database of news for 240 countries and constitute a risk profile for each one of them. In addition to constantly evaluate the information around the world, red24 developed in-house its own instrument called "TravelTracker". This online application allows them to know who is travelling in an area flagged as dangerous. If a disaster, for example, a bombing happens in Iraq – where it hits quite regularly – and England – where it occurs rarely, the situation would not be ranked with the same severity. The incident would be labelled more serious if it happened in England as opposed to Iraq.

When an incident occurs, red24 is aware of the people in the zone affected so employees can call these individuals and confirm the situation to the enterprises they work for.

If a small tour operator would like to manage its news monitoring by its own means, it has the opportunity to pay for a device like TravelTracker. The fact that an enterprise can customise this tool for its personal needs represents a great advantage. Thanks to its various features, value is added to the business' strategy in general by extending its autonomy with an e-learning platform. Nevertheless, the price of this app purchase was not clear due to its dependency to the organisation's size. A travel agency can register all customers on holidays on this system and set it up to get immediate alerts if a disaster happens to a region where the business has sent some clients.

3.5.3. Handling Tools

During a crisis, all decisions made and actions taken by every party need to be consistently written down on a log report. Details such as the time and person who performed the tasks have to be clearly stated, as it enables the company to save time and to be able to show a precise timeline of the event as described by Robert Burton - managing director of PreparedEx - on the channel *The Crisis Intelligence Podcast* about crisis management (Agnes, 2014):

As an event unfolds you need to document the various stages and what has been done about it, because quickly during an incident, especially a fast moving crisis, you quickly lose track of what has happened. So trying to go through emails and text messages now because that's big. Going back through all types of documents can be a bit of a nightmare, so to be able to manage this process is important. (Agnes, 2014)

4. CASE STUDY: PIONEER EXPEDITIONS

4.1. COMPANY PROFILE

Pioneer Expeditions Worldwide Limited was founded in 2006 by its two directors – Philip Beale and Laurene Mansbridge. This small adventure travel company has been based in the south of England, more precisely in the small town of Wimborne Minster from Dorset County, for the past three years. As mostly a “web-online” enterprise, this remote location does not impact on the business since customers do not need to come to the office to get their holidays prepared.

In a more and more competitive world, Pioneer Expeditions have had to make themselves special in order to attract potential customers. Therefore, the products offered by the tour operator are very specific and specialised. Indeed, it targets people who wish to live an adventure and enjoy off the beaten track holidays. In order to offer unique tours and reach the idea of adventure, it focuses mainly on physical activities, such as trekking and kayaking; although it sells wildlife and cultural discovery trips as well. As other companies propose the same kind of holidays, Pioneer Expeditions decided to focus primarily on a couple of destinations: Madagascar and the Indonesian island of Borneo. The former grasped the interest and became Laurene's passion whereas the latter refers to Philip's studies and fascination. Claiming specialisations helps the business, as clients trust agents who know the country and had experienced the destination by themselves. Therefore, their extensive expertise and knowledge in a specialist market are sought by the customers to fully enjoy a perfect tailor-made trip. A second advantage can be explained by the fact that the tour operator can concentrate more heavily on these areas while creating itineraries and offering tours in new regions which are rarely accessible with a regular tour operator. By doing so, it aspires to help everyone to become a "pioneer" and to provide "off the beaten track" adventures. Nevertheless, it also provides various trips around the world, including family holidays, group trips and honeymoon adventures.

As a matter of fact, this company does not only strike out by its uniquely adventurous products, but primarily by its involvement in sustainability. In fact, the core value of the business is to create holidays while involving locals who will benefit then from tourism. The actions of helping the regional economy along with showing the authentic culture to travellers correspond to this double aim (Pioneer Expeditions, 2016a). Concerning Malagasy trips, Pioneer Expeditions works in collaboration with the local agents from Madamax; thus employing guides native from the island of Madagascar. Besides social sustainability, this tour operator strives to preserve the endemic flora and fauna of this country. For instance, clients explore protected parks, visit the base for their local agents' reforestation effort - Wood en Stock in Antsirabe - and may get the opportunity to plant some trees depending on the time of year (Pioneer Expeditions, 2016b).

To promote social and environmental sustainability, Pioneer Expeditions organise holidays on a small scale. Every trip group contains a maximum of eight participants. This means that the environment suffers from fewer impacts, as no mass tourism is conducted by Pioneer Expeditions (Pioneer Expeditions, 2016a).

Its target markets can be described as people in search of travel experiences that are inspiring, challenging and unique. They mostly are health-conscious individuals interested in biking, hiking and kayaking. However, families often ask the company to create "once-a-lifetime" holidays and couples desire Pioneer Expeditions to design a unique and personal honeymoon thanks to its private trip option. It also organises tailor-made holidays, which attracts mainly clients in their fifties and young retired people as they have a less tight budget than families and young couples.

4.2. CURRENT PRACTICE TOWARDS CRISIS MANAGEMENT

Pioneer Expeditions has started to gather some information and created a system for risk assessment of their various destinations. Indeed, it created two documents, which were forwarded to local partners in each country operated. The first document asks about basic information of the partners' enterprises; whereas the second one is focused on the likelihood and severity of each risk associated with the specific business. However, the company was not able to accomplish the task completely as some partners contacted never answered back. Even if almost all partners had sent their business description besides some details related to how they maintain lower risks of incident, e.g. hygiene during cooking, maintenance of vehicles and qualified guides, the second document was rarely sent back. Companies were also given the opportunity to share with Pioneer Expeditions their own risk assessment analysis or contingency plans. This ended up not being very effective, as most local partners did not show much concern about crisis management.

No contingency plans were created for any of the trips; but some documents were produced to help during a crisis. A list with all the local partners for each destination was established. This means that if there is a problem, the tour operator knows exactly who to contact. In addition to this, an incident action log form and an annual incident evaluation record have been created. The first report enables Pioneer Expeditions to keep tracks of all actions taken during an incident, by whom and at what time. The second document serves to summarize all the different crises which had occurred during the past year.

Additionally, Pioneer Expeditions created a list with the addresses and phone numbers of various entities to contact, such as hospitals, embassies or airlines rescue enterprises. This gives the opportunity to Pioneer Expeditions to react quickly and call the most relevant organisms when a crisis appears.

Furthermore, an incident assessment matrix divides potential accidents in three different categories according to their seriousness. This grid describes the gravity of consequences

deriving from the potential identified risks in the following domains: “Health & Safety”, “Natural Environment”, “Media Management”, “Logistics and Trip Management & Leadership”. This file is useful in the sense that it helps evaluating how serious the current crisis is and to act accordingly.

Finally, a last set of documents was created in order to monitor and keep up-to-date all the various information. A “Risk Assessment Agent Documentation Checklist” records what files local partners have sent back. A last document to have been produced is a “Risk Assessment Procedures” showing the chronological steps to complete in the case of new destinations offered by Pioneer Expeditions.

In order to protect itself, the company asks all the participants to sign the terms and conditions for a trip and to sign the document before departure, which mentions the various risks additionally to the tour operator’s liabilities.

4.3. LEGAL FRAMEWORK

As any other tour operator, Pioneer Expeditions must follow strict regulations in order to be able to operate as such. Based in the United Kingdom, this company needs to fulfil the criteria requested by the Civil Aviation Authority (CAA) and the Air Traffic Organisers Licence (ATOL) (Protected Travel Services, 2016). In order to have some control over the travel industry within the United Kingdom, the Civil Aviation Authority created the ATOL scheme and is defined as follow on the Civil Aviation Authority’s website:

By law, every UK travel company which sells air holidays and flights is required to hold an ATOL, which stands for Air Travel Organiser’s Licence.

If a travel company with an ATOL ceases trading, the ATOL scheme protects customers who had booked holidays with the firm. It ensures they do not get stranded abroad or lose money. (Civil Aviation Authority, 2015a)

This means that each tour operator that wishes to include flights in their packages or book flights for its clients needs to apply and to pass an exam in order to become an ATOL holder. Companies which are ATOL holders are able to distribute ATOL certificates to clients. These documents can protect their money invested in a vacation under certain specific circumstances presented below. Nevertheless, only British customers travelling from and / or to the United Kingdom are able to get an ATOL certificate from the travel agency, as it is part of British regulations to protect travelers from its countries.

The main goal was to secure British tourists from suffering from any consequences and losses in case their tour operator went bankrupt. It covers costs in two cases as described by the CAA:

- If the company collapses while you are on holiday, ATOL certificate holders are ensured to finish your holiday and get home as planned.
- If the company collapses before you leave the UK, the scheme will provide a full refund for the holiday you booked. In some cases you may be able to continue with some of your travel arrangements. (Civil Aviation Authority, 2015b)

However useful it might appear in the scenarios mentioned just above, this scheme does not protect clients' holidays in any other way. Consequently, another regulation plan was established to assure the quality of the several services a tourist might be using during a trip. This instrument created in 1992 is known as the "The Package Travel, Package Holidays and Package Tours Regulations 1992". This document defines the term "package as a product proposed by a travel company which combines at least two services including transport, accommodation and / or any other tourist services. It has to count an overnight stay and to last twenty-four hours minimum as well (Package Travel, 1992, p.2).

Through this governance, clients can claim compensation from the tour operator if a service is badly or not delivered. The company is liable in case of loss of value of the package, of out-of-pocket expenses, loss of enjoyment and personal injury (Which? Consumer Rights, 2015).

4.4. PIONEER EXPEDITIONS' NEEDS

As presented above, Pioneer Expeditions has already started to create a crisis management strategy, but the small tour operator mainly needs to implement it with a focus on Madagascar, its main destination. This makes sense as the the majority of the customers use Pionner Expeditions' services to visit this specific island.

Furthermore, the travel business has already a business insurance, covering costs of a public relations company if needed. This means that no communication plan needs to be established for a crisis, because professionals would be contacted for this matter.

4.5. CURRENT SITUATION IN MADAGASCAR

The current situation in Madagascar appears to be rather stable at the moment, but events could quickly change the situation and escalate to outbursts. As politics, economy,

society and environment are intertwined, any subtle development can have an impact on the general situation of the country.

4.5.1. Political

In 2009, Marc Ravalomanana – the president of the country at the time – was pressured by the people and the army to refrain from his position (France Diplomatie, 2016). By leaving Madagascar and going into exile, the president enabled Andry Rajoelina to take over as leader. This act was not well perceived by the international community, which denied foreign aid until 2014 (BBC, 2016). Indeed, the political system changed to a democracy with Hery Rajaonarimampianina winning the elections. Even if the tensions have slightly calmed down, there has still been a political instability running through the country (UK Gouvernement, 2016a). The risk of demonstrations and strikes are highly probable, during which outbursts might occur and the situation can get out of control (Confédération Suisse, 2016). A vote for impeachment was raised as the economic situation had not improved, but did not go through (BBC, 2016).

4.5.2. Economic

As mentioned before, the coup d'état which happened in 2009 was severely punished internationally. Indeed, this African country suffered from global suspension and its isolation lasting during five years. These sanctions injured the economic situation badly, leading the World Bank to state that “Madagascar became the poorest country in the world not in conflict”.(UK Gouvernement, 2016b). Moreover, Madagascar was also heavily hurt by the global economic crisis of 2009, which worsened the financial situation of the country (France Diplomatie, 2016). Furthermore, it adds that inflation rose and the household purchasing power diminished in 2015, even if there was a small growth in tourism and mining sectors (World Bank, 2016).

On a more individualistic scale, “an estimated 92% of the Malagasy living on less than US\$2 per day” according to Amnesty International (2016); thus ranking at the bottom of the Human Development Index.

4.5.3. Social

Regarding its social conditions, the Malagasy state faces various challenges. First of all, the enrolment rate of pupils has been decreasing from 96.8% in 2006 to 69.4% in 2012 due to the lack of education offered and parents' financial problems (African Economic Outlook, 2015, p.12).

Furthermore, Madagascar is subject to social inequalities between urban and rural areas. Indeed, the poverty ration rises up to 75% in rural locations, whereas secondary towns show a poverty rate of 55% and 31% in the capital (African Economic Outlook, 2015, p.13). Agricultures and independent workers show a higher poverty rate.

Just over the majority of the population is thought to have traditional beliefs concerning religion. Around 40% of citizens are supposed to be Christian, whereas a small minority of 5% is known to be Muslim (Wild Madagascar, 2016a).

The island has officially two languages within its borders. The Malagasy language is of course one of them. It is thought to come from Southeast Asia as it is very similar to the ones coming from this part of the world. The second language widely spoken consists of French, which is a consequence of the French colonization at the end of the 18th century (Wild Madagascar, 2016b).

4.5.4. Health

Malnutrition consists of a serious plague, especially touching around half of the children. Undernourishment affects mostly vulnerable people in the lower social class (African Economic Outlook, 2015, p.13).

The existing hospitals are only able to perform routine operations; more sophisticated procedures need to be executed in neighbouring countries such as Mauritius, South Africa or La Réunion (UK Government, 2016c).

The whole African continent is victim of malaria. This disease is caught by being bitten by a mosquito carrying the infection. Different kinds of malaria exist; however one sort of parasite – the Plasmodium Falciparum – is the most common and causes the majority of deaths due to malaria (NHS, 2016). The transmission of other diseases, such as dengue or chikungunya, is also spread by mosquitoes.

According to the Foreign & Commonwealth Office, the plague tends to reappear annually during the rainy season, even causing deaths in summer 2015 (UK Government, 2016c). The FCO does not inform potential travellers about other conditions; whereas the travel guide “Routard” explains risks of getting rabies from roaming dogs, cholera and hepatitis A - among other diseases (Routard, 2016).

4.5.5. Environmental

Madagascar is well-known worldwide for its riche fauna and flora, being home to large numbers of endemic plants and animals. All varieties of lemurs, some kinds of reptiles, birds, amphibians and flowers are truly unique to this island (Ramamonjisoa, 2016). This being said, its biodiversity is threatened by the poor management of the country's resources by the government and by the increased number of citizens victim of poverty, conducting farmers to compete for and take over lands in order to earn more money (Wild Madagascar, 2016c).

Poverty and the competition for agricultural land have put pressure on the island's dwindling forests, home to much of Madagascar's unique wildlife and key to its emerging tourist industry (BBC, 2016).

In regard to wildlife, the majority of fauna in Madagascar is harmless. Nevertheless, people visiting the country need to be aware of the existence of spiders, snakes, scorpions and crocodiles. Concerning spiders, the stings of some species are extremely painful, however not lethal. The same goes for snakes' bites. Scorpions can be encountered quite often; therefore a few predispositions need to be taken into consideration. Crocodiles appear to be the most dangerous animals on the island, but their number has been decreasing.

Another aspect that should not be forgotten concerns the recurrent natural disasters striking Madagascar. From November until April, people of Madagascar suffer from annual cyclones and heavy rain leading to floods (UK Government, 2016d). These natural catastrophes tend to destroy many infrastructures, devastate agricultural fields and have paralysed the entire country (World Food Programme, 2011). Furthermore, forest fires occur relatively regularly according to Pioneer Expeditions' ground agent in Madagascar.

4.5.6. General Security

Visiting Battery Beach in the North of Toliara and in Fort-Dauphin is discouraged by the Foreign & Commonwealth Office due to acts of violence which have taken place in this region. The island of Nosy Be has also been victim of robberies during the day and violent incidents at night (UK Government, 2016b).

In a more global manner, any foreigner should avoid driving during the night because Madagascar is known for its armed robberies and gangs. Furthermore, it is strongly

recommended to hire an experienced driver because of the bad state of the roads and to avoid any means of public transportation if possible (Confédération Suisse, 2016).

Small crimes, such as pickpocketing are relatively common and tourists are the favourite targets of criminals; hence visitors should be careful in touristic and crowded locations (UK Government, 2016b). It is also important to keep in mind that few abductions on foreigners have occurred with the goal to free hostage against ransom. The British government's policy on the matter is to not give in so as to avoid encouraging criminals on future kidnapping.

Moreover, a low threat of terrorism is assessed according to the Foreign & Commonwealth Office (2016e).

Concerning sea travels, risks of being attacked by pirates remain, especially in the Gulf of Aden and Indian Ocean (UK Government, 2016b).

4.6. PREPARATION TOOLS

4.6.1. Risk Assessment Analysis

In order to establish a list of risks, each itinerary offered by Pioneer Expeditions has been analysed taking into consideration the various hazards in the destination of Madagascar. Based on this knowledge, a risk assessment grid which is presented in appendix VIII has been created. Madamax – the local partner – has been asked to check the information and complete what missing regarding certain dangers and evacuation procedures. All details about the responsible parties and risks assessment defined by the likelihood, severity and impact can be found in the risk assessment grid.

While creating the risk assessment for Madamax, an array of distinctive categories was differentiated according to the types of potential risks to consider.

4.6.1.1 Management

Management has been identified as a first possible group of risks regarding problems with the local operator competency and team leaders. Issues which might arise contain low impact because the chances of a guide arriving late at the airport to welcome the clients or a bad team structure within the company are rather small. Additionally, the consequences linked to these events are not dramatic and do not endanger customers' lives. For both situations, clients can contact Madamax or Pioneer Expeditions thanks to the emergency numbers given or simply take a taxi to go to their hotel. To avoid such problems, Madamax -

operating from Antananarivo - hires experienced guides with organisational qualities and strong leadership skills.

4.6.1.2 Trip Leadership

Another division of risks is linked to the trip leadership; whether the leaders are experienced and monitored during a trip. Therefore, guides employed are trained according to Pioneer Expeditions' needs. Moreover, the incoming agency keeps daily contacts with the various hotels on the tour and the team leader of a group. Pioneer Expeditions' staff visit the destination every second year to check on the quality of the trips.

4.6.1.3 General Safety

Regarding general safety, various subgroups have been separated such as accommodation, personal safety and travelling.

Accommodation concerns all the hazards related to hotels and campsites used for the tours, including fire, electrocution, personal attack and theft. Until now, Gilles – the manager of Madamax – reported two cases of theft in a hotel; hence the company has taken extra care and precautions by trying to find hotels owning safes and locked rooms. Furthermore, local standards cannot be ensured as hotels can decide for themselves how many stars they deserve. Only the ranking of luxury hotels recognised by different organisms like Trip Advisor or Responsible Travel can be trusted in Madagascar. To avoid dangerous situations, an employee of Madamax does a recommendation trip every year to control if the safety and quality of the accommodations proposed on the trip still meet the company's expectations. Clients' questionnaire feedback represents another instrument to control the hotel standards. For campsites, Madamax pays attention to fire in the bush and checks water availability and garbage issues when guiding a tour.

Human and wildlife attacks, abductions, terrorism and violence are existing threats in Madagascar. The best way to counteract them is to stay in groups and avoid going out at night. From a political perspective, Madamax and Pioneer Expeditions need to monitor the news and follow the Foreign & Commonwealth Office travel advice and take measures if necessary. Concerning wildlife, the main threat is scorpions which hide in towel, shoes and beds among other places. Pioneer Expeditions do inform the clients before their departure; the guides are however expected to periodically remind clients to be cautious about this danger. In addition to this, customers should be careful about

crocodiles in certain areas of Madagascar. They should also be aware about the closest hospitals at any time of the expedition.

Travelling comprehends various hazards as well that should be taken into account. First of all, serious injuries and deaths can be caused by car accidents, especially due to the bad roads conditions and maintenance. To prevent traffic accidents, the incoming agency has the vehicles controlled regularly and employs guides with valid driving licence. Customers are also strongly encouraged to fasten their seat belts and the driver ensures that the van is not overloaded. Finally, the guide is responsible in ensuring the driver's sobriety and alertness. Accidents can occur when clients are cycling as well. This is why the bikes used are always fit for the purpose and wearing a helmet is mandatory. Regarding larger means of transportation such as airplanes or boats, the incoming agency should only use the services of recognised air carriers and boat companies with buoyancy aids as far as possible. As car and bicycle accidents happens more often than airplanes or boats ones, their severity is nevertheless lower.

