

Ketchum

Product Offering



An Introduction to Our Rebound Decision Matrix

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Ketchum Travel specialists, in conjunction with Ketchum's Issues & Crisis Management specialty, developed a new approach to help destinations (and other travel brands, including hospitality and aviation) prepare for what lays beyond the current COVID-19 landscape: the rebound period – a critical time where destinations begin their phased approaches to reopen and consider how to responsibly welcome travelers back. The rebound will be different for every destination and strategic planning for it now is essential.

A Framework for Destinations to Plan How They'll Come Back

Ketchum's **Rebound Decision Matrix** enables destinations to create a framework for how they will uniquely begin to come back, with all the

key elements Ketchum believes those in the space should plan for now.

For example:

Prerequisites: To gauge readiness to pivot to rebound phase activities, we will together look for the following...

*The below are not all mandatory, but predictors of when to responsibly begin to pivot...

- New cases in your area have declined.
- Testing is widely available for both residents and travelers.
- Travel advisories are lifted in the destination and largest inbound tourist base.

Among much more...

Risks: Even with several prerequisites in place, some may feel it is too soon to resume leisure and business travel, so we need to evaluate risks because...

- Social distancing measures may still be in place elsewhere.
- High-risk groups (per CDC and WHO guidelines) may be encouraged not to travel, and high-risk groups of residents may still be encouraged to stay home.

Among other risks...