In addition to this, guides do not have contingency plans in case of an emergency because few things are reliable and stable in Madagascar; thus they analyse the situation and react according to the options available.

4.6.1.4 Trip Safety

In view of Pioneer Expeditions' specialisation in adventure travels, the likelihood of some risks incidents happening during physical activities are quite medium, but can have severe consequences such as serious injuries or deaths. However, not each sport encompasses the same level of severity. For example, trekking, cycling and swimming comprise fewer hazards than kayaking, rafting, diving, climbing and mountain climbing. In order to restrain dangers related to these activities, Madamax hires experienced leaders and instructors who give clear explanations and carry out safety exercises, invests in adequate and quality equipment which is regularly controlled. Guides received training in first aid as well and a safety policy is privileged over situations judged too risky. This means that rafts and kayaks are portaged when rapids are considered too difficult, respectively of grade 4+ and grade 2+. Clients also need to keep in mind that falling overboard while rafting in white water is common and life jackets are mandatory at all times. Regarding all these activities, no organism deliver a license or certificate for this kind of knowledge, but Madamax ensures to employ only experienced instructors. Furthermore, horseback riding, swimming, snorkelling and diving are at the own risks of the travellers; hence not monitored by Pioneer

Expeditions; although three guides have followed numerous training sessions with foreign professionals and are now qualified to instruct diving. Customers are also responsible to identify safe areas for swimming and ask the hotel if needing help to do so.

4.6.1.5 Medical Issues

Before going on an adventure, the clients are acquainted with the general fitness requirements for the trip. They should also consult their practitioner if they suffer from a recurrent medical condition or allergy and inform Pioneer Expeditions before departure.

Furthermore, Madagascar is affected by a few serious diseases transmitted by mosquitoes such as malaria, dengue fever or typhoid. Again, the best way to avoid becoming infected is to consult a doctor, who can prescribe tablets, before leaving for this African island. Clients are encouraged to wear long sleeves and insect repellent at dusk and dawn in concerned areas. Another hazard which could arise consists of a sudden spreading of a disease. Pioneer Expeditions stay updated through the FCO travel advice and medic hotspots, besides Madamax keeping track of sudden changes in their environment. If the situation becomes too threatening, Pioneer Expeditions grant themselves the right to cancel trips concerned by the issue.

As Madagascar is a third world country, hospitals are rather rare and limited in their resources. Therefore, risks of further illness, injury or death caused by not getting to a medical facility fast enough subsists. Even though the guides are trained in first response medical aid and carry medical kits, mobile phones and emergency numbers, clients need to be made conscious of the basic medical conditions.

4.6.1.5 Emergency evacuations

In case of an incident, the tour leader always owns a mobile phone and a sat phone for communications. The existence of medical centres is restrained, even non-existing in remote regions. Nonetheless, local people live in a permanent emergency state and are familiar with emergency situations.

As to evacuation prospects, road ones are dealt with case by case as there are a small number of ambulances available in the country which cannot access some locations. River evacuations could be problematic in case of unusually high floods, forcing the evacuation to be done on foot. This has never happened yet. A better option is air evacuation by planes or helicopters, which might not be possible depending on the

terrain. Guides carry as little cash as possible for safety reasons, but the office in Antananarivo can be prepay emergency services when necessary.

4.6.1.6 Miscellaneous

Other risks identified concern food and drinking water, social interactions with locals, problems with the guides and natural disasters.

Food preparation and drinking water are subject to bacteriological, viral or parasitic exposure linking to illnesses. To counteract any risks, guides provide bottled drinking water, filter water and use chlorine to rinse dishware. All food is stored safely and cooked through while camping.

Additionally, intercultural differences can cause trouble if the customers do not pay attention to local culture and customs. Violence in various shapes could happen like rape, assault or theft. This is why each guide establishes a code of conduct with his / her group and monitor clients so they do not take actions which could offend the community. Concerning inappropriate behaviour, guides could be tempted to steal or not to feel responsible of his / her customers. Madamax assures to train its leaders well and to pay them enough to avoid such situations. However, the clients can contact Pioneer Expeditions or Madamax office at all time in case of disputes.

Finally, natural disasters cannot be forgotten, even if some of them are impossible to predict. Indeed, there is no means to know in advance when earthquakes and forest fires are going to strike. On the other hand, tools to monitor cyclones, tsunamis and floods exist and permit the awareness of future catastrophes due to natural causes.

4.6.2. Contingency Plans

After taking into consideration and analysing the potential dangers which could arise during a trip in Madagascar, some contingency plans were established to help during a crisis. Indeed, these written steps allow Pioneer Expeditions to react promptly and contact the right people first, even if they are not fixed plans and should be adapted to a particular crisis.

Jeremy Eastman from red24 explains that “contingency plans need to be in place so if anything does go wrong, it can be effectively managed and quickly resolved”. This means that if it is not enough to make contingency plans, they need to be included completely in the strategy to be the most efficient possible.

The appendix IX shows several possible scenarios and explains the steps the tour operator needs to take in order to cope with a dramatic situation.

The most likely incidents to occur during a Pioneer Expeditions' trip and the ones with the most serious consequences have been selected to give a guideline to the business. Because of its adventurous products, injuries or deaths during kayaking, cycling or trekking represent the biggest threat of an emergency situation. In addition to this, a client can be wounded under other circumstances, such as a human or wildlife attack, terrorism, natural disasters or transport accident. Even if these cases have a lower chance happening, their impacts can become tremendous. A missing participant or guide appears as another potential scenario, which could create chaos and quickly turn into a dramatic crisis the travel enterprise would need to deal with. A client could also become greatly sick due to illnesses such as malaria. Consequently, Pioneer Expeditions would have to react quickly to help the participant.

4.6.3. Training

As suggested previously by the crisis management experts, a tour operator should practice some scenarios at least once a year. This exercise enables the business to become aware of the importance of crisis management, besides knowing the procedures and the documents location in case of an emergency situation.

4.6.3.1 Exercise Description

In order to anticipate what should be done in time of an emergency situation, Pioneer Expeditions decided to undergo a dramatic scenario of its own. The exercise is divided into five stages, each one developing the story deeper. Checklists of the actions taken by Laurene Mansbridge and Philip Beale – the two co-directors of Pioneer Expeditions - and elements can be found at the end of the document as appendix XI. This exercise was done internally and no partners and third parties were involved. Except the communication between Philip and Laurene, all the phone calls were fictional. The several phases occurred at different moments on the 9th and 10th of June 2016.

For each step of the exercise, a description of the situation is written in italice, followed by the actions taken by the two co-directors in straight.

Situation 1 / Day 2

Clients are on the “East Coast Trekking and Rafting” expedition in Madagascar. It is day 2 of the trip and participants have had a great time trekking in the Perinet Rainforest Reserve during the day. It is now the end of the afternoon and the participants are heading to the hotel with their guides Mamy and Ludo. During the trek back, a young well-hidden crocodile suddenly runs to Jeannette, a woman in her early forties, and bites her ankle. The tour leaders react straight away, make the crocodile release Jeannette and lead the whole group safely to the hotel. However, Jeannette has to leave the region soon as she needs treatment. The guides let you know by phone that one tour leader (Mamy) is driving Jeannette in the company’s mini-van to “Espace Medical” – a private clinic in Antananrivo, whereas Marc stays with the rest of the participants.

When the news arrived from the tour leader’s phone call, only Philip was in the office with Amanda, one of the interns. He first took time to think about the event, determined the information he needed to ask the guide in order to grasp the gravity of the situation. Before ending the call, Philip would arrange to speak again with the guide. He then tried to call Laurene and left her a text message saying “Call me back, it’s urgent” because she did not answer her phone. Regarding the next of kin, he chose to wait an hour so he might have more information to tell the family’s victim at that point, but he searched for the client’s folder in the aim of having all the details necessary within reach. He would then contact the tour operator’s insurance company to warn it about a potential medical evacuation before calling Gilles, the manager of Madamax based in the office in Antananarivo. After 45 minutes, Laurene called Philip back and informed him she would be arriving in 15 minutes. He next went on the server and looked what documents existed. He discovered the “Incident Assessment Matrix” explaining the various level of severity of a crisis and identified the situation as medium. He also found the “Incident Action Log Form”, which he instantly started to fill in. Once Laurene arrived, Philip immediately explained the case to her and they discussed together about the possible scenario that might happen not only for the wounded client, but also for the rest of the group. They also realised that such an incident could get into the press.

Situation 2 / Day 5

Jeannette has safely arrived to “Espace Medical” clinical and has had some basic treatments, but the hospital is not able to fully handle the situation. This means Jeannette needs to be evacuated to la Réunion island, to the Belle-Pierre Hospital right now. Even if the group is under shock, they still want to continue the holiday.

Philip and Laurene let the hospital decide what is best and were ready to follow its advice. Philip and Laurene agreed to pay the flight ahead for an evacuation and would wait for Jeannette's insurance to approve the transfer. They would next identify the tasks to perform and divide them between the two of them. Laurene would organise the transfer and talk to the next of kin and downplay the situation, mentioning that Jeannette's safety is not at risk and that they sorted out all the logistics about her evacuation to la Réunion; whereas Philip would contact the client's insurance along with Madamax to give them an update. If it were possible, Laurene would have a discussion over the phone with Jeannette to ask about her needs. They would call the guide regularly for updates as well to monitor the development of the situation. Finally, they updated the log form and were worried about the company's own insurance, whether they had an emergency number for weekends.

Situation 3 / Day 6

The family of Jeannette, living in Dorset, started to talk about the incident; leading the case to hit the news. Additionally, the family confessed to the press to thinking about suing Pioneer Expeditions for negligence. Now, regional media call the company regularly and even come to the office to ask questions about what happened.

Following the newspapers article, Laurene and Philip identified the actions to take and again, divided them between them. Philip would contact their insurance to be in touch with the Public Relations Company's services included in the contract and take care of the press release. Both of them discussed what should be incorporated in the press release, such as the fact that it is a popular tour, low chance of such an incident to happen, the quick evacuation and the constant contact with the family. Philip would also talk to the next of kin to try to make them change their mind about legally suing them, as Laurene is too disappointed and angry to deal with them. Therefore, she would call the hospital to get updates and talk to Jeannette.

Situation 4 / Day 11

Jeannette is out of danger. She stayed a few days at the hospital, before flying back home. Thanks to your quick press release and talk with Jeannette's family, they decided to drop the idea of suing Pioneer Expeditions. On day 10, the rest of the group is back to Antananarivo as they are supposed to fly back on the following day. Since early morning, the Kassigie volcano has been erupting; therefore ejecting ash clouds. When the participants arrived at the airport, an announcement was made to tell them that all flights from Ivato In-

ternational Airport are cancelled for the day. For the moment, it is unknown how long the airport will be unable to operate flights.

Laurenne wakes early, checks her emails at 5:30, reads the following email. She hasn't heard from the participants yet but knows that they are leaving in about an hour for the airport. Philip is fast asleep.

Laurenne decided that she would call Philip and wake him up, before calling FareMine – their flight system company – to ensure the availability of flights on the first airplane leaving Madagascar. Because not all clients book flights through Pioneer Expeditions, Laurenne would not be able to ask this of FareMine for them. Instead, she would try to help them and advise them to go to the airport office. She would then contact Gilles from Madamax and ask him to organise additional tours for the participants, if they want to, before calling the hotel to extend the stay of the clients. Finally, she would check with the airport to know if there are any changes to the situation.

Situation 5 / One week later

The clients were able to get home a couple of days later with no other problems. The holidays have been over for a week.

Pioneer Expeditions would send follow up a questionnaire to the customers in order to see if they could enhance their strategy for other similar crises. A review meeting with the employees would be carried out to identify what could be improved besides a situation review with Madamax. At last, the case would be closed and the file would be stored on the server.

4.6.3.2 Training Analysis

Thanks to this experiment, some observations could be made and analysed. Firstly, both bosses had their own way to cope with the situation and form a strong team together. Indeed, Philip is calmer and very rational. It was noticeable to see him stop to think and rationalise the situation when he first heard about the incident. He considered all the information needed to understand the case and all the parties involved who had to be contacted in a very calm manner. Even though he did not forget anyone to be informed, the process to think about all the actions to be taken could have been quicker had he searched for the existing documents available on the server. By looking for the contingency plans for wildlife attack in Madagascar, he could have acted faster to contact the insurance company

or the manager of Madamax or by opening the physical folder, he would have known all the documents available on the server and where to find them.

On the other hand, Laurene is a more dynamic person and more subject to be overwhelmed by her emotions. For instance, she refused to talk to the next of kin after discovering that the victim's family talked to the local press and was thinking of suing Pioneer Expeditions. She admitted to be too disappointed and angry to stay diplomatic while discussing with them, although she had been the one to update them until then, so she left the task to Philip. In conclusion, they possess complementary personality traits, communicate well together during a crisis and agree on the procedures. Therefore, no crisis leader was actually appointed during the negative event, which was not necessary in this case because there were only two people involved and it was easy to keep track of tasks. Regarding the team, a surprising fact was the lack of communication with Amanda, the intern, to whom the situation was never explained, even though it can be assumed that in real life such an event would be communicated.

During the entire experience, Pioneer Expeditions tried to be proactive rather than reactive. This means that they did their best to handle a crisis as smoothly as possible. For example, their organisation of a flight transfer and readiness to pay for it prove this idea. Additionally, they were in regular contact with Jeannette's family and wanted to talk to them as soon as possible after discovering their thoughts about suing the tour operator.

Moreover, documents employed were well-utilised, especially the "Incident Action Log Form". Since the beginning of the crisis, decisions and actions were consistently written down with details such as the time and person who performed the tasks. The usefulness of an incident log is undeniable as it permits the company to save time and to be able to show a detailed timeline of the event.

Other documents used consisted of the "Incident Assessment Matrix" describing the different levels of a crisis according to the event and its context. This document, appendix XI, serves to identify the gravity of the situation and is linked to the "Contingency Procedures" (appendix XII). Each level lists the various actions to take and consider in relation with its status, either low, medium or high. In this scenario, the incident was ranked as medium crisis and steps were followed accordingly.

Another valuable outcome ensuing from this experience were the Philip and Laurene concerns about the services included in their insurance contract. At the end of the

exercise, they wrote to their insurance company with regard to emergency contact details and availability.

The discovery and explanations about the several documents in place on the server for crisis management represent the second advantage of this practice crisis. Indeed, they decided to study the existing files in order to better understand the extent of the existing crisis management strategy. As Philip and Laurene have not created the documents concerning crisis management, they were hence not fully aware of the tools available.

Even if this exercise appeared to be quite a success, a few remarks could be taken into consideration in order to improve some aspects of management. As mentioned above, crisis management documents should be used straight away when a crisis appeared to handle the situation more efficiently. Secondly, all employees should at least be aware of the situation, even if their help is not required. In addition to this, the “Communications & Emergency Info” file should have been checked to make sure that all emergency contact details were written down and correct. Furthermore, Pioneer Expeditions could have shown a little more interest in Jeannette’s health after her trip. Even if they chose to send out a follow up questionnaire to Jeannette, they actually needed to talk to her directly. Lastly, the travel business should have written a second press release once Jeannette was back to explain to the public how the traumatic event unfolded.

4.6.4. Monitoring Tools

Monitoring the news represents a second way to limit certain dramatic events to have a negative impact on clients’ holidays. By staying informed and updated, a tour operator can become aware of upcoming threatening situations and react in consequence.

4.6.4.1 Professional Company

As explained previously by Jeremy Eastman from red24, a travel business has the opportunity to subscribe to services of a professional crisis management centre, such as red24 for example. This method may seem advantageous thanks to the gain of time a business could benefit from. Indeed, a trustworthy team monitors the news on various platforms, newspapers, and social media amongst other tools in order to provide a live country profile. Potentially threatening pieces of information are analysed and can be confirmed by ground consultants. Although this approach is highly efficient time wise for the small travel businesses, the loss concerns money. No price could be articulated as it depends on the needs and size of the tour operator. Even if Pioneer Expeditions is a small

company, it still sells a little less than 30 destinations. Hence, it would need to receive notifications for as many countries as it proposes on its offer.

The business could also decide to use the app TravelTracker developed by red24. Thanks to this service, the tour operator can be warned when clients are in a dangerous destination or a region prone to upcoming hazards. Red24 sells this app to a private enterprise as well, so they can set up as they wish and manage the news monitoring internally.

4.6.4.2 Tour Operator's Own Means

On the other hand, Pioneer Expeditions could decide to check the news by its own means.

Firstly, the conventional manner to get quick news directly from a destination is represented by ground agents. Indeed, they are in relatively regular contact with the tour operator and can warn their partners all around the world when a current, future or possible negative event arises. At the moment, Pioneer Expeditions' local ground agents contact the business by email if the situation is not too serious; whereas they call the travel enterprise when a risk or a danger has a direct impact on the holidays arranged by them. As no staff member at Pioneer Expeditions controls the news daily, the company relies strongly on its relations with its local partners.

Nowadays, technology brings new tools which can improve monitoring the news.

A high amount of user-generated content is transmitted through social media. Due to the fact that almost all companies own accounts on various platforms, Pioneer Expeditions - through its own pages - is able to check what partners, embassies post on their social media. However, it is probably not the most efficient way to monitor information, as some pieces of information can only be rumours or hoaxes. Furthermore, the majority of the posts might not be useful regarding the crisis management strategy; thus it might take time to go through all the new posts and identify the relevant information. Another disadvantage consists of the fact that important news could be missed, since staff members cannot be permanently connected on social media. However, liking the Facebook page or following the twitter page of the company red24 or a similar company and consulting it once a day, would allow Pioneer Expeditions to discover trustworthy news, warnings and alerts covering the globe without the need to invest too much time and no money.

If a business is still interested in monitoring social media, it can nevertheless register an account on the website “Hootsuite”; although this platform is primarily designed to “manage all the social networks that matter to your business”, as described by Hootsuite itself (Hootsuite, 2016). Jeremy Eastman mentioned this website because it gives the business the ability to manage its own RSS feeds at a low cost, US\$9.99 per month for small and medium businesses (Hootsuite, 2016). As for the other tools, setting up this website requires a staff member to subscribe to newsfeeds of interests and check them daily; hence increasing the normal time invested in crisis management.

The only technological instrument that the tour operator has already been using consists of the travel advice of the Foreign & Commonwealth Office of the United Kingdom. Anyone can subscribe to get information and updates about a country for free. In order to do so, the tour operator has to search for the country they would like to receive notifications about and click on the email or RSS feed logos according to the user’s preferences. One negative aspect of it is due to the fact that the enterprise needs to select manually each country it wishes to get updates about; this action nonetheless has to be done only once.

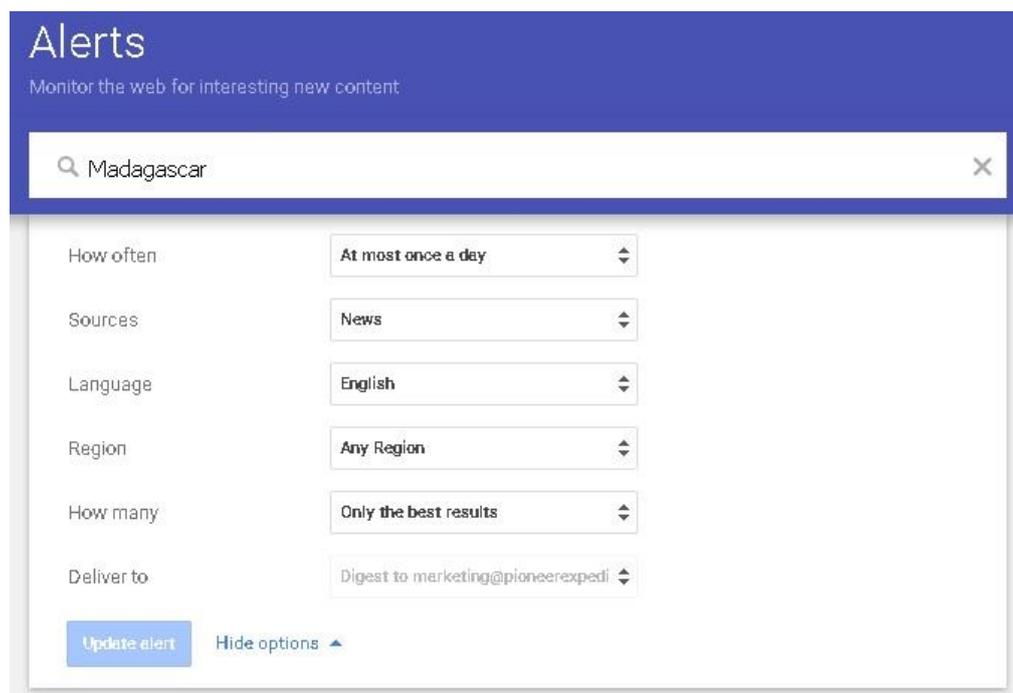
As the British Government appears to be cautious according to tour operators interviewed, it can be thought of as a relatively reactive and reliable source of information for current or potential risks of a destination. Moreover, it sends updates on a large scope of matters such as natural disasters, health issues, violence and any other useful areas of dangers (UK Government, 2016f). Additionally, the FCO are revised every three months and after a serious event, which means that the information available is always relevant and current (Glaesser, 2006, p.114).

Other specialised instances like weather forecast ones can come to be useful for Madagascar, especially during the cyclone season between November to April. The FCO advises the websites of the “World Meteorological Organization” and “Meteo Madagascar” to follow respectively severe and normal weather forecasts (UK Government, 2016d). The flaw of both websites concerns the lack of means to be kept up-to-date because no possibility to subscribe to alerts is currently available. Thus, these websites can be consulted when information of cyclones, heavy rains are announced, but should not be counted on for receiving warnings.

More general news can be read daily on the BBC News website – a reliable source, but this would signify that an employee would need to spend some time every day on a new task. According to Simon Williams from Dragoman, a more efficient fashion to monitor news

covering the world consists of creating alerts on Google Alerts. Indeed, thanks to this easy to use tool, anyone can set up alerts for selected words on the internet for free and then receive emails when one of the words appears online. For instance, Pioneer Expeditions can decide to use it for online news concerning its most popular destinations, such as Madagascar, Indonesia and Borneo. Some defined features enable the enterprise to choose when and how it desires to receive updates. As shown in figure 1, alerts created for Pioneer Expeditions are sent each morning in one email.

Figure 1 - Features of Google Alerts



The screenshot displays the Google Alerts configuration page. At the top, the word 'Alerts' is written in white on a blue background, with the subtitle 'Monitor the web for interesting new content'. Below this is a search bar containing the text 'Madagascar'. The main area contains several settings, each with a dropdown menu:

- How often: At most once a day
- Sources: News
- Language: English
- Region: Any Region
- How many: Only the best results
- Deliver to: Digest to marketing@pioneerexpedi

At the bottom left, there is a blue 'Update alert' button and a 'Hide options' link with a small upward-pointing triangle.

Source: Author's data

The advantage of doing this way is that the person designated to become in charge of checking the news, is aware of what happened during the past 24 hours. The employee can read all the titles, click on the ones which seem relevant for the company and read the pieces of news. In this specific case, alerts are only sent when news about Madagascar is written on the news, even if other sources like blogs or web can be monitored. By ticking the option "Only the best results", the tour operator is not confronted with as much information and the information updated is more serious. A last element which can be defined is the language of the news; meaning only English articles are selected by this service for Pioneer Expeditions.

In conclusion, the best strategy for Pioneer Expeditions regarding checking the news is to keep the same method by receiving notifications from the Foreign & Commonwealth

Office and by staying updated through strong and close relations with local partners. Additionally, they can extend their approach to Google Alerts for the most popular destinations and to check a crisis management centre's post on social networks. All these instruments combined together enable coverage of the news without spending too much time and money. This is important for such a small business as it does not have many resources for its crisis management strategy.

CONCLUSION

Thanks to this research, it becomes achievable understand that small tour operators offering trips to Madagascar do not prioritise their crisis management strategy because they believe that they cannot be prepared for crises; especially considering the island's political instability, general poverty and poor infrastructure throughout the country. Thus reacting to the present situation and adapting itineraries in accordance with upcoming negative events represent their key method. One reason for this is due to the lack of financial, staff and time resources to assess risks and establish contingency plans for potential crises. Therefore, incoming agencies count on their own knowledge of Madagascar along with past events to handle a situation; whereas travel businesses operating from abroad rely mainly on their local ground partners to cope with the crisis. They do not feel like they are able to get highly involved as they are limited to rebooking flights, arranging accommodation and transporting from afar. On the other hand, the biggest tour operator interviewed confirmed the usage of risk assessments, contingency plans, training and news monitoring via a crisis management centre.

Regarding actions to take in order to be prepared for a crisis, any travel business - regardless of its size - can anticipate negative events by implementing a crisis management strategy. A risk assessment for offered destinations can be done in collaboration with ground agents. Then contingency plans for the tour operator can be created in connection with the most probable and dangerous potential risks evaluated. These two tasks require time the at first, but can quickly be renewed once a year by checking the relevance of the information. Besides, they are free except for the time it takes a paid employee to fulfill these duties. A third activity which can be undertaken consists of practice scenarios in order to make the employees exercise the procedures they would need to follow throughout a dramatic situation. Such a training should be performed once a year, meaning that it would not take too much time if a staff member is in charge of it. By designating a person responsible for creating scenarios and organising the exercise, the amount of money spent on the crisis management sector can be maintained low. However, the travel company always has the possibility to hire a professional crisis management centre to take care of this task if it is within it's financial capacity to do so. Furthermore, a tour operator can limit damages and avoid negative events by monitoring the news. An easy and fast manner to check the news is to subscribe to the travel advice alerts from the national government. In the instance of the case study company, Pioneer Expeditions, it can receive a notification by email when the Foreign & Commonwealth Office updates information about one of the countries in which

it operates. If the business desires to receive more regular updates, it can receive email alerts when a keyword defined on Google Alerts appears in the news. Then a staff member needs only to skim through the articles titles in order to retain facts which can have an impact on holidays organised and the business. Additionally, the person in charge of crisis management can control new updates posted on its social networks by a crisis management centre. The advantage of this monitoring system is that no money needs to be spent and less than 10 minutes are necessary to control the news on a daily basis. Finally, they should build strong relations with their local ground partners and stay in regular contact with them, in order to be informed of a change of situation quickly and from a trustworthy source.

As Pioneer Expeditions have recourse to a public relations company for its communication in case of a crisis to handle, this particular topic has not been covered in this paper. In addition to this, a limited number of people employed by a tour operator were able to take part in this study due to the qualitative method of research. Hence, other businesses could have shared and extended their crisis management practices and insights. Moreover, the inability to ask questions to another medium or large tour operator restricted the discovery of ways of news control for travel businesses. For this reason, a research on how to implement approaches of news monitoring in larger enterprises would be necessary in a future study of risk assessment. Safe travelling in an insecure world is the key to success for each and every travel organizer however large or small.

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APPENDIX I: INTERVIEW GUIDE

Objectives

- Discover how tour operators prepare themselves for a crisis
- Learn more about the tools used to do so
- Learn more about monitoring systems (early warnings)
- Get insights about how a crisis is managed
- Analyse the best practice

Questions

- 1) Could you describe to me how you managed the most important crisis you had to face?
How did your local partners react?
What did you learn from it?
How did adapt your crisis management strategy in order to make it more efficient?
- 2) How does the company prepare itself for a crisis?
How elaborated is your crisis management strategy?
How do you assess the risks in a destination?
What are the main criteria to create a contingency plan?
How do you divide the different tasks between the employees?
How often do you train for crises?
- 3) How do you get informed about news related to the destinations you offer?
Could you describe to me your relationship with your local partners?
Could tell me which tools you use to monitor the news?
How do you react to early warnings? (If you have the structure put in place)
- 4) How much money is spent on the crisis management sector?
What are the various costs for?
- 5) How much time is spent on crisis management?
Who is in charge of the crisis management strategy?
Who is in charge of monitoring the early warnings?

Activity: Crisis management

Target: Tour operators offering trips to Madagascar, or at least Africa

Survey technique: Skype interviews of about 30 minutes (recorded when allowed)

APPENDIX II: INTERVIEW WITH TIM PARRY FROM DISTINCTIVE AFRICA

Date: 02.06.2016

Time: 26'26''

Interviewer (I): Hello.

Interviewed Person (IP): Hello.

(I): First I am going to introduce myself a bit. Hum so I am Cindy Voide, I am hum currently studying...well I am currently doing a tourism degree in Switzerland. And in order to finish my degree, I am doing an internship so I am in England right now.

(IP): Okay.

(I): And I also have to write a bachelor dissertation.

(IP): Okay, no problem at all.

(I): So...my dissertation is about the major potential risk a small...well or a tour operator might face, so a tour operator specialized in Madagascar and so how it can be prepared beforehand to manage a crisis efficiently by its own means and how they actually...manage it...

(IP): Sure.

(I): So maybe would you like to introduce yourself?

(IP): Yes, sure. My name is Tim Parry, I've been in the...in the travel industry now over 16 years specializing in Africa. Hum...Madagascar is one of the areas that we specialize in...hum so the company I work for is Distinctive Africa, sending tailor-made tours to hum various countries in Africa, which Madagascar is one of them.

(I): Thank you.

(IP): You're welcome *smiles*.

(I): *Laughs* So I am going to start with the questions.

(IP): Sure, fire away.

(I): So first of all, could you describe to me how you managed the most important crisis you had to face in the tourism industry?

(IP): We've had, thankfully, and I don't know how helpful this is, but hum I haven't had many clients hum... that had, that I have had to deal with crises for. Crises? Yes. So I am quite fortunate in that respect. I've had clients that had been stranded while they've been travelling. Hum I mean, aircraft have not arrived or departed or been cancelled and in those instances...In a specific instance recently in Zimbabwe for example hum we had euh had some clients who were stranded in an airport so I had to get in touch with our local ground agent to collect them and arrange them an overnight accommodation and then drive them the equivalent flight route. Hum so...I mean that's a brief summary of this individual incident, so I don't know how helpful that is.

(I): Okay, no no that's fine. Hum so how does your company prepare itself for a crisis?

(IP): It's a bit of tricky one, because how do you prepare for crises? I mean what what...What we do is we make sure that we have the right ground agent in place that hum are able to respond hum to developing circumstances and situations. It if With regards of flight, you will quite often find out that the airline is responsible for the clients, although what that generally translate to on the ground is a little of confusion, so if flights are cancelled or missed hum or late or postponed, then in theory the airline should be the one who looks after the clients but in reality the hum the airline tends to struggle with that in general. So what we often find is that we need to pick up the pieces with the clients quite often. Communications are getting easier around the world in developing countries they can still be difficult, but hum...we make sure that our ground agents have evacuation cover insurance hum and we also make sure that we have a 24 hours contacts, 24 hours numbers and even 24 hours email addresses for all of our ground agents. So if something does happen, we are able get in touch with them. Of course that relies on hum...mobile communication signal and things like that and often wi-fi, and sometimes those things can break down also. Hum in...you know in some instances hum we have talked about phone contact, but generally whenever we have a problem a 24 hours contact is the way forward we have a 24 hours phone number here in which point at which point we can sort of liaise with local ground agents and give instructions.

(I): Okay, so you said that sometimes well if there is a problem with the flight then the airlines should be in...in charge.

(IP): Yes theoretically, yes.

(I): But it's no the always the case, so what do you actually do if you have to...get involved?

(IP): Yes sure, so in an instance where for example the clients have connecting flights through different airports. If something happens to a connecting flight theoretically the airline should hum accommodate clients if necessary, arrange alternative flights if necessary. But what you often find is certainly again especially in developing countries is hum airlines struggle with making further arrangements, so we book flights for the following day but then they struggle to make arrangements for the clients right there and then. They can be rather reactive rather than proactive while they are dealing with clients. So what you often find is clients phoning us if there is incident where is...they say a flight has been cancelled, they don't know if they've got another flight, they don't know what is happening. And no-one seems to know what is happening at the airport. So what we can often do with our flight system that we have is immediately rebook the clients and arrange with local ground agent, and this is where having good local ground agents is critically important, hum so quite often I mean I had instances where clients are are the airport and not knowing what they are able to do. I was able to rebook flights for them, arrange with local ground agencies to pick them up at airport and them to a hotel...quite often within an hour or two after of receiving the phone call. So being able to rebook flights without being in touch with the airline is a very useful tool, but again having good ground agents who are able to respond quickly is as critically important.

(I): Okay. So how is your relationship with your local partners then?

(IP): That is something that we we try to build on all the time. Hum we...very very good I would say. And I think anyone in the travel industry, it's incredibly important to build good relationships with local your ground agents. These are the gentlemen and ladies that are going to get you out of trouble, if there is...if you know need help, these are often the people you need to ask for it. Building strong relationships with local ground agents is is incredibly important. I would say that I know all our ground agents very well.

(I): Okay, hum...so do you if they...like have any exercises, practice exercises for a crisis?

(IP): Yes they would do, that would vary from country to country. Hum and I think its' it's...hum... it's difficult sometimes I mean look at how things are done in Europe, we have to remember that is...that it isn't possible in many places in Africa specifically, which is what I look after. And again you have to remember that somewhere like Madagascar is still very much a developing country, it is in the ten poorest countries in the world. So although we have to offer a degree, hum not a degree, we have to offer safety and security hum for our clients, we have to make sure that we are happy that we do that. We also have to bare in mind that it is a developing country, that it is a very poor country, so the sort of standards and safety procedures that you would expect in Europe are just not going to exist in somewhere like Madagascar. Hum however safety and security concerns are always paramount, hum there would be no... no point sending clients to countries where you think that they might get hurt or not going to look after...being looked after properly, hum and so yes I know our Madagascar ground agents. I get updates from them, they have their whole teams gather every quarter and go through training exercises. So yes I do in the instance of Madagascar I do know it is taken seriously. They do run through scenarios, but hum...quite often you can't run through every scenario.

(I): Yes, okay...and what about in...your company do you have any exercises, practice exercises?

(IP): We have hum we have a number of scenarios. But in...realistically hum...it would be a case of... We are a reasonable small company, so it would be quite easy and quite quick to...get current staff member to gather in one place if we needed to do that to deal with a crisis hum we would deal with it in case by case basis until the situation unfolded.

(I): Okay hum...so do you have any...well you said you have some scenarios?

(IP): Hum...more or....guidelines I suppose. If I am to answer the question directly then then no.

(I): Okay, so what kind of guidelines do you have?

(IP): Well it would be...It depends on it depends on the level...It depends what has happened. If hum...you know we have the 24 hours telephone contact number if clients getting touch on that and hum the person dealing with...that has this phone at the time... it's during office hour then we all in the same place anyway, hum so we discuss what had happened with the other members of staff here. If it was outside of normal office hours then we are all contactable over the phone. If we need to get together, we you know liaise in the office here. If the situation can be dealt remotely via ground agents and 24 hours contact numbers then that's what would happen. If you are asking if there are set scenarios...set scenarios then no.

(I): And according to you what are the main criteria to create a contingency plan?

(IP): Main criteria, I suppose...Again it's difficult it's difficult without having the individual scenario. A contingency plan...well I mean if ever if a client is in danger, then it would be to remove them from that. Hum we have the ability to book clients on flights immediately to remove them out of an area that might...might turn to be unsafe. But hum I suppose fundamentally we follow the Foreign & Commonwealth Office advise with regards to the things in the countries. They tend to be...tend to act on the caution side of things. So, we would never send a client to an area where we are concerned with hum if something happens when the client is travelling then it would be to remove them from the danger whatever that might be and hum repatriate if necessary.

(I): Yes, of course. And if we go back to how you would deal with a crisis in the office, how would you divide the different tasks between the employees?

(IP): Hum...well that would be on priority. I mean I look after Africa here hum so the chances are that I would be looking at the arrangements locally. Hum but if tasks needed to be divided, we've got...we have six members of staff here, and they would be, obviously they would be divided...divided equally if that was necessary. Hum quite often if we are just dealing with some...with a set of clients that are travelling then, quite often one person is more than adequate to deal with that. Hum and adding people in it might confuse the issue. But if I needed to deal with local ground agents and I would ask my colleague to rebook flights for clients then that would be fine. But in mean in my experience one person is sufficient to deal with an incident.

(I): Okay, so do you have more like tailor-made trips or group trips?

(IP): No, pretty much of all that we do is group, is tailor-made sorry.

(I): Okay, so you don't have too many people at the same place at the same time normally?

(IP): No, it would generally be...Hum the average travel, the majority of clients' travels would be in twos. Hum so with with...sometimes there would be families travelling, when it's tailor-made you don't have large numbers.

(I): Yes, that makes sense. Hum how would you assess the risks in a destination?

(IP): Again that's that's really tricky. You would need to go with our local experience so we have visited all the countries that we sell, so we've actually been on the ground. And it's becoming more and more sort of for insurance purposes you will be finding that ground agents are asked to do risk assessment. Hum and so you will find a lot of ground agents now hum... do sort of safety assessments and have quite a comprehensive hum...set of scenarios that they have already planned for...hum including evacuation you know you have someone on a safari in the middle of nowhere quite often the only way they get the clients in and out is either by vehicle or by helicopter often. So you will find that ground agents have run through several various scenarios and are equipped to deal with them very comprehensively.

(I): Mhm. So do you also have risk assessment?

(IP): We have risk assessment as part of our business. Hum we won't have risk assessment for Africa.

(I): Ok so just more for the business, but not really for the trips?

(IP): Not really from the ground, it would be hum an incredibly time-consuming and incredibly long-winded...job that would probably involved someone going out to Africa or at least spending several...well several weeks doing it, which would then need to be redone every year *laughs* it's just not feasible.

(I): Okay, that's fine. So how do you get informed about news related to the destinations you offer?

(IP): We quite find that the...you will find that all of our ground agents send regular updates on the ground hum... and we take trips out to the destination once a year. So you'll have someone visit Africa from the office here...I'd say at least two to three times a year to various different destinations. As far as...You will also have ground agents updating you often weekly...with destination information hum if there is ever any medical issue that you need to be aware of then our ground agent would try to communicate immediately. For example, last week, hum Botswana...released some information meaning that visitors to the country need to be made aware that dengue fever has been found in the country, so that is something that we communicate to our clients hum that are due to visit the country

imminently and that would go into all of our quotes as well. We will get regular updates from our ground agents hum on a weekly basis. If, let's say, here is anything important or medical or anything else like that, then we would get updates on a individual basis. We will also get updates from the Foreign & Commonwealth Office when an alert is activated on a specific country...as well.

(I): Ok, so you said that you will be updated by the... local agency, so is this by a newsletter or a phone call?

(IP): It would be by email. I mean if it was something really important than needed immediate actions they would call us, but generally it would be by email.

(I): Okay. And hum...Do you, are you well hum...Are you subscribed to any social media?

(IP): Yes, to our website through my my personal hum...facebook and twitter. I have links with our ground agents, which is very useful. It wouldn't necessarily be for, it wouldn't be for crisis management related to, but it would be... I find it useful for updates of the areas that our clients visit.

(I): Okay, hum so could you maybe tell me hum...which other tools you use if there are any?

(IP): Which tools to monitor the news?

(I): Yes.

(IP): What what what do you mean? I mean just just international news?

(I): Yes, well...if there would be any risks, any upcoming risks then how would you know? Is there any other way to find out?

(IP): Hum well the links with our ground agents primarily and hum as I mentioned if you sign up to the hum Foreign & Commonwealth Office. The FCO has a website hum you can ask to be made aware of any changes to local conditions or any changes to recommendations to visit any countries that we offer. So I am signed up to the FCO, to the Foreign & Commonwealth Office if there are any advice changes on any of the countries that we operate in, then I would get an alert straight away. So I suppose that I am automatically signed up to that hum...and obviously to our local ground agents. And hum through the BBC.

(I): So what do you mean with the BBC also...?

(IP): The BBC news, to the website.

(I): But do you have like a subscription to the website or...?

(IP): You don't need a subscription, so hum just through the BBC news. But I mean that is not something I would use for crisis management, it's just something to see to check local news in Africa. I use I have a look at on a daily basis.

(I): Okay, so how does it take you?

(IP): In what respect?

(I): To check the news on the BBC?

(IP): Oh hum it depends what it depends if there is anything it might take a little longer but less than five minutes a day.

(I): Okay. And for that you go on the website?

(IP): I go onto the BBC website, but my first port of call would be the ground agents and then the Foreign & Commonwealth Office.

(I): Do you have any early warning system? Like a software?

(IP): No.

(I): No, okay. So I just have a few more questions.

(IP): Sure.

(I): So how much money is spent on the crisis management sector more or less?

(IP): That's...very very wahoo I suppose it's impossible to answer. Hum there isn't a set of money put aside for crisis management, there is money that is available should it be necessary. Hum what would generally what would generally happen if a clients are in difficulty is that we would cover any costs required to...get the clients out of difficulty and then...hum either...that would be followed by an insurance claim or the clients would cover that by themselves. As far as specific amount of money put aside for crisis management that's...a company is quite small so that is not something that we would do. Now of course I am not saying that we would operate a blank check policy *laughs*, but if someone needed a helicopter out hum if someone needed a helicopter to get to hospital, then we would look at the costs for that and then reclaim at a later date.

(I): Okay.

(IP): I am not sure that is a very helpful answer, but there...there isn't an answer to the question directly.

(I): Yes, but I mean there is no money spent for the preparation of a crisis?

(IP): *Sighs* well I suppose...I mean we have insurance in place and things like that, but there...hum...no I suppose would be the direct answer.

(I): And how much time is spent on crisis management, more or less?

(IP): *Sighs*...Again this is a very tricky one to answer because hum...*Laughs*... How much time is spent on crisis management? Hum...It depends on the individual circumstances, it depends on the client, it depends on so many different things. It is not a question I can answer...well it is not a question I can give direct answer too. If you are looking for an individual case example, then I had some clients stranded recently that I needed to rearrange accommodation for I probably spent three to four hours doing that for that set of clients. Hum so if you time that by the number of clients that have travelled with us on average. How much time do we spend...I don't know...Hum on a monthly basis it would be certainly five hours.

(I): Okay. And regarding preparation? Like you said that you would...read the...the news on BBC every day, so that would take you five minutes.

(IP): Yes.

(I): Are there any other things you would do on a daily basis, maybe?

(IP): I would act on information from our ground agents, so if we would need to update any communication to our clients then that would be taken care of. Hum and on sort of individual basis and also on a weekly basis, so I would say again about another ten minutes per day.

(I): Okay, but are you in contact with your partners every day or only when there is a change?

(IP): Hum no in generally we are in touch with a fair few of ground agents every day. I mean we cover the whole of Africa, so we are not in touch with all of our ground agents every single day. I would say that we are in touch with our South African agent every single day, we are probably in touch with our Tanzanian agent every two to three days hum...and then the other ground agents at least once a week.

(I): Okay, okay.

(IP): We are in reasonable...we are in...regular contact, that's what I am looking for.

(I): Yes, that's fine. Okay, so would you like to add anything else?

(IP): Hum not that I can think of, I think we sort of touch...on how we deal with things here. So no no I don't think so.

(I): Okay, well thank you a lot for your time and interest.

(IP): No problem at all, I hope everything goes well.

(I): Thank you.

(IP): Good luck with anything and let me know if there anything else you need.

(I): Okay, thank you. Have a nice day.

(IP): You too, bye.

(I): Bye.

APPENDIX III: INTERVIEW WITH STEFANIE LANGE FROM NAPUR TOURS

Date: 27.05.2016

Time: 12'43''

(I): Hello.

(IP): Hello.

(I): So maybe I am just going to start by introducing myself a little bit, if that's okay.

(IP): Mhm.

(I): So I am Cindy. I am currently doing my last semester...studying tourism and management. And I have been studying in Sierre, in Switzerland. And I am now doing my internship at Pioneer Expeditions.

(IP): Lovely. *Laugh.*

(I): And I also need to write a bachelor thesis and my question is "What are the major potential risks a small tour operator might face and how it can be prepared beforehand to manage a crisis efficiently by its own means?"

(IP): Okay. *Laugh.*

(I): So that's the topic. So maybe would you like to introduce you?

(IP): Yes, well I am Steffie. We have a small tour operator company, with two people operating it. I am running the business and my colleague is guiding mostly in Costa Rica. And we've been operating for seven years and specialized in Central and South America.

(I): Okay, nice.

(IP): *Laughs.*

(I): Okay so I am going to start to ask you questions. So the first one is "Could you describe to me how you managed the most important crisis you had to face in the tourism industry?"

(IP): As I wrote, we haven't had any crisis. Could you give me some examples for crises.

(I): Euh...okay. Well it could be something linked to the weather, like if there is a cyclone or something like that.

(IP): Ah okay.

(I): Or it could be something smaller.

(IP): Usually we work with incoming agencies in each country. So if clients are there travelling and something happens, usually the agency in the country will do like the first aid of whatever is needed. Hum...they can rebook to a different tour organized by the person who helps out, and then hum...we are contacted by our agency if we are able to do anything from abroad. So usually it doesn't hit us directly because our partner in the country has taken care of it first.

(I): Okay, so yes, so you work with other companies and there are on the ground.

(IP): Mhm.

(I): Okay. So how would your partner react?

(IP): Whatever happens, he would contact the clients and discuss what options there are, what alternative can be offered depending on the crisis. And hum... and try to solve whatever problem there is, so it is solved in the country and not when the clients get back.

(I): Okay.

(IP): Person of contact is really the most important thing, the person of contact to the clients.

(I): Yes. So how does the company prepare itself for a crisis?

(IP): Well I guess, they are experienced in whatever conditions they are. Usually it would be like an earthquake or something like that. Or if a person gets hurt, hum...they probably have... people who can do whatever is necessary to act on an emergency, so they are trained in the country, they are trained to act on different emergencies.

(I): Okay, and what about your company?

(IP): Well we haven't done anything yet *laugh* to be prepared for a crisis really I have to say. Something really would have to happen, so we would maybe make a plan or something, I don't know. I really can't say.

(I): Yes, so do you send back big groups or is it more tailor-made?

(IP): No it's more tailor-made.

(I): How do you assess the risks in a destination, if you do it?

(IP): Hum what is "assess", sorry?

(I): Evaluate.

(IP): Pardon?

(I): Evaluate.

(IP): Ah, well we know the countries. We have been to the countries and we know which risks might be able to happen. We can prepare if something is on alert, we can prepare clients before they go, to say what could happen maybe and what they could do in that case. Hum...but otherwise we don't do much from here.

(I): Okay, so do you have maybe hum...like a risk assessment grid, table or...?

(IP): No.

(I): No, okay. According to you what are the main criteria to create a contingency plan?

(IP): *Sighs*. I don't know. *Laughs*. I really...I really don't know.

(I): Okay, no problem. How do you divide the different tasks between the employees if there is a crisis?

(IP): It all depends on who is specializing in which field. For example, if we would be two people here, one who is doing group and one who is doing tailor-made, the one who is doing tailor-made takes care of things that happens to his or her clients if there is something to do. And the other person with the groups, would take care of group things that could happen or prepare. So hum anyway it's always the contact with the agency in the country to discuss what should be done in any case of emergency or happening.

(I): Okay. Hum...so how often do you train for a crisis?

(IP): We haven't done yet.

(I): You haven't done yet, okay. And how do you get informed about news related to the destinations you offer?

(IP): It's either newsletter or if is something happens like an earthquake, we get information on a regular basis from our partner agency.

(I): Okay. And who would be the newsletter from?

(IP): The partner agency.

(I): Ah the partner agency. Hum so do you use any other tool to monitor the news?

(IP): No.

(I): So...I don't know about Germany, but for instance in Switzerland and in England, there is always like a sector in the government who would say... like give advice to go or not to go in a country.

(IP): Mhm.

(I): Do you have that in Germany?

(IP): Yes, yes.

(I): Do you look at this?

(IP): Well...hardly because with some advice they give, we don't agree because we've...sometimes we have better information from the people in the country than they might have from wherever they have it from, so like if people warn, like in Costa Rica they warn from robbery or about I don't know, and if we haven't experienced anything like it, we wouldn't warn people about that. We would tell them to take care and to pay a bit more attention. But usually hum ... Sometimes we don't agree with what they advise and people call and ask about that and we say it's the official version and what the government says, but from experience and what we have on news here from people directly in the country, it's a better, more detailed view that we have we think at least. And we give that to the clients and advise them accordingly. And if, of course, there is war or anything, hum we would advise people not to go. *Laugh.*

(I): Yes. Hum... so do you have an early warning system?

(IP): Hum not really, no.

(I): Okay hum...yes. So I just have a few more questions.

(IP): Mhm.

(I): How much money is spent on the crisis management sector?

(IP): None.

(I): None, okay.

(IP): So far *laughs*.

(I): And how much time is spent on crisis management?

(IP): No time at the moment.

(I): Okay, so yes. So you would just handle a situation if it appears basically?

(IP): Yes.

(I): Hum, yes so I think that's all my questions...or maybe do you also follow ... like a bit the news on internet?

(IP): Mhm.

(I): Yes?

(I): Yes. And on the newspapers? Or stuff like that?

(IP): Yes, we post on through like Facebook or Twitter if something is happening that is important to people...or could be important to people.

(I): So you have, do you follow like agencies or...?

(IP): Mhm, exactly.

(I): Oh okay, that's interesting. So what kind of agencies would you follow?

(IP): Let me take a look *laughs*. Well we do follow some news hum...sites, German news sites mostly hum... then also some tour operators in the different countries, hum... some hotels that offer packages and have some news or pictures they post, some environmental issues, hum...Twitter...and pretty much anything which is related to South America. We also follow some bloggers.

(I): Okay.

(IP): Hum yes, I guess that's about it.

(I): And you said that you follow some hum tour operators and hotels but...people that...the companies are based in Costa Rica or...South America.

(IP): Or Chile, exactly.

(I): Okay, okay. Okay, well that's great. Thank you so much for your time.

(IP): Oh I hope I could help a bit *laughs*.

(I): Yes yes, I have a few ideas.

(IP): Okay *laughs*.

(I): Okay, have a nice day.

(IP): You too, good luck.

(I): Thanks.

(IP): Bye bye.

(I): Bye.

APPENDIX IV: INTERVIEW WITH NINTSY FROM SAHA TRAVEL MADAGASCAR

Date: 26.05.2016

Time: 23'27''

(I): Bonjour.

(IP): Bonjour.

(I): Alors je vais commencer par me présenter. Je suis étudiante à la HES-SO à Sierre en tourisme.

(IP): Ok.

(I): Et j'étudie le tourisme et la gestion.

(IP): D'accord.

(I): Et en ce moment je fais un stage en Angleterre dans un petit tour opérateur. Euh... et justement eux ils sont spécialisés pour les destinations de Madagascar et Bornéo.

(IP): D'accord.

(I): Voilà.

(IP): Ok. Je suis Nintsy Rakotondraso...vous m'entendez ? Les connexions des fois ça bug un peu mais voilà. Je gère le tour opérateur de Satravel et ça fait bientôt euh... cinq ans que je suis là.

(I): D'accors, alors euh... je vais commencer avec les questions.

(IP): Mmm.

(I): Tout d'abord, pouvez-vous me décrire comment vous avez géré une situation de crise à laquelle vous avez dû faire face dans le tourisme ?

(IP): D'accord. Bah... un cas particulier c'est la météo. J'avais des clients qui étaient partis à l'île de Sainte-Marie et devaient rester quatre jours sur l'île. Dès le deuxième jour, j'ai reçu un appel de l'hôtel qui devait les héberger pour m'informer que il va y avoir un problème météorologique.

(I): D'accord.

(IP): Que la météo n'allait pas se calmer ni s'améliorer au fait durant les prochains jours. Que normalement clients partent tout de suite. Donc j'ai tout de suite dû mettre en place une sorte de plan d'urgence. D'une part de les informer qu'il y aura un problème météorologique et de toute manière ils devaient reprendre le bateau pour arriver sur le continent comme on dit...le continent de Madagascar. X Le risque de rester bloqué sur l'île ben je leur ai tout de suite mis... fait le topo qu'ils devaient partir le lendemain. Donc qu'ils ne pouvaient pas rester euh.. faire les jours prévus sur l'île, mais que partir tant qu'il y avaient encore des bateaux au fait pour les ramener sur le continent.

(I): Et c'était quoi comme problème météorologique ?

(IP): En fait, c'était par rapport au vent... et les... la côte est de Madagascar est assez connue d'une part pour les cyclones. Et les...comment on appelle ça... les opérateurs de bateaux maritimes, ils

doivent au fait effectuer une... ils ont une limite au fait de la force et la vitesse du vent. Donc en même temps ils ont Ensuite, c'est au tour opérateur d'informer les partenaires.

(I): D'accord. Alors du coup, qu'est-ce que vous avez mis en place ?

(IP): D'une part, informer tout de suite le client pour l'informer de ce qu'il se passe. En tout cas, pour moi c'est la communication qui est importante. Et en même temps trouver une sorte de solution pour régler ou solutionner le problème si on veut. Il faut donc appeler les compagnies maritimes pour trouver de la place, mettre un...comment on appelle ça... un plan d'échange car ils devaient encore rester. Donc proposer quelque chose pour qu'ils ne restent pas seulement à l'hôtel, un circuit de secours pour que...comment dire...qu'ils n'ont pas le sentiment de rater quelque chose. Voilà en quelque sorte.

(I): D'accord. Euh...Donc avez-vous appris quelque chose suite à cette crise ?

(IP): De s'informer auprès des compagnies maritimes par rapport à la météo quand j'ai des clients qui vont à Sainte-Marie pour comment dire anticiper un peu plus tôt.

(I): Donc euh...comment dire... est-ce que vous avez un peu système d'information entre vous, les différents tour opérateurs et compagnies?

(IP): Pas vraiment, mais après c'est tout à chacun au fait de comment dire de prendre le devant comment dire d'anticiper de s'informer que ce soit au niveau des partenaires, de offices du tourisme, des organisations étatiques.

(I): Est-ce que vous m'entendez ?

(IP): Oui je vous entends.

(I): Oui c'est bon. Voilà. Est-ce que du coup vous avez un peu adapté votre stratégie de crise ?

(IP): Euh... disons que c'est un peu... comment dire...ça évolue même euh... très fréquemment... au niveau de la météo. Donc euh...au fur et à mesure où il y a des crises on prévoit un plan plus pointu. Comme je dis toujours, à Madagascar il y a beaucoup d'imprévus. Les imprévu sont au fait... prennent une place très importantes dans le travail. Il faut toujours se préparer à d'éventuelles crises à chaque fois.

(I): D'accord. Du coup, l'entreprise se prépare-t-elle plus efficacement pour une crise ?

(IP): Bah disons que une crise ça peut aussi être un accident. Donc par exemple un problème technique dû à un véhicule c'est aussi de faire comment dire anticiper pour éviter les pannes. Nos employés regardent s'il y a déjà certaines anomalies c'est de m'informer aussitôt pour qu'on trouve tout de suite une solution et que ça ne devienne pas une crise ingérable.

(I): D'accord. Quand vous parlez de panne, vous pensez à quel genre de panne ?

(IP): Euh par rapport aux véhicules.

(I): D'accord.

(IP): Oui, des problèmes mécaniques ou bien euh... accrochage, accident ça peut arriver car il y a comment dire des pouce-pouces, des vélos, des animaux. Des fois, il y a la route qui s'affaisse donc il y a plein de choses à anticiper.

(I): Et comment vous faites pour évaluer les risques dans...à Madagascar ?

(IP): Donc c'est par rapport aux informations que je reçois d'une part. Par exemple en s'informant par les médias, internet et en même temps aussi sur le site d'informations pour les citoyens suisses pour voir s'il y a un problème, un problème de sécurité. Par exemple, je reçois un sms de l'ambassade m'informant faite attention il y a tel ou tel événement qui se passe à tel endroit euh éviter tel ou tel endroit.

(I): D'accord, donc c'est l'ambassade suisse qui est à Madagascar ?

(IP): Oui voilà qui est à Antananarivo.

(I): Parfait. Et puis pour vos partenaires, quels sont vos partenaires ? Vous avez dit que vous pouvez recevoir des informations de leur part.

(IP): Oui ben, ça peut être les hôteliers, les restaurateurs, des guides locaux. Quand je parle de guides locaux, ce sont les guides qui se trouvent dans les parcs nationaux nationaux ou réserves. Ça peut être aussi des opérateurs en tourisme, euh connaissances ou juste partenaires parce que bon on travaille aussi avec d'autres opérateurs touristiques et ça peut être aussi euh tout simplement euh...bon comment dire la les informations reçues par les mass médias.

(I): D'accord ouais. Ouais. Et selon vous, quels sont les critères principaux pour créer un plan d'urgence ?

(IP): Les critères principaux c'est *soupire*... c'est je pense comment dire c'est surtout identifier au fait le problème, la crise. Anticiper, donc si on décèle au fait une anomalie, donc voilà pour moi ça fait parti des critères d'une part qui enclenche une gestion de crise, ou bien les informations que je reçois ou que nous recevons euh par rapport à d'éventuelles dégradations d'une situation quelconque.

(I): Ouais donc, vous...est-ce que vous évaluez les risques ? Vous avez genre une euh...je sais pas un tableau avec les risques ?

(I): *Rire*. Non non non pas de tableau. Mais c'est plus comment dirais-je, c'est je dirais l'amplification au fait des informations. Si on parle par exemple d'une grève dans un parc national, euh...j'attends quand même au fait plusieurs sources...avant d'enclencher un plan de crise. J'anticipe quand même, mais c'est d'avoir plusieurs sources d'informations d'une part. Par exemple ici c'est pour une grève. Si lors des voyages on annonce à la télé qu'il y a, comment on appelle ça, une tempête quelque part, et que ça passe par tel ou tel endroit. C'est par rapport à ça. Allô ?

(I): Il y a eu un petit problème, mais c'est bon. D'accord. Euh, donc est-ce que vous avez élaboré différents scénarios possibles qui pourraient arriver ?

(IP): Elaborer non, mais comment dire, par rapport en fait au vécu. Je dirais qu'il y a un certain automatisme qui survient, que s'il y a tel problème je sais que je dois enclencher tel plan en fait.

(I): D'accord. Et puis, à quelle fréquence faites-vous des entraînements, si vous en faites ?

(IP): On n'en fait pas. *Rire*. Pas du tout mais bon c'est plus comment dire, comment pourrais-je appeler ça euh... Juste avant par exemple à chaque départ de circuit là on ne fait pas d'exercices mais des mises au point s'il devait y avoir tel ou tel ou tel problème. Mais on ne fait pas par exemple des exercices, non.

(I): D'accord, mais est-ce que vous faites des exercices, enfin des entraînements pour les employés ?

(IP): Non.

(I): Et pas pour les clients ?

(IP): Non.

(I): D'accord. Ok. Euh.. et donc pour surveiller l'actualité des risques, vous regardez principalement les médias, et ce que les partenaires vous disent. Est-ce que vous avez d'autres moyens pour vous informer ?

(IP): Oui alors il y a les médias, après il y a aussi internet, euh... mais aussi comme j'ai dit tout à l'heure, les institutions étatiques, comment dire... par exemple l'office du tourisme ou bien comment on appelle ça au niveau des forces de l'ordre.

(I): Des forces de l'ordre ?

(IP): Oui force de l'ordre, ça plutôt au niveau sécurité. Etant donné que...disons que bon par rapport aux connaissances. Comment dire, si je décèle, si j'entends qu'il y a tel ou tel problème, j'essaie de voir avec les institutions concernées. Si c'est avéré ou pas. Pour ne pas amplifier ou transmettre des intox.

(I): Je vois. Et est-ce que par hasard vous avez un système d'alertes précoces ? Un programme sur l'ordinateur ?

(IP): Ah. *Rire*. C'est surtout au fait humain. *Rire*. Par exemple par rapport au chauffeur, s'il décèle ou commence à entendre des bruits bizarres dans la voiture, ou s'il entend par rapport aux guides locaux qu'il y a tel ou tel problème, et euh... voilà. Mais pas de programme au fait pour déceler le degré d'un...

(I): D'accord. Et... j'ai encore quelques questions.

(IP): Oui, allons-y.

(I): *Rire*. Quel montant est dépensé justement pour le secteur de la gestion de crise environ ?

(IP): *Soupire* (Pas) beaucoup en tout cas, mais je dirais dans les ... à peu près minimum en tout cas c'est cinquante francs pour un voyage.

(I): D'accord.

(IP): Oui, cinquante francs suisses je parle. C'est alloué par exemple à une... pas extraction, mais rapatriement voiture des clients par exemple s'il y a une panne ou par rapport au bateau là.

(I): D'accord. Donc c'est en général cinquante francs plus ou moins par voyage.

(IP): Oui, voilà.

(I): A causes des...justement ce que vous avez dit avant, des...des des ah comment on dit ça maintenant...

(IP): Les imprévus ?

(I): Les imprévus ! Oui voilà.

(IP): *Rire*. Bah *rire* les imprévus. D'accord.

(I): Euh... et puis quels sont les différents coûts, plus ou moins ? Donc il y a pour les transports...

(IP): Oui, en tout cas la plupart du temps c'est transport et euh bon nous parce que moi personnellement euh...les clients ont leur propre assurance en fait. Donc moi c'est plus dans la gestion qui concerne le voyage ou le circuit.

(I): D'accord. Et puis, est-ce que vous avez des frais pour la préparation de la gestion de crise ?

(IP): Pas de frais, mais plutôt de l'anticipation. Donc c'est les imprévus que j'intègre dans la facturation d'un circuit.

(I): Ok, et j'aimerais également savoir combien de temps est dédié à la gestion de crise par l'entreprise ?

(IP): Mmmh... Comment dire... avant ou après... ou pendant la crise ?

(I): Tout.

(IP): Appréhender ?

(I): Avant, pendant et après.

(IP): Ca peut être une question de quelques minutes, mais ça peut aussi être une question d'heures. Disons... je dirais donc une fourchette de ...cinq minutes jusqu'à...quatre heures pour gérer une crise.

(I): Donc sinon vous passez pas tellement de temps à préparer des possibles crises avant qu'elles ne surviennent en fait ? Vous attendez qu'elle apparaisse ?

(IP): Euh non pas vraiment. Comme j'avais dit tout à l'heure par exemple avant un départ, c'est de bien préparer les véhicules par exemple, bien s'informer sur les éventuels problèmes qui pourraient survenir euh... niveau météo, sécurité, grèves. Voilà en fait. Je ne sais pas si ça a répondu à votre question.

(I): Euh...plus ou moins. *Rire*. C'est juste que pour certaines entreprises en fait , ils préparent un peu des plans en avance, ils imaginent différents scénarios alors qu'il n'y a aucune crise qui... est connue d'apparaître.

(IP): D'accord.

(I): C'était dans l'idée-là.

(IP): D'accord.

(I): Ok alors pour moi c'est tout bon. Est-ce que vous voulez ajouter quelque chose ?

(IP): Non, c'est bon je crois. Merci.

(I): Merci beaucoup !

(IP): Je vous en prie. Au revoir alors.

Cindy Voide

(I): Au revoir, bon après-midi.

(IP): Merci pareillement.

(I): Merci.

APPENDIX V: INTERVIEW WITH THORSTEN NEGRO FROM TANALHORIZON

Date: 30.05.2016

Time: 25'36"

(I): Hello.

(IP): Hello.

(I): Perfect. Okay, hum so firstly how are you?

(IP): Ah so far so good, a little bit stressed but...it's okay.

(I): It's okay, okay that's great. Hum I am going to start by presenting myself. I am Cindy Voide, I am from Switzerland as you have seen. Hum I am currently at the HES-SO in Valais, in Switzerland and I am now currently doing my last semester and therefore I am writing my bachelor thesis and the question "What are the major potential risks a small tour operator might face and how it can be prepared beforehand to manage a crisis efficiently by its own means?". So...

(IP): Good questions, but the thing is...euh the all tour operators are not really prepared for a crisis. The problem is all the tours that are offered from USA, from Europe or from everywhere in the world. These agencies are 90% or 95% not the incoming agencies.

(I): Mmm.

(IP): That means euh these agencies buy the tours from a tour operator in Madagascar and the tour operator in Madagascar do these tours. And the big companies like TUI or Explore Travel, they say okay, they have an insurance in case to euh cancel the trip to Madagascar or they offer a trip to another country. That's depending on the company rules euh maybe for for TUI if they offer a tour to Madagascar and in case there is a political crisis, they say "sorry we can't do this tour about the political crisis"...and then you have how to say..."you can choose another travel to Sri Lanka or whatever". This are the big agencies do. And Madagascar it's, the incoming agencies, ya, no guests no money, that's a problem. They are have no possible to be prepared. If the big company says "we have no guests", then they have also no guests. That's the thing.

(I): Yes...indeed. So maybe would you like to introduce yourself?

(IP): Euh my name is Thorsten Negro Negro. I am the founder, the tour leader and the boss of Tanalhorizon travel agency. We are working since 1995, 21 years now. I am a professional photographer and the most beautiful place in the world is Madagascar. And that's why...I most go there and fall in love with this country. And that's why I'm here and...that's it.

(I): Okay, thank you. Hum so maybe we could start with the first question?

(IP): Yes.

(I): So how could you describe to me how you managed the most important crisis you had to face in the tourism industry?

(IP): Hum...the the it was the political crisis in 2001. This was short hard crisis, really hard crisis, nearly a civil war in Madagascar. And we had to cancel everything. There was nothing to have to be pre-

pared. The problem is we have to cancel about all the airlines stopped to fly to Madagascar. That's why we had to cancel everything. And yes, that was not a funny thing.

(I): Okay, so hum were there any signs...beforehand or not really?

(IP): Yes yes, when you follow the the the it was an election, it was a presidentially election. The old president don't want to leave, the new president want to lead the country and euh...yes that's the problem like everywhere in the world. And euh... yes...how to say... The new president was elected democratically and the old president have a lot of money from the citizens from Madagascar to stay on power. But euh the new president was elected and said "no, I have to do the job" and then the army was split in two parts. And one want to fight for the old, one want to fight for the new president and euh how to say. The generals of the army speak together and say "what we are doing now? We are brothers, we can't fight against each other" and then they said "okay the army doesn't work for the president till this moment when the real democratically elected president is in power". The crisis was from December till...beginning of June.

(I): Okay.

(IP): But after this, everything works better than ever. The new president was a real developer and he do a lot of things and everything works well.

(I): Okay, that's good. And when there was this... crisis at the beginning of it, did you have any clients over there?

(IP): Euh yes, yes. And the last airplane was leaving half an hour before we arrived the capital. And then we had to take another flight from the capital of Madagascar to la Réunion and the airline brings us back to to Paris.

(I): So everyone was able to go back home?

(IP): Yes yes.

(I): Ah okay.

(IP): But this was the only thing where we were scared to be in the capital for one night.

(I): Because of the tensions?

(IP): Yes yes.

(I): So how did you handle the crisis? What did you need to do...to make sure everybody was able to go home?

(IP): Oh *laughs*. A strong character and euh euh how to say...you have to be like on the boss of the airline. You have to say "this is my right, I have to get these tickets for my clients", something like that.

(I): So were you already in...the capital?

(IP): Yes yes.

(I): Oh okay.

(IP): But euh the problem euh 3 weeks before in the capital was a crisis also, no food, no petrol. But around the country, especially at the coast they have no problem with the food. They have enough fruits, they have enough of everything and there you can do a lot of holidays no problem. We had...the whole trip we have no problems. We were the only tourists in Madagascar but on the way back when we want to leave Madagascar, the plane was not there and then we had to find another solution.

(I): Mhm...So you had to contact the airline?

(IP): Yes yes, you have to go directly in the office and to say "what's going on?" And then it works...mostly.

(I): Yes, hum...and how did your local partners react?

(IP): Ah the local partners can't do nothing, they support us that we get the flight to get out of the crisis. In generally, they have...most of my employees live in Antananarivo. This is the capital of Madagascar. The thing is they have no choice. They have to handle everything, to have enough petrol, to have enough food in case that there is no possibility to get food. They have...yes. Something like that. They don't think in this moment, none think about the job euh I give them free to take euh care of the family. This is the most important thing.

(I): Yep, hum... so what did you learn from this crisis, from this situation?

(IP): Ah *sights* I learned that a tour operator can't be prepared about a crisis. You you can say okay, can choose another country. But when you go to Paris, you can see what happened there...euh...like terrorism is everywhere on the road and that's it hun. Madagascar is a very safe place if you follow some rules.

(I): Okay.

(IP): Hun, stay away from the capital generally. There are a lot of bandits and something like that. Never go alone inside of the capital, never. And in the big cities along the coast, just few cities, it's also in the night unsafe, but in the daytime it's no problem.

(I): Okay.

(IP): But it's not more worse in the big cities in Europe.

(I): Mhm. So did you change your crisis management strategy after that or...?

(IP): Yes of course. I have now complete network euh to how to say to to get the information earlier than everyone...in the world.

(I): So could you maybe describe a bit more about this network?

(IP): Yes, euh this network, I have friends all over Madagascar and euh... these friends are always in contact me with smartphones, I bring them smartphones. And then if there is something wrong, I get a message and then...I know what's going on. Maybe in the south of Madagascar it's a little bit unsafe about some tribes and bandits, that's why I get always information if it's really unsafe or if you can do a tour around there or not. And if the...my friends say it's not safe in this area, then I don't plan in this area. That means if there is something in danger, then I don't go on this place.

(I): Yes, okay. So your friends are local people, right?

(IP): Yes.

(I): Yes okay.

(IP): I don't work with Europeans in Madagascar, just with Madagaschians.

(I): Yes, and do you work maybe with the government or...?

(IP): No, I don't work with the government.

(I): Hum, so how does the company prepare itself for a crisis?

(IP): As I told you, the company can't be prepared for a crisis. And in 2009, there was a putsch...from a young man euh euh against the president. And the young man throw out the good president and then it was another crisis. We had 70% of cancelling, but you can't be prepared about this.

(I): Yes, okay. Hum, so how do you assess the risks in Madagascar?

(IP): Huh? I don't understand.

(I): How do you evaluate the risks...in Madagascar?

(IP): The yes...about my friends over there, if they say it's risky or not. And then I can say okay. The most problems are only in the capital. On the countryside, people don't know about this. Euh the old president was gone two years and the people from the countryside don't know he is no longer the president.

(I): Okay.

(IP): That's the thing.

(I): So you do have a grid with the different risks and...?

(IP): No, this is my...You need a lot of experience to say this is risky, this is not risky. And euh if euh there is a little bit of trouble in Antananarivo in the capital, that doesn't mean that there is everywhere problems, huh. Our tours are especially real in the national parks and the rainforest, far away from the cities.

(I): Okay, hum so according what are the main criteria to create a contingency plan?

(IP): What is it?

(I): A contingency plan is like...a procedure if there is a crisis, how people in a tour operator should react and what they should do?

(IP): Yes yes yes. We have a plan that euh...that we say in our company rules it's written that euh...for an example when we create a tour, there is big rain and the street is gone and there is risk about the tribes or something like this, the two coordinators decide if they can go there or not. Otherwise they need to change the tour, planning another place, a safer place.

(I): Okay.

(IP): This is the responsibility of the tour coordinator and he is also connected with the network and he knows everything before it happens...normally.

(I): Okay...hum so how do you divide the different tasks between the employees...during a crisis? Like is it already hum...written?

(IP): Yes, this is if hum the client has to return, it is my decision and the most effective way is to keep away from the capital. Now in Madagascar, you can take international flights from euh...other country sites, from from the coast and euh if the capital is too dangerous then my employees have to take their clients outside to another international airport. And the office here in Germany tries to switch the flight to get another airport from where the client have to leave.

(I): Okay, hum...

(IP): And the task euh my employees are how to say it...the job that they do, they do it about the talent, not about what they study. I have euh drivers they are more biologist than a biologist. They find more animals, they know much more about animals. Why, this person is just a driver? I put them out of the car and put them in the forest where they have to work better. It's not, it doesn't matter for us if someone has studied. If someone is how to say...love the job he do, then he can...

(I): Work better.

(IP): Step more up.

(I): So are your employees from Madagascar?

(IP): Yes.

(I): And do they get any practice, trainings?

(IP): Yes, it needs two years to be a tour guide.

(I): Okay.

(IP): And euh we are studying euh euh about how to say about the animals, the plants. In our team are biologists, in our team are photographer, veterinarians... something like that, and all the team give the knowledge to the others.

(I): Okay.

(IP): But it needs a long time about euh the North of Madagascar is totally different than South, the West is totally different like the East, and you have to know about the animals. What is the best time for which animals, what it the best time for which plants or something like that.

(I): Okay, but do they get any training for crises?

(IP): Hum ...not really, not really.

(I): Okay, so they...Okay. Hum so do you use any other tools to monitor the news except your hum local friends? Like do you follow maybe... Are you reading the newspapers or...following the news?

(IP): Of course I am reading... I wake up every morning at 7, I read from 7:30 to 8:30 I read the newspapers of Madagascar. And if...there is something that taste like a crisis or a trouble, I then will con-

tact my friends in Madagascar, my network and they will say “No, it’s bullshit” or “It’s true” or something like that.

(I): Okay. And do you have any other ways to ... to find news?

(IP): This is just from friends...who are directly in Madagascar and they have the information first.

(I): Okay. Hum...so do you have a structure, a system of early warnings?

(IP): Yes.

(I): Yes?

(IP): This is the network.

(I): This is the network, okay.

(IP): This is the network.

(I): But do you have maybe a software?

(IP): No. Software doesn’t work for Madagascar. It’s euh...What do you want to detect with a software? About crises? No, Madagascar is very special, Madagascar is very special and you have to know which minister is a good one, which minister is a bad one, who tries this, who tries this, who is corrupt or something like that, hu. If you know a system like that, everything...you read between the lines.

(I): Okay. So I’ve just got a few more questions. Hum so how much money is spent on the crisis management sector, if you do spend any?

(IP): Euh for this, I have no answer for you. Sorry.

(I): Okay, hum and how much time is spent on crisis management?

(IP): It’s euh...it’s hard to say. If you have a real crisis, if you have a real crisis then you work a lot on it, yeah. But generally you have to be prepared for...how to say... When you know what is going on in Madagascar, then you know directly...okay it’s better to make no travel for the next three months or something like that.

(I): Okay.

(IP): To look what’s going on, otherwise it’s too risky or something like that, but euh...the time, I don’t know. It’s generally a lot of time to work on it. We work 90 hours per week...It’s a lot.

(I): Yes, it is. Do you have anything else you would like to add?

(IP): Yes, you have to go to Madagascar and enjoy a special country.

(I): Yes, I’d like to *laughs*.

(IP): It doesn’t matter if you go with us or with someone else. Important is this country has only one choice, only one choice, and this is eco-tourism...But the problem is, everything works well between 2001 and... 2009. Everything works nearly perfectly, people had food, people had car and the forest

was protected. But in 2009, the young man was 33 years old and he was a DJ. How can a DJ handle a job of a president? Sorry, but he brings Madagascar into trouble. He takes the money and citizens from Madagascar get nothing. And euh yes, it needs 5 years...to switch...But the government now is also not the best. They don't know how it works. But which president know it works to lead a country? If you ask the French people if François Holland do his job well, I can tell you 60% say no. This is always the problem, but the people doesn't see euh what's behind the scene.

(I): Yes.

(IP): They can't say yes it's correct or not correct.

(I): Okay, Well, thank you for your time.

(IP): You're welcome.

(I): And have a nice day.

(IP): Bye, and good luck with your work.

(I): Thank you. Bye.

(IP): Bye.

APPENDIX VI : INTERVIEW WITH KLAUS KONNERTH FROM URLAUB AUF MADAGASKAR

Date: 30.05.2016

Time: 25'15''

(I): Bonjour.

(IP): Bonjour.

(I): Tout d'abord, comment allez-vous?

(IP): Très bien, merci *soupire*

(I): Alors, je vais commencer par me présenter, si ça si cela joue pour vous?

(IP): Oui.

(I): D'accord, alors, je m'appelle Cindy Voide. Je suis étudiante à la HES-SO à Sierre en tourisme, donc c'est...une haute école et je suis justement en train d'écrire mon travail de bachelor sur la question " Quels sont les risques potentiels majeurs auxquels un petit tour opérateur peut-il être confronté et comment peut-il se préparer en avance à gérer une crise efficacement par ses propres moyens ? Donc c'est ça l'idée.

(IP): *Se racle la gorge* Oui, bah j'avais déjà compris avec euh les e-mails que tu m'as envoyés.

(I): Oui.

(IP): En fait, c'est très difficile de répondre parce qu'il n'y a pas de réponse globale, si tu veux. Parce qu'il y a autant de réponses qu'il peut y avoir...qu'il y a de possibilités de crises. Donc en fait, quand je commençais ce métier-là, la sélection n'était pas sur des diplômes, mais sur la faculté justement de réagir. Il y avait plein de tests pour voir comment...comment quelqu'un réagit dans des situations extrêmement différentes qui se présenteront de toute façon inévitablement tout au long d'une carrière de...de quelqu'un qui travaille dans ce métier-là. Moi, j'ai débuté comme tour leader pour des agences en France et ensuite je suis devenu indépendant depuis quelques années.

(I): D'accord. Donc peut-être est-ce que vous pouvez vous présenter un petit plus ?

(IP): Oui, donc je m'appelle Klaus Konnerth. Je dirige une agence de voyage spécialisée en voyage individuel...euh à Madagascar. Auparavant, j'étais tour leader à Madagascar...déjà spécialisé pour Madagascar pour des agences en France, mais je travaillais également en Inde...dans le même métier.

(I): D'accord...Ok, euh alors je vais commencer par vous poser les questions.

(IP): Oui.

(I): Donc la première, pouvez-vous me décrire comment vous avez géré une crise à laquelle vous avez dû faire face...dans le milieu touristique donc ?

(IP): Bah il y en a eu plein *rit* depuis que je fais ce métier-là. Une qui est pas très...qui est assez récente. Donc j'ai eu...deux clients qui sont venus pour la deuxième fois et qui ont fait un voyage assez

assez engagé, parce que c'était trois semaines que sur des pistes. Et tout à la fin du voyage, le monsieur a fait une crise cardiaque en pleine nuit.

(I): D'accord...Donc comment avez-vous réagi ?

(IP): Bah j'ai réagi en essayant...heureusement c'est arrivé dans une des deux villes où il y avait un semblant d'hôpital. Donc euh on l'a tout de suite amené à l'hôpital, on a tout de suite essayé de trouver le médicament qu'il fallait pour...pour pour stabiliser...le plus possible son état, car il était dans une crise grave...dans un hôpital qui n'avait que des bougies pour éclairer euh...l'hôpital, qui avait pas d'électricité, qui avait pas de médicaments. Donc une fois qu'on avait le médicament et une équipe médicale qui l'entourait, j'ai prévenu son assurance qui était la DAC en Allemagne. Euh...et on a ouvert son dossier à trois heures du matin. La première personne était très très bonne en logistique, alors ça a bien avancé. Le lendemain on a été le voir à l'hôpital, ça s'est compliqué drastiquement parce j'étais en contact permanent avec euh avec ...un médecin de son assurance en Allemagne...par téléphone. Je lui ai tout de suite dit de... de prévenir un organisme d'évacuation sanitaire basé à Tana à l'aéroport qui ont des jets privés et...qui sont aptes à amener tout de suite le patient à la Réunion...

(I): D'accord. Donc c'est l'assurance qui s'occupe de l'évacuation ?

(IP): Euh oui, mais ça c'est beaucoup énormément compliqué avec cet organisme-là, qui est quand même le plus connu en Allemagne. Il s'appelle la DAC...parce que, je pense pour une raison de coûts, ils ont préféré que je lui trouve un avion euh... de ligne intérieure, c'est-à-dire un avion à Madagascar pour évacuer le client et... sur Antananrivo et de trouver quelqu'un qui avait des connaissances, je dis bien des connaissances médicales, qui pouvait l'assister pendant pendant son transfert. Donc le médecin ici à Madagascar était pas d'accord avec euh cette option-là, mais c'est eux qui paient et ils ont choisi cette option-là. Donc on est allé acheter deux billets...pour un vol avec deux escales qui devait durer environ cinq heures donc Moranda-Tulear, Tulear-Fort Dauphin, Fort-Dauphin-Tana, pour lui et pour une jeune assistante, une jeune étudiante en médecine qui devait l'accompagner. Nous, on accompagnait sa femme en voiture et on devait se retrouver à Tana une heure après euh...

(I): Allô ?

(IP): Une heure après, son vol était annulé.

(I): D'accord.

(IP): Donc on a prévenu son assurance en Allemagne qui eux ont pas fait le suivi. Donc ça a merdé comme ça toute la journée et le patient se retrouvait, je fais quoi ?, se retrouvait une deuxième nuit à...dans un hôpital sans...sans soins adéquats et sans...sans éclairage...par la faute de son assurance. En fin d'après-midi, j'ai contacté donc l'organisme d'évacuation sanitaire et je leur ai leur demandé s'ils ont reçu l'ordre de décoller pour chercher le patient à Morandave. Alors ils ont dit qu'ils étaient bien en contact avec euh avec son organisme d'assurance, mais qu'ils n'ont pas accepté la proposition d'évacuation. Donc ils ont pas pu décoller, mais l'avion était prêt à décoller. Ensuite je demandais si maintenant, c'était environ 16 heures de l'après-midi ou 15 heures de l'après-midi, si l'évacuation, est-ce que l'évacuation pourrait se faire s'il y a un accord immédiat de la part de l'organisme d'assurance. Ils ont dit non, c'est trop tard car la piste n'est pas éclairée à Morandave pendant la nuit, alors qu'ils ne peuvent pas atterrir. Donc, il a passé une deuxième nuit là-bas. Donc voilà c'est un exemple de...après il y a eu un cas de... Bon il a survécu...Il a été évacué à la fin en Allemagne, mais euh voilà ça c'était une des crises un peu grave que j'ai eues il y a pas longtemps.

(I): D'accord. Donc durant cette crise, vous avez dû...organiser justement l'arrivée à l'hôpital un peu avec l'assurance...

(IP): En fait, j'étais en contact permanent parce que euh la logistique marchait très très mal à la DAC parce que en fait il y avait plusieurs personnes qui traitaient un seul dossier et sans vraiment...enfin visiblement sans sans passer les informations, car quand j'avais signalé que le patient n'arrivera plus à aller à Madagascar parce que son vol était annulé et, qu'il fallait, qu'il fallait absolument enclencher une évacuation sanitaire par avion privé, ils m'ont dit oui oui on va faire...le nécessaire. Environ une heure plus tard, il y a la deuxième, parce que j'étais en contact avec deux personnes à l'assurance, il y a la deuxième personne a appelé, il dit, pour dire qu'ils ont trouvé une ambulance qui va le chercher à l'arrivée à Madagascar à l'aéroport à Tana. Ils ont travaillé pendant une heure, non c'était plus qu'une heure, c'était deux heures, pendant deux heures ils ont travaillé totalement dans le vide par manque de...euh...logistique et d'entendement entre eux dans leur propre organisme. Donc voilà, tout ça au péril de quelqu'un qui était qui était quand même dans une situation dans une situation critique.

(I): Ouais. Et du coup aussi concernant la..la femme de cette personne, vous avez dû organiser pour elle aussi un peu pour le logement, le transport, tout ça ?

(IP): Oui oui. En fait, c'était euh...donc elle on l'a amenée voir son mari. Donc on a rejoint la capitale le lendemain en présence de sa femme. Donc sa femme était dans l'hôpital que qu'encore une fois que l'assurance avait choisi mais pas les...ni ...nous on avait dit de suivre le conseil de l'organisme car eux ils font beaucoup d'évacuation, de le mettre directement à la Réunion, de le prendre en charge là-bas dans un hôpital spécialisé et de s'occuper ensuite à la Réunion de l'évacuation ou de la non-évacuation vers l'Allemagne. Donc ça n'a pas été retenu, ils l'ont mis à Tana où ils l'ont mis simplement en observation. Ca veut dire que quand nous on est arrivé là-bas pratiquement en même temps que lui parce que lui a passé une nuit de plus dans cet hôpital là-bas. Et il était là-bas avec plein plein de médecins autour, mais personne ne faisait rien à part lui donner une perfusion. Pourquoi, parce qu'encore une fois, une histoire de paiement...parce qu'eux ils demandent une forte somme pour la prise en charge immédiate du patient et tant que cette somme-là était sur le compte ou c'était pas arrivé, ou je sais pas. Tant qu'eux ils avaient pas cette somme-là, ils le gardaient juste en observation sans lui prodiguer aucun soin. Donc ça ça a duré toute la journée en fait, parce que c'était du matin jusqu'en fin d'après-midi. En contact en permanence avec le médecin avec l'équipe d'assistance euh qui l'a amené là en avion qui sont restés tout le temps là-bas avec une ambulance car ils savaient très bien qu'il ne pouvait pas rester là-bas et avec son assurance qui se passait la pomme chaude euh là entre les uns et les autres et donc il n'y a pas d'assurance il n'y a pas d'argent qui arrivait et à 17 heures du soir sans aucun ...enfin il fallait l'amener...sous la responsabilité du médecin urgentiste qui l'avait pris en charge dans l'avion dans un autre hôpital pour qu'il soit soigné.

(I): D'accord...hum donc qu'avez-vous appris de cette crise ?

(IP): *Ris* bah j'ai appris comment on traite...j'ai rien appris de spécial en fait...c'est juste une réaction dans une situation donnée quoi...qui qui...j'ai rien spécialement appris dessus quoi. Sauf que que l'assurance la plus connue en Allemagne est très inefficace en logistique, tout au moins dans les pays qu'ils ne connaissent pas.

(I): D'accord et...est-ce que vous avez adapté votre stratégie de gestion de crise...après cet accident?

(IP): Non.

(I): D'accord.

(IP): Non, sauf que maintenant je sais que que je dois être plus directif...euh...Si quelque chose comme ça arrive, il ne faut pas trop laisser le choix, enfin il faut expliquer plus clairement aux décideurs en Allemagne que c'est la seule la seule euh...que c'est la seule issue possible dans une crise comme ça c'est qu'il faut amener le patient dans un hôpital français à la Réunion quoi , c'est de ne pas leur laisser le choix et de pas leur laisser choisir la solution la moins chère.

(I): D'accord. Et du coup comment l'entreprise se prépare-t-elle pour une crise ?

(IP): Il n'y a pas de préparation *soupire*. Nous on réagit en fonction de ce qu'il arrive quoi. C'est tellement divers et varié quoi, bon des petites crises des grosses crises, mais euh...on connaît les risques inhérents au métier ici, c'est-à-dire les risques de d'attaques ou de choses comme ça...Pour moi le risque le plus important à Madagascar c'est pas la sécurité, c'est pas les attaques, c'est la sécurité routière, c'est l'état des véhicules, c'est la façon de conduire, c'est le chaos quotidien sur les routes. Donc eux, on est extrêmement sévère avec l'état des véhicules et les chauffeurs qui les conduisent. Euh les chauffeurs ont interdiction sous aucun prétexte de rouler la nuit. Et euh voilà, il n'y pas d'autres choses à faire pour...prévenir l'imprévisible.

(I): D'accord, donc comment évaluez-vous les risques ?

(IP): Bah il y a plusieurs risques, il y a des risques sanitaires qui sont...pour les clients mais qui sont euh insignifiants parce que d'une part ils arrivent jamais dans des...enfin ils sont que dans des hôtels ou restaurants qui...avec des normes européennes. Donc là je ne vois pas trop de risques. Il n'y a pas non plus des risques de malaria de choses comme ça parce que dans les zones à risques il y a des moustiquaires pour se protéger euh contre ça sans s'intoxiquer avec de la chimie. Euh les risques sécurité routière sont... sont toujours là, ça c'est sûr. On ne sait jamais ce qui arrive dans dans un tournant avec une voiture qui arrive à gauche ou quelque chose comme ça. Mais on est très sévère comme j'avais dit avec le choix des chauffeurs et l'état des véhicules. Les véhicules subissent un contrôle technique...tous les s... tous les quatre mois quand ils sont utilisés pour les touristes.

(I): D'accord, mais...avant qu'il y a une crise, est-ce que vous évaluez les risques possibles qui peuvent survenir durant un voyage?

(IP): Oui parce qu'en fait on en tient compte, sans sans en avertir les clients évidemment... on en tient compte avec déjà dans les plannings de voyage...Donc...On ne les amène pas dans les zones à risques, on ne les amène pas dans la nuit quelque part, on les expose à aucun risque que nous on connaît.

(I): D'accord, mais est-ce que vous avez un...un document avec les différents risques possibles ?

(IP): Non, non pas du tout.

(I): D'accord *ris ok euh et...*

(IP): Mais moi c'est des...c'est des tous petits, moi c'est un travail artisanal parce que je dirige une toute petite équipe...que je connais très bien. Et...voilà, c'est pas une grand c'est pas une grande entreprise où il faut...donner un tas de consignes à un tas de gens qui interviennent là-dedans. Donc moi c'est très direct avec le peu de clients qu'on accompagne tous les mois. Nous on est limité à cinq ou six voyagent qui en lieu en même temps...euh qui ont lieu simultanément maximum.

(I): D'accord. Et donc selon vous quels sont les critères principaux pour créer un plan d'urgence ?

(IP): Bah il faut déjà avoir euh...savoir toutes les possibilités qui existent. Euh avoir les numéros de téléphone, avoir la possibilité de joindre à tout moment les les...les gens qui peuvent euh...les ambu-

lances, les équipes médicales, l'évacuations sanitaire par avion et par la route. Et ainsi de suite quoi, mais sinon...il n'y a grand...dans un pays comme ici, il faut...malheureusement on est même pas sûr pas de pouvoir joindre quelqu'un par téléphone parce qu'il n'y a pas le téléphone partout.

(I): D'accord, ouais.

(IP): Donc il faut intervenir au cas par cas pour.... Si c'est si l'accident arrive dans un endroit où l'on ne peut pas joindre quelqu'un et qu'on est bout du monde. Des fois on travaille sur plusieurs jours, voir une semaine, dans des zones tellement reculées qu'on ne peut pas joindre quelqu'un.

(I): Ouais, d'accord. Et comment divisez-vous les différentes tâches entre les employés s'il y a..une crise ?

(IP): Bah et...les employés ils nous disent que enfin...eux ils ont déjà...tous les employé qu'on a, ils sont personnellement formés par nous.

(I): D'accord.

(IP): Avec plusieurs voyages...en double où nous on est avec et nous on les forme sur notre façon de travailler. Et tous les...tous les employés sont en contact permanent avec nous si jamais il y a quoi que ce soit. Ils savent très bien qu'ils ont interdiction de rouler et ils sont en contact avec nous quand il y a des décisions à prendre. Et nous on essaie aussi bien d'être par internet que par téléphone d'être à leur disposition 24 heures sur 24 quand il y a des voyages qui sont en cours.

(I): D'accord et à quelle fréquence faites-vous des exercices d'entraînement avec eux sur justement d'éventuelles crises ?

(IP): On ne peut pas faire des exercices car il y a justement tellement de choses qui peuvent arriver qu'il n'y a pas de gestion au sein de l'entreprise de crises qui sont possibles, on a juste les moyens pour éviter que quelque chose arrive...le plus possible.

(I): Ouais. Et sinon, comment restez-vous informé de l'actualité ?

(IP): Bah par internet, si le temps me le permet. Moi je je même quand on accompagne personnellement, j'ai 3 ou 4...connexions mobiles qui marchent par le réseau des téléphones portables, plus une tablette pour être rester connecté 24 heures sur 24 et être à la disposition de ce qu'il se passe.

(I): D'accord et est-ce que vous avez d'autres moyens pour être informé...si quelque chose...enfin si une crise va survenir ?

(IP): Oui évidemment, quand on organise des voyages pendant...pendant la saison cyclonique euh je consulte tous les jours la météo, plus des sites comme Tropical Storm, Tropical Storm Research et d'autres sites comme ça qui donnent des bulletins d'alertes extrêmement précis plusieurs jours en avance quand il y a des formation de cyclones...pour éviter justement d'égarer un voyage dans ces régions-là s'il y a un cyclone qui risque d'arriver. Ca c'est très important à la saison des pluies.

(I): D'accord. Et est-ce que vous êtes un peu en contact avec des autres tours opérateurs ou...est-ce que vous avez un réseau ?

(IP): Non, je suis en contact uniquement avec...d'autres chauffeurs ou d'autres personnes qui sont sur le terrain, qui sont d'ailleurs extrêmement, ce qui est d'ailleurs extrêmement important pour savoir car on ne sait pas toujours à un moment donné dans l'année quelle est la condition des pistes et des routes. La condition des routes on connaît à peu près, mais pas la condition des pistes dans une ré-

gion donnée. Donc là on a un large réseau de chauffeurs spécialisés euh qu'on appelle pour prendre... pour savoir si un voyage est possible, si on engage un voyage dans cette région-là à un moment donné ou si on renonce tout de suite.

(I): D'accord. Est-ce que vous suivez peut-être, je sais pas s'il y a ça à Madagascar, mais peut-être euh...les conseils de voyage...mis en ligne par le gouvernement ?

(IP): Non, moi je suis jamais parce que c'est trop généraliste et que c'est...souvent faux, enfin c'est leur boulot d'être alarmant car s'il ne le sont pas et qu'il arrive quelque chose, ils peuvent être traité de négligent. Mais c'est...c'est...beaucoup trop généralisé leurs mises en garde donc je n'y tiens pas compte, je ne regarde pas.

(I): D'accord...

(IP): Je regarderais s'il y a une crise politique grave. Moi j'ai vécu...ça fait très longtemps que je vis dans ce pays, j'ai déjà vécu deux deux crises politiques à Madagascar. Donc à ce moment-là s'il y a vraiment quelque chose à ce niveau-là qui se passe évidemment je me tiendrais je serais bien plus vigilant et je tiendrais plus...enfin j'irais plus sur des sites politiques, mais en temps normal je ne le fais jamais.

(I): Ok d'accord. Donc est-ce que vous utilisez d'autres moyens pour surveiller l'actualité et les risques possibles ?

(IP): Non.

(I): Non, ok. Et est-ce que vous...comment réagissez-vous aux alertes précoces ? Donc si...

(IP): Météo ou politique ou? Les deux de toute façon, peu importe lesquelles. Bah évidemment c'est ce que je disais tout à l'heure...si...s'il y a quelque chose qui se passe qui a réellement...qui enfin est réellement inquiétant évidemment j'approfondis euh...les informations, je regroupe les informations, et euh...voilà. Après en fonction de ça, on adapte après les...La règle de base c'est de ne jamais mettre euh...les euh...les gens qu'on accompagne... enfin...comment on appelle...nos hôtes dans une situation périlleuse peu importe si c'est au niveau sanitaire, au niveau...sécuritaire euh à tous niveaux en fait. Si c'est une région à risque par exemple quand...à cause d'un risque d'inondation ou d'une dépression tropicale ou quelque chose comme ça, évidemment on adapte même au dernier moment leur voyage et on les met dans une région qui n'est pas concernée par ça.

(I): Alors, j'ai encore quelques questions.

(IP): Oui.

(I): Quel montant est dépensé pour le secteur de la gestion de crise plus ou moins ?

(IP): Aucun *rit* parce que...si si s'il y a quelque chose qui se déclenche, on adapte sans regarder l'argent évidemment et euh style de rester pendant un jour et demi deux jours au téléphone avec les Allemands pour...de son assurance ou de chose comme ça, donc là on ne compte pas...on fait la note de frais à la fin, des choses comme ça. Mais on n'a pas de montant qui est consacré à ça en avance. C'est juste une une une gestion de crise quand une crise survient.

(I): Ouais ok. Et combien de temps est dédié à la gestion de crise ?

(IP): Bah ça dépend de la crise *rit*. Bon pour le mec avec son son son attaque cardiaque c'était deux jours à peu près. Bon après il était en Allemagne, il était safe. D'ailleurs, il va revenir l'année pro-

chaîne. Et...voilà quoi, après ça dépend si c'est des...si c'est des problèmes avec des inondations et des cyclones ou des choses comme ça, donc peut ça peut compromettre une grande des fois une grande partie d'un voyage. Tout le voyage doit être reprogrammé ailleurs ou des choses comme ça quoi. Donc après c'est le plus important il y a aussi des hôtels qu'il faut payer en double ou des choses comme ça. Ou il y a d'autres problèmes qui...des problèmes d'avion parce Air Madagascar c'est une compagnie qui ne connaît pas la... le respect de leurs engagements donc il faut toujours prévoir des journées tampon quelque part. Il faut toujours prévoir que des que des...qu'il faut des fois évacuer des gens dans toutes sortes de, toutes les régions de Madagascar car des fois il n'y a plus de vols pour la capitale. Donc il faut gérer ça...Par exemple, l'année dernière au mois de juin nous on était en Europe, enfin en Allemagne et en Roumanie, et il y avait la grève d'Air Madagascar pendant tout le mois de juin donc on devait gérer à distance cinq voyages avec des gens qui étaient à droite à gauche des fois même sur des îles et qui avaient plus le moyen de rentrer en avion. Donc il y a ce genre de choses qui arrivent, ce genre de choses on ne peut pas prévoir en avance, il faut simplement savoir comment réagir si les choses arrivent.

(I): Ok. Donc vous ne mettez pas du temps à disposition en avance pour euh...préparer un plan ?

(IP): Non, mais moi c'est très spécial parce que euh... je ne sais pas si c'est une bonne idée de prendre ça comme exemple pour votre travail parce que moi je fais que des voyages individuels et donc aussi une gestion de crise individuelle si elles surviennent. Donc c'est pas du tout comme dans une grande agence où ils ont...où c'est beaucoup plus structuré. Moi je vais au cas par cas. En plus il faut savoir que je travaille dans un pays où il y a pratiquement aucune infrastructure euh donc...on ne peut absolument pas prévoir de choses comme ça. Donc on travaille au cas par cas.

(I): D'accord ok. Est-ce que vous voulez ajouter quelque chose d'autre ?

(IP): Non, pas vraiment...Mais est-ce que vous pouvez utiliser les informations ou...c'est pas adapté au travail que vous faites ?

(I): Euh je peux partiellement utiliser les informations...j'imagine.

(IP): D'accord.

(I): Ouais. En tout cas merci beaucoup pour votre temps.

(IP): Merci à vous. Salut, bon courage pour le travail.

(I): Merci, au revoir.

Au revoir.

APPENDIX VII : BENCHMARK WEIGHTING TABLE

CRITERES	Weighting	Distinctive Africa	Dragoman	Napur Tours	Pioneer Expeditions	Satrama	Tanalhorizon	Urlaub auf Madagaskar
Preparation	40	13	38	11	20	21	14	23
Risk assessment	10	0	10	3	8	5	0	5
Ground knowledge	10	8	8	8	7	10	9	10
Contingency plans	10	5	10	0	5	3	5	3
Training	10	0	10	0	0	3	0	5
News monitoring	50	37	45	31	23	32	28	17
Ground partners	15	15	13	12	10	12	10	8
Government travel advice / Other official web-sites	10	10	10	8	10	10	8	2
Newspapers / news web-sites	10	8	10	7	0	10	10	7
Social media	5	4	5	4	3	0	0	0
Early warnings system	10	0	7	0	0	0	0	0

Cindy Voide

General management	10	5	8	2	6	0	3	0
Time dedicated to crisis management strategy in preparation to potential crises	5	2	5	2	3	0	3	0
Money spent on crisis management strategy in preparation to crises	5	3	3	0	3	0	0	0
Total	100	55	91	44	49	53	45	40

APPENDIX VIII : RISK ASSESSMENT GRID

Activity	Potential Hazard <i>Remarks on current situation</i>	No. at Risk	Existing Controls	Assesment (L = low, M=Medium, H =high)			Mitigation / Further controls	Responsibility P = Pioneer, A = Agent, C = Client		
				Likelihood	Severity	Impact				
Management										
Local Operator Competency	Clients arrive and no on-ground support <i>MADAMAX has been in business since 1993 & organise over 80 trips per year.</i>	All	All our guests are met by a Madamax guide (rather than left to hotel to collect).	L	L	L	Email communications prior to trip start with emergency numbers given to clients. Clients are advised to take a taxi in the worst case scenario.	P	A	
Who are the team responsible?	Command structure breaks down Is it clear who is in charge, their responsibilities and reporting lines?	All	Madamax hire experienced guides who have immediate responsibility for client arrangements, organisational qualities and strong leadership skills. This is backed up by office support in Antananarivo.	L	M	L	Agency Registration form Emergency numbers for Madamax and Pioneer Expeditions are provided to clients.	P	A	

Trip Leadership										
Are the team experienced and qualified as tour guides and leaders	If not, trip may not succeed	All	1. Experienced guides are employed & trained for Pioneer clients - and this is backed up by office support in Antananarivo.	L	M	L	2. Clients have Madamax and Pioneer Expeditions emergency number in case of problems.	3.	4.	5.

Cindy Voide

<p>How will the team be monitored and assessed.</p>		<p>Madamax keep daily contacts with guides and hotels.</p>			<p>Continual improvement on trips.</p> <p>Pioneer Expeditions staff visit Madagascar every few years to re-evaluate. From 2015 this will be every other year.</p>	<p>P</p>	<p>A</p>	<p>C</p>
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Activity	Potential Hazard	No. at Risk	Existing Controls	Assesment (L = low, M=Medium, H =high)			Mitigation / Further controls	Responsibility P = Pioneer, A = Agent, C = Client		
				Likelihood	Severity	Impact				
General Safety										
Hotels	Danger from fire Danger from electrocution Personal Attack / theft in hotel room <i>MADAMAX cannot ensure that hotels adhere to local standards Apart from a few notorious and luxurious establishments who have recognition from different organisms (responsible travel, trip advisor,...) local standards are not to be trusted and stars (locally ravinala) are given according to your "participation". Any hotel can name itself eco lodge and decide for itself how many stars/ravinala it deserves. Thefts happened twice already and likely to increase, so we take extra care and precautions. Most hotels have safe.</i>	All	No set inspections, but Madamax travel at least twice a year and usually check the most classic ones plus checking out the new ones, an employee (always the same one) does a reco trip once a year. All rooms have locks.		H	M	Majority of hotels used are individual bungalows so fire escape is easy. Feedback about hotels is included in clients' evaluations. Clients to ensure they are familiar with emergency evacuation route. The guide should advise clients of any specific risks.		A	C

Camping sites	Danger from fire Personal Attack / theft	All	Madamax checks about water availability and hygiene/garbage issues. Madamax are concerned by fire in the bush and pay close attention to it.	L	M	L	Feedback about campsites is included in clients' evaluations. The guide should advise clients of any specific risks.		A	C
Personal safety	Human Attack, Violence, Abduction, Terrorism <i>Political issues require foresight abilities and revolutionary experience!</i>	All	Safety in numbers – a guide is with the clients for most of the trip (apart from a beach extension or free leisure time). Pioneer Expeditions continue to monitor FCO travel advice. Madamax keep informed about the political and social situation, warn clients in case of serious development.	L	H	M	Guide to explain safety in different areas. Clients advised to not go out at night unless accompanied. Clients to ensure they take reasonable precautions as to own safety. This is covered in practical information guide.	P	A	C
Personal safety	Wildlife Scorpion sting <i>The majority of wildlife in Madagascar is harmless.</i> <i>Very few nasty bugs. Centipedes most everywhere, scorpions mainly up north in Ankarana park; a nasty spider very rare. None lethals or even dangerous but pain guaranteed for a couple of hours in case of bite; which we never had with clients.</i>	All	Pioneer Expeditions advise clients of the risks of scorpions – in pre-information supplied.	M	M	M	Clients to ensure they take reasonable precautions as to own safety. Guide to highlight when we are in an area prone to scorpions. Guides know which hospitals to take clients too.	P	A	C

Travelling Walking	Getting lost	All	<p>Guide to ensure that client numbers are checked when visiting areas.</p> <p>We have a maximum group size of 8 so it is easy to keep a headcount.</p> <p>Locals do mobilize quickly and searches have always been very efficient and swifts.</p>	L	M	L	<p>Clients to have guide mobile phone number in case they become separate from.</p> <p>When trekking ensure we have responsible person at front and at rear.</p>		A	C
Travelling – Trekking / Hiking in remote &/or mountainous areas	<p>Injury or death due to fall</p> <p>Forest fires</p>	All	<p>Guide to use known trekking routes and trails.</p> <p>Appropriate footwear should be used when hiking.</p> <p>Locals know how to handle injured or sick from remote areas. No lost time in evacuations. Helicopter is eventually an option if needed.</p>	L	M	M	<p>6. Staff to emphasise need for careful footing.</p> <p>7.</p> <p>8. Recommended footwear included in joining instructions.</p> <p>9.</p> <p>10. No issues with forest fires, we're used to them and know how to handle risks.</p>	P	A	C
Travelling – Car / vehicle	<p>Injury or death due to road traffic accident.</p> <p>Although we never had accidents, roads are not that good!we go slowly and short stretches</p>	All	<p>MADAMAX to vet vehicles / hire company for road worthiness – in keeping with local standards.</p> <p>Ensure vehicles are not overloaded.</p> <p>Guide to ensure sobriety & alertness of driver.</p> <p>Additional care taken at night.</p>	L	H	M	<p>Staff to drive defensively and with extreme caution at all times.</p> <p>Seat belts to be worn when provided.</p> <p>Guide with valid driving licence, regular services of the vehicles</p>		A	C
Travelling - Bicycle	Fall / Bike accident	All	<p>MADAMAX to use bikes that are fit for purpose</p> <p>Clients to wear helmets</p>	L	M	L	<p>Safety briefing for clients prior to setting off to include any additional local hazards (cars etc)</p>		A	C
Travelling - Air	<p>Air Crash on Internal flight</p> <p>Fortunately Air Madagascar never, ever crashed a plane.</p>	All	<p>Use recognised air carriers</p>	L	H	M	<p>Clients to be advised on risk of travelling on local airlines.</p>	P	A	C

Travelling – Boat / Wildlife Cruises	Sinking, capsizing, falling overboard, other accidents	All	Uses recognised boat companies	L	H	M	If possible travel in boats with life vests and buoyancy aids	P	A	C
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Trip Safety										
Mountain Climbing	<p>Altitude sickness Death or injury due to being separated from group or falls</p> <p>Tricky trekking with some steep trails, exposed sections for some.</p>	All	<p>Adequate equipment, safety exercises & instructions, qualified guide, check weather</p> <p>When needed we carry a rope to secure treacherous steps and river crossings there is no organism to deliver license or certificates for this kind of knowledge</p> <p>No hands needed kind of stuff. With the exception of one trail (Tsaranoro's full tour) where one has to hang and pull on fixed ropes.</p>	L	H	M			A	C

<p>Rafting</p>	<p>Falling overboard Death or Injury through drowning Are the leaders experienced</p>	<p>All</p>	<p>Adequate equipment, safety exercises & instructions, qualified guides</p> <p>Yes they are experienced and no they have no experience of death or injury on the water. We privilege safety and either portage or line the boats when dangers are too high for tourists, ...</p> <p>there is no organism to deliver license or certificates for this kind of knowledge</p> <p>Falling overboard is normal when paddling white water. We always have life jackets even on shallow waters !</p>	<p>M</p>	<p>M</p>	<p>M</p>	<p>Check the equipment regularly</p> <p>Clients are advised of risks before rafting Porter around any rapid of grade 4 +</p> <p>River guides received training in first aid</p>	<p>P</p>	<p>A</p>	<p>C</p>
<p>Swimming / snorkelling / diving</p>	<p>Death or Injury through drowning Do you have qualified supervisors/instructors? Is appropriate instructions given? Are the leaders experienced</p>	<p>All</p>	<p>Clients to only swim in identified 'safe' area</p> <p>We have three of our guides who have followed numerous training sessions with foreign professionals</p> <p>there is no organism to deliver license or certificates for this kind of knowledge</p>	<p>L</p>	<p>H</p>	<p>M</p>	<p>When clients are at the beach it is their responsibility to identify safe areas for swimming – ask hotel.</p> <p>Clients are advised that all these activities are at their own risk and are not monitored by Pioneer</p>	<p>P</p>		<p>C</p>
<p>Trekking</p>	<p>Falling off cliffs, down holes, disused mineshafts Is appropriate instructions given? Are the leaders experienced?</p>	<p>All</p>	<p>Adequate equipment, right level of fitness, qualified and experienced guides, appropriate instruction given</p> <p>there is no organism to deliver license or certificates for this kind of knowledge</p>	<p>L</p>	<p>H</p>	<p>M</p>	<p>Guide to give a safety talk before embarking on any trek (relating to specific hazards)</p> <p>Trail guides just have experience to handle basic stuff regarding first aid</p>		<p>A</p>	<p>C</p>

Kayaking	Drowning, death or injury Is appropriate instructions given? Are the leaders experienced?	All	Adequate equipment, safety exercises & instructions, qualified and experienced guides there is no organism to deliver license or certificates for this kind of knowledge	L	H	M	Check the equipment regularly Clients are advised of risks before rafting Porter around any rapid of grade of 2+ River guides received training in first aid		A	C
Climbing	Falling off cliffs etc. Are appropriate instructions given? Are the leaders experienced?	All	Adequate equipment, safety exercises & instructions, qualified and experienced guides there is no organism to deliver license or certificates for this kind of knowledge	M	H	M	Check the equipment regularly		A	C
Riding	Are the animals safe to ride? Are appropriate instructions given? Are the leaders experienced?	All	Pioneer do not offer any horse riding trips in Madagascar.	L	M	L	Clients are advised that all these activities are at their own risk and are not monitored by Pioneer			C

Others

Emergency support	Lack of quick communications in an emergency	All	<p>Guide has mobile phone. Almost everywhere and improving, however through three different operators</p> <p>Emergency number in UK with Pioneer</p> <p>We just broke/lost our sat phone. We have to look up all itineraries to check if still necessary or local cell phones sufficient</p>	L	M	M	<p>Guides don't have contingency plan of what to do in case of an emergency in each destination. Few things are stable and reliable around the country and they just adapt and react with whatever options we have at the moment. Yes that means having to be creative and experienced</p> <p>We do rely a lot on telephone and central office in Antananarivo to monitor emergency situations</p> <p>Guide to carry satellite phone when in an area not serviced by mobile. Usually having problems on river trips. Quite often we don't get signal at the bottom of valleys and we need to climb up on the nearby hills to pick up signal.</p> <p>Clients informed that when in remote areas, hospital treatment can be more than 24 hours away</p> <p>Guides carry medical kit Guides don't have information on nearest medical resource</p>	P	A	C
Food, preparation & drinking water	<p>Illness due to exposure to bacteriological, viral or parasitic contaminated water</p> <p>Illness due to poor food preparation</p> <p>Common pathology</p>	All	<p>Bottled drinking water is provided on tours</p> <p>Guide uses chlorine to rinse dishware, filter water and check general personal and camp hygiene</p> <p>All food when camping is stored safely and cooked through</p> <p>No eating street food in urban sections</p>	M	L	M	<p>Clients are informed on joining instructions on certain foods to avoid. They are also informed of medical kit to bring</p>	P	A	C

Interaction with locals and local community	Danger of rape, assault, and/or theft Insensitivity to local culture and customs	All	Establish code of conduct and morals. NO ONE to go anywhere alone. Brief on al local customs to be advised by local guides (especially in respect of intrusion and cameras) Monitor clients so they don't do taboo stuff	L	M	L	Information to be included on joining instructions Guide to ensure no-one goes anywhere alone	P	A	C
Unforeseen events – flash floods, tsunamis, forest fires, cyclones, earthquakes	Death or injury	All	All members to be briefed when in areas susceptible to flash floods, landslides etc. Pioneer subscribe to FCO updates to monitor daily frontier / medic hotspots Weather usually predictable and there is official weather services plus cyclonic office in charge of spreading the alerts (mainly through local radio and text messages)	L	M	M	Guide to remain vigilant and contact Pioneer in case of serious natural disaster	P	A	C
Others – Guides	Inappropriate behaviour		Guides are well trained , well paid and know behaviour expected If clients are unhappy, they have emergency numbers	L	M	L	Guides would be fired and replaced on the spot in case of issues.	P	A	C

Medical

Pre-existing conditions / allergies	Illness or death due to recurrence of known medical condition or allergy Med structures are low in the countryside	All	Clients are informed of general fitness requirements. Guide has mobile phone – what is access like? Classic/current issues are well treated/managed even in countryside	L	H	M	Clients are advised to speak to doctor before embarking on trip. Local team are informed of any medical issues. Guide must carry details for emergency numbers including medical centres	P	A	C
Diseases / Inoculations	Illness or death due to malaria, typhoid, dengue, etc.	All	Advise ALL clients to visit their local health clinic for advice on up-to-date inoculations / tablets necessary for travelling in the area	L	M	L	Clients to wear long sleeves and insect repellent at dusk and dawn in malarial areas	P		C
Medical Support	Further illness, injury or death caused by not getting to a medical facility fast enough Emergency evacuation may not be possible	All	Guide to be trained in first response medical aid? Guide to carry medical kit to assist with first response? Guide to have casualty evacuation plans for the different areas visited	M	H	M	Medical kits to be carried by guide and clients at all times Pioneer to inform clients of the risks associated with the trip	P	A	C
Epidemic	Sudden spreading of a disease	All	Pioneer subscribe to FCO updates to monitor daily frontier / medic hotspots Madamax stay aware of local situations	L	M	L	Cancel the trips related to a specific region Agent keeps Pioneer updated about the development of the situation	P	A	C

Emergency Evacuation/Contingency Plan										
Emergency Actions	Are there actions on emergency in place? What emergency communications are in place in the event of an incident?	All	People live in a permanent emergency condition, feeding on a day to day basis and thus being experienced with emergency situations. Usually either sat phone or local cell phones are used for communication.						A	

Cindy Voide

Land/Road Evacuations	Procedure for land/road evacuations in place?	All	Case per case. Few ambulances available.						A	
Air Evacuations	Procedure for air evacuations in place?	All	A few companies have equipped evacuation planes plus rare helicopters						A	
River Evacuations	Procedure for river evacuations in place?	All	On foot if there are unusual floods. Never had to!						A	
Financial Provisions for Emergency Response	Are there financial provisions available in the event of an emergency response?	All	No, guides carry as little cash as possible, mainly for safety reasons but we can be quite reactive.						A	

APPENDIX IX: CONTINGENCY PLANS

Accident of person

Serious injury due to sport accident

Initial situation

A person is injured further to an accident while performing a sport activity (kayaking/trekking/climbing/swimming/snorkelling/diving). The casualty cannot move or is unconscious.

Preventive action plan

- Have partnership with local professional companies
- Hire qualified guides with first-aid training
- Have quality equipment
- Regular maintenance of equipment
- Safety exercises and instructions
- Guide must have a complete first aid kit
- Make the client aware of the risks before going on holiday
- Check the activity from time to time
- Pay close attention to clients' feedbacks
- Always have the number of emergency service within reach
- Have a map with all the closest hospitals in the area

Crisis action plan

➤ In the short-term

- Ask the guide to evaluate the severity of the injuries
- Evaluate the crisis severity thanks to the "Incident Assessment Matrix" document
- Arrange transportation to the closest hospital if needed
- Contact the client's next of kin
- Fill out the incident action log form
- Regularly call the guide for updates
- Ask the guide to reassure the other clients and explain what is going to happen next
- Organise repatriation if needed

➤ In the long-term

- Understand exactly what happened
- Finish filling out the incident action log form
- Update measures to avoid a repetition of this type of accident if possible
- Check up on the client after his/her return

Other serious injury

Initial situation

A person hurts himself/herself further to feeling faint or due to an altercation with a third party. The casualty cannot move or is unconscious.

Preventive action plan

- Guide must have a complete first aid kit
- Hire qualified guide with first-aid training
- Always have the phone number of emergency service within reach
- Have a map with all the closest hospitals in the area

Crisis action plan

➤ In the short-term

- Ask the guide to evaluate the severity of the injuries
- Evaluate the crisis severity thanks to the “Incident Assessment Matrix” document
- Arrange transportation to the closest hospital if needed
- Contact the client’s next of kin
- Fill out the incident action log form
- Call the guide for updates
- Ask the guide to reassure the other clients and explain what is going to happen next
- Organise repatriation if needed

➤ In the long-term

- Understand exactly what happened
- Finish filling out the incident action log form
- Update measures to avoid a repetition of this type of accident if possible
- Check up on the client after his/her return

Death

Initial situation

A client dies during the trip.

Preventive action plan

- Make the client aware of the risks before going on holiday
- Hire qualified guides
- Have quality equipment
- Regular maintenance of equipment
- Safety exercises and instructions
- Always have the phone number of emergency service and British Embassy within reach
- Have a map with all the closest hospitals in the area

Crisis action plan

➤ In the short-term

- Evaluate the crisis severity thanks to the “Incident Assessment Matrix” document
- Contact the emergency service, the police and the British Embassy
- Let the police take the necessary measures
- Fill out the incident action log form
- Ask the guide to reassure the other clients and explain what is going to happen next

➤ A long terme

- Offer the company’s condolences to the family
- Finish filling out the incident action log form
- Communicate the accident sequence of events to the media in order to avoid rumours
- Offer psychological assistance to all the clients

Means of transport

Minibus accident

Initial situation

A minibus of the company collides with a tree on the side of the road, causing one death and two casualties.

Preventive action plan

- Have partnership with local professional companies
- Have quality vehicles
- Regular maintenance of vehicles
- Guide must have a complete first aid kit
- Make the client aware of the risks before going on holiday
- Check the activity from time to time
- Pay close attention to clients' feedbacks
- Always have the number of emergency service, partner office and British Embassy in Antananarivo within reach
- Have a map with all the closest hospitals in the area

Crisis action plan

➤ In the short-term

- Get to know how many people are safe / injured / missing / dead
- Evaluate the crisis severity thanks to the "Incident Assessment Matrix" document
- Arrange transportation to the closest hospital if needed
- Contact the clients' next of kin
- Contact the British Embassy in Antananarivo
- Organise repatriation if needed
- Fill out the incident action log form
- Ask the guide to reassure the other clients and explain what is going to happen next
- Stay in contact with the guide
- Stay updated about the clients' medical condition

➤ In the long-term

- Offer the company's condolences to the family
- Understand exactly what happened
- Communicate the accident sequence of events to the media in order to avoid rumours
- Offer psychological assistance to all the clients
- Finish filling out the incident action log form
- Update measures to avoid a repetition of this type of accident if possible
- Check up on the clients after their return

Disappearance

Disappearance of a client

Initial situation

A client suddenly vanishes while trekking in a national park.

Preventive action plan

- Guide must check regularly that the whole group is complete
- Always have the phone number of the partner office and local police within reach
- Always have the phone number of the clients within reach

Crisis action plan

➤ In the short-term

- Call the client's phone
- Call the police if not already done by the guide
- Evaluate the crisis severity thanks to the "Incident Assessment Matrix" document
- Contact the British Embassy in Antananarivo
- Contact the guide to give him instructions on what to do
- Contact the clients' next of kin
- Fill out the incident action log form
- Ask the guide to reassure the clients and explain what is going to happen next
- Ask the guide and other clients to start researching by retracing his/her steps
- Stay in contact with the guide and police officers to know the latest news

➤ In the long-term

- Comply with the UK Package Holidays & Package Travel Regulations 1992 and the ATOL regulations
- Finish filling out the incident action log form

Disappearance of a tour leader

Initial situation

A tour leader suddenly vanishes while trekking in a national park.

Preventive action plan

- Have partnership with local professional companies
- Hire qualified guides
- Always have the phone number of the local partner office, guides and police within reach
- Always have the phone number of the clients within reach

Crisis action plan

➤ In the short-term

- Call the guide's phone
- Call the partner office
- Evaluate the crisis severity thanks to the "Incident Assessment Matrix" document
- Call the police if no answer from the guide
- Fill out the incident action log form
- Call the clients to reassure them and explain what is going to happen next
- Ask them not to move from where they are and wait for assistance
- Stay in contact with the clients, partner office and police officers to know the latest news

➤ In the long-term

- Comply with the UK Package Holidays & Package Travel Regulations 1992 and the ATOL regulations
- Understand exactly what happened
- Finish filling out the incident action log form
- Update measures to avoid a repetition of this type of accident if possible

Disease

Malaria

Initial situation

A client is bitten by a mosquito and suffers from a bad reaction of malaria.

Preventive action plan

- Have partnership with professional local companies
- Hire qualified guides with first-aid training
- Explain the risk to the client and give them instructions (doctor's check, long sleeves, insect repellent at dusk and dawn)
- Guide must have a complete first aid kit
- Have a map with all the closest hospitals in the area
- Always have the phone number of emergency service within reach

Crisis action plan

➤ In the short-term

- Ask the guide to evaluate the seriousness of the disease (minor, moderate, severe)
- Evaluate the crisis severity thanks to the "Incident Assessment Matrix" document
- Arrange transportation to the closest hospital if not already done by the guide
- Contact the client's next of kin if the situation is serious
- Fill out the incident action log form
- Regularly call the guide for updates
- Organise repatriation if needed
- Ask the guide to reassure the other clients and explain what is going to happen next

➤ In the long-term

- Understand exactly what happened
- Finish filling out the incident action log form
- Check up on the client after his/her return

Wildlife

Scorpion sting

Initial situation

A client is stung by a scorpion and suffers from a bad reaction.

Preventive action plan

- Have partnership with professional local companies
- Hire qualified guides with first-aid training
- Explain the risk to the client and give them instructions (check shoes, towels, beddings)
- Guide must have a complete first aid kit
- Have a map with all the closest hospitals in the area
- Always have the phone number of emergency service within reach

Crisis action plan

➤ In the short-term

- Ask the guide to evaluate the seriousness of the attack (minor, moderate, severe)
- Evaluate the crisis severity thanks to the “Incident Assessment Matrix” document
- Arrange transportation to the closest hospital if needed
- Contact the client’s next of kin if the situation is serious
- Fill out the incident action log form
- Regularly call the guide for updates
- Organise repatriation if needed
- Ask the guide to reassure the other clients and explain what is going to happen next

➤ In the long-term

- Understand exactly what happened
- Finish filling out the incident action log form
- Update measures to avoid a repetition of this type of accident if possible
- Check up on the client after his/her return

Terrorist attacks

Suicide bombing

Initial situation

One of our clients is injured by a suicide bombing in Antananarivo airport.

Preventive action plan

- Follow the news
- Make the clients aware of the risks before going on holiday
- Always have the phone number of the British Embassy within reach
- Cancel the trips planned to go in dangerous areas
- If the risks increase a lot rapidly, repatriate our clients as soon as possible or take them to safety.

Crisis action plan

➤ In the short-term

- Contact the British Embassy in Antananarivo for guidance on what to do next
- Get to know how many people are safe / injured / missing / dead
- Evaluate the crisis severity thanks to the “Incident Assessment Matrix” document
- Stay in contact with the guide
- Stay updated about the clients’ medical condition
- Contact the clients’ next of kin
- Organise repatriation if needed
- Fill out the incident action log form
- Contact the clients to reassure and communicate with them
- Cancel upcoming trips to this destination if there is major risk of other terrorist attacks

➤ In the long-term

- Comply with the UK Package Holidays & Package Travel Regulations 1992 and the ATOL regulations
- Stay updated by the Foreign & Commonwealth Office
- Continuously inform all the employees about the various risks in the destinations in order to dissuade them to travel if there are high risks of terrorism
- Finish filling out the incident action log form
- Offer psychological assistance to all clients
- Check up on the client after his/her return

Natural disasters

Cyclone

Initial situation

A cyclone hits the country while customers are over there.

Preventive action plan

- Follow the news¹
- Make the clients aware of the risks before going on holiday
- Avoid sending clients to Madagascar from November to April
- Always have the phone number of the British Embassy within reach
- Cancel planned trips if the FCO advises against going to the specific country
- If the risks increase a lot rapidly, repatriate our clients as soon as possible or take them to safety.

Crisis action plan

➤ In the short-term

- Contact the embassy for guidance on what to do next
- Contact the guide to give him instructions on what to do
- Get to know how many people are safe / injured / missing / dead
- Evaluate the crisis severity thanks to the “Incident Assessment Matrix” document
- Contact the clients’ next of kin
- Organise repatriation if needed and possible
- Fill out the incident action log form
- Ask the guide to reassure the clients and explain what is going to happen next
- Stay in contact with the guide
- Cancel upcoming trips to this destination if there is any planned for the upcoming days
- Stay updated about the current situation

➤ In the long-term

- Comply with the UK Package Holidays & Package Travel Regulations 1992 and the ATOL regulations
- Stay updated by the Foreign & Commonwealth Office
- Continuously inform all the employees about the various risks in the destinations in order to dissuade them to travel if there are high risks of natural disasters
- Finish filling out the incident action log form
- Offer psychological assistance to all clients
- Check up on the client after his/her return

¹ [World Meteorological Organisation \(WMO\)](#)
[Meteo Madagascar](#)
[FB Cyclon Indien Ocean](#)

APPENDIX X: SCENARIO & TRAINING CHECKLIST

Situation 1 / Day 2

Clients are on the “East Coast Trekking and Rafting” expedition in Madagascar. It is day 2 of the trip and participants have had a great time trekking in the Perinet Rainforest Reserve during the day. It is now the end of the afternoon and the participants are heading to the hotel with their guides Mamy and Ludo. During the trek back, a young well-hidden crocodile suddenly runs to Jeannette, a woman in her early forties, and bites her ankle. The tour leaders react straight away, make the crocodile release Jeannette and lead the whole group safely to the hotel. However, Jeannette has to leave the region soon as she needs treatment. The guides let you know by phone that one tour leader (Mamy) is driving Jeannette in the company’s mini-van to “Espace Medical” - a private clinic in Antananrivo, whereas Marc stays with the rest of the participants.

Things to be done by Pioneer Expeditions

- ✓ Ask the guide to evaluate the seriousness of the attack (minor, moderate, severe)
- ✓ Evaluate the crisis severity thanks to the “Incident Assessment Matrix” document
- X Contact the client’s next of kin → decision to be made (decide to wait 1hour)
- ✓ Fill out the incident action log form
- ✓ Ask the guide to reassure the clients and explain what is going to happen next
- ✓ Regularly call the guide for updates
- ✓ Ask the guide to fill out the incident report log

Actions taken

What has been done?	By whom?	When?	Reactions / Emotions
Took time to think	Philip		Calm
Phone call to know more info	Philip		
Arrange to speak again with the guide	Philip		
Call Laurene and explain	Philip		
Need to decide whether to inform the next of kin or not yet	Philip	Wait for 1h before giving any news (until they know more)	
Search for the trip folder to get the details	Philip		

Contact insurance company about potential medical evacuation	Philip
Call Gilles from Madamax	Philip
Laurenne calls back	Laurenne
Look what exists on the server	Philip
Categorised the incident as medium for now	Philip
Start a log (timeline)	Philip
Plan possible scenarios with Laurenne (patient + group)	Philip & Laurenne
Be prepared to hit the news	Philip & Laurenne

 Situation 2 / Day 2

Jeannette has safely arrived to “Espace Medical” clinical and has had some basic treatments, but the hospital is not able to fully handle the situation. This means Jeannette needs to be evacuated to la Reunion island, to the Belle-Pierre Hospital right now. Even if the group is under shock, they still want to continue the holiday.

Things to be done by Pioneer Expeditions

- ✓ Arrange transportation to the Bali hospital if needed
- ✓ Contact the client’s next of kin
- ✓ Contact the client’s insurance if needed
- ✓ Fill out the incident action log form
- ✓ Regularly call the guide for updates

Actions taken

What has been done?	By whom?	When?	Reactions / Emotions
Let the hospital decide what is best	Philip & Laurene		
Send to hospital la Reunion	Philip & Laurene		Ready to pay flight ahead
Wait for approval of client’s insurance company	Philip & Laurene		
Update them regularly			
Divide the tasks	LM: call next of kin and sort flight out PB: call insurance and No Road		Downplay, immediate safety is fine
Talk to client	Laurenne		Help her
Regularly call the guide for updates	Philip & Laurene	Before going to bed and when wake up	
Discuss further possible developments	Philip & Laurene		Worry about their own insurance

Situation 3 / Day 6

The family of Jeannette, living in Dorset, started to talk about the incident; leading the case to hit the news. Now, regional media call the company regularly and even come to the office to ask questions about what happened.

Cf. newspapers article

Things to be done by Pioneer Expeditions

✓ Fill out the incident action log form

✓ Write a press release (see checklists) → National press, this trip has been going on each week for 10 years / The chances of this happening are of one in a million / Evacuation straight away, other participants still on the trip / PE in contact with family

OR / AND

Organise a press conference

Not answer questions from journalists without preparation and gathering information

Actions taken

What has been done?	By whom?	When?	Reactions / Emotions
Read the news	Philip & Laureenne		Laurenne laughs
Divide tasks	Philip & Laureenne		
Call PR company	Philip		
Talk to family	Philip		Laurenne too angry and disappointed
Talk to insurance company	Philip		
Call hospital for an update	Laurenne		
Call victim if possible	Laurenne		

Situation 4 / Day 11

Jeannette is out of danger. She stayed a few days at the hospital, before flying back home. Thanks to your quick press release and talk with Jeannette’s family, they decided to drop the idea of suing Pioneer Expeditions. On day 10, the rest of the group is back to Antananarivo as they are supposed to fly back on the following day. Since early morning, the Kassigie volcano has been erupting; therefore ejecting ash clouds. When the participants arrived at the airport, an announcement was made to tell them that all flights from Ivato International Airport are cancelled for the day. For the moment, it is unknown how long the airport will be unable to operate flights.

Laurenne wakes early, checks her emails at 5:30, reads the following email. She hasn’t heard from the participants yet but knows that they are leaving in about an hour for the airport. Philip is fast asleep

Things to be done by Pioneer Expeditions

- Evaluate the crisis severity thanks to the “Incident Assessment Matrix” document
 - ✓ Check if there are flights from other airports
 - Arrange transportation to another airport if necessary
- OR
- ✓ Wait and see what happens
 - ✓ Arrange accommodation if needed
- Fill out the incident action log form
 - ✓ Regularly call the guide for updates
 - Ask the guide to reassure the other clients and explain what is going to happen next

Actions taken

What has been done?	By whom?	When?	Reactions / Emotions
Call Philip and wake him up	Laurenne		
Call FareMine for			

first available flights
Contact Gilles (Madamax)
Call hotel
Advice others with flights → airport office
Organise additional tours
Contact local agent
Check at the airport

 Situation 5 / One week later

The holidays have been over for a week.

Things to be done by Pioneer Expeditions

- Understand exactly what happened
- Finish filling out the incident action log form
- Update measures to avoid a repetition of this type of accident if possible
- Check up on the client after his/her return
- Ask for the partners' incident report log
- Write a press release

OR

- Organise a press conference

Actions taken

What has been done?	By whom?	When?	Reactions / Emotions
Follow up questionnaire			
Review question			
Contact Madamax for procedures			
Review meeting with the team			
Close and keep the file			

APPENDIX XI: INCIDENT ASSESSMENT MATRIX

The Incident Assessment Matrix is an assessment of the severity of the consequence of potential identified risks:

These have been categorised into:

Domains: Risk areas of importance

Category 1-3: Consequence scores from 1 to 3

Score Descriptors: 1 = Low
 2 = Medium
 3 = High

Domains	Category 1	Category 2	Category 3
	Low	Medium	High
Health & Safety	<ul style="list-style-type: none"> ➤ Minor injury requiring no/little intervention or treatment ➤ Moderate injury or illness requiring intervention/localised first aid ➤ Slight concern for client safety, remain alert for potential event 	<ul style="list-style-type: none"> ➤ Significant injury requiring professional intervention ➤ Hospitalisation for shorter period [1-3 Days] ➤ Event which has an impact on client safety 	<ul style="list-style-type: none"> ➤ Major injury or illness leading to long-term incapacity/disability/ long-term illness ➤ Hospitalisation for longer period [3+ Days] ➤ Major event which has an large impact on client safety ➤ Emergency evacuation(s) ➤ Death ➤ Multiple permanent injuries or irreversi-

			<ul style="list-style-type: none"> ble health effects ➤ Extensive Period(s) of Hospitisation ➤ Catastrophic event which has a disasterous impact on client safety ➤ Urgent emergency evacuation(s) ➤ Repatriation(s)
Natural Environment	<ul style="list-style-type: none"> ➤ Minor instability (rumour of political unrest, slight inconvenience caused by natural event) ➤ Some instability (remote political unrest, inconvenience caused by natural event) 	<ul style="list-style-type: none"> ➤ Instability (political unrest, disruption caused by natural event) 	<ul style="list-style-type: none"> ➤ Serious instability (political unrest in immediate vicinity, major disruption caused by natural event) ➤ Full scale national emergency (civil war, natural disaster)
Media Management	<ul style="list-style-type: none"> ➤ No requirement 	<ul style="list-style-type: none"> ➤ No initial requirement, but remain alert for potential media coverage 	<ul style="list-style-type: none"> ➤ Response to regional level media coverage ➤ Reponse to national level media coverage
Logistics	<ul style="list-style-type: none"> ➤ Short delays to internal flights ➤ Minor logistical issues ➤ Long delays to internal flights ➤ Moderate logistical issues 	<ul style="list-style-type: none"> ➤ Cancellations or re-routing of international and internal flights ➤ Significant logistical issues 	<ul style="list-style-type: none"> ➤ Multiple cancellations or re-routing of international and internal flights ➤ Major logistical issues ➤ Catastrophic logistical issues (missing/crashed aircraft)
Trip Management & Leadership	<ul style="list-style-type: none"> ➤ Short-term low staffing level/minor competency issues that temporarily reduces service quality 	<ul style="list-style-type: none"> ➤ Late delivery of key objective/service due to lack of staff/competency issues 	<ul style="list-style-type: none"> ➤ Uncertain delivery of key objective/service due to lack of staff ➤ Unsafe staffing levels/competence

	<ul style="list-style-type: none"> ➤ Slight miscommunications ➤ Minor responsibility issues ➤ Long-term low staffing levels/moderate competency issues that temporarily reduces service quality ➤ Some miscommunications ➤ Some responsibility issues ➤ Insensitivity to local culture and customs 	<ul style="list-style-type: none"> ➤ Major miscommunications ➤ Unacceptable staffing levels/competence ➤ Missing Person(s) ➤ Inappropriate behaviour ➤ Lack of food-prep and contaminated drinking water 	<ul style="list-style-type: none"> ➤ Loss of key staff ➤ Non-delivery of key objective/service due to lack of staff ➤ Ongoing unsafe staffing levels or competence ➤ Loss of several key staff ➤ Rape ➤ Serious Assault ➤ Murder/attempted murder
<p>Client Welfare</p>	<ul style="list-style-type: none"> ➤ Peripheral element of service sub-optimal ➤ Slight client dis-satisfaction ➤ Overall service sub-optimal ➤ Informal complaint/inquiry ➤ Local resolution ➤ Single failure to meet clients expected standards ➤ Some implications for client welfare if unresolved 	<ul style="list-style-type: none"> ➤ Service has been significantly reduced ➤ Formal complaint ➤ Local resolution, but potential for inclusion of outside influence ➤ Repeated failures to meet clients expected standards ➤ Significant client welfare implications if unresolved 	<ul style="list-style-type: none"> ➤ Service non-compliance ➤ Multiple complaints ➤ Inclusion of national level influence ➤ Total repeated failures to meet client expectations ➤ Potential loss of client trust ➤ Major implications to client welfare if unresolved ➤ Potential for Inquest ➤ Service of totally unacceptable levels or quality ➤ Inclusion of national and international level influence ➤ All client expectations grossly failed ➤ Complete loss of client trust

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			<ul style="list-style-type: none">➤ Catastrophic implications to client welfare if unresolved➤ Inquest
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APPENDIX XII: GENERAL CONTINGENCY PROCEDURES – MEDIUM IMPACT

Stage

**Actions to be Taken /
Things to Consider**

1	Assess the Incident	<ul style="list-style-type: none"> ➤ Receive incident information ➤ Assess the type(s) and severity of incident ➤ Prepare incident log form
2	Info Management	<ul style="list-style-type: none"> ➤ Collate incident information (Names, injuries, location, etc) ➤ Gather any related information (Flight details, FCO updates, etc) ➤ Establish responsibility protocols for Pioneer & agent
3	Resource Co-ordination	<ul style="list-style-type: none"> ➤ Log all events and maintain audit trail ➤ Establish source of failed agent risk control measures (low-staff issues, incompetence, safety levels etc) ➤ Be prepared to contact consulate/high commission/relevant UK authorities/companies/clients employer ➤ Be prepared to contact police (local, tourist, airport, UK local) and Interpol ➤ Be prepared for potential media contact
4	Immediate Re-	<ul style="list-style-type: none"> ➤ Contact relatives/next-of-kin ➤ Contact Insurance ➤ Contact hospital/medical facility
5	Monitor & Evaluate	<ul style="list-style-type: none"> ➤ Maintain contact with all relevant parties (agent, family, insurance, etc) ➤ Ensure regular updates to incident log form ➤ Be prepared for re-evaluation of risk assessments and agent agreements

AUTHOR'S DECLARATION

I hereby declare that I have carried out this final research project on my own without any help other than the references listed in the list of references and that I have only used the sources mentioned. I will not provide a copy of this paper to a third party without the permission of the department head and of my advisor, including the partner company with which I collaborated on this project, with the exception of those who provided me with information needed to write this paper and whose names follow: Laurene Mansbridge and Philip Beale.

Wimborne, 03.07.2016

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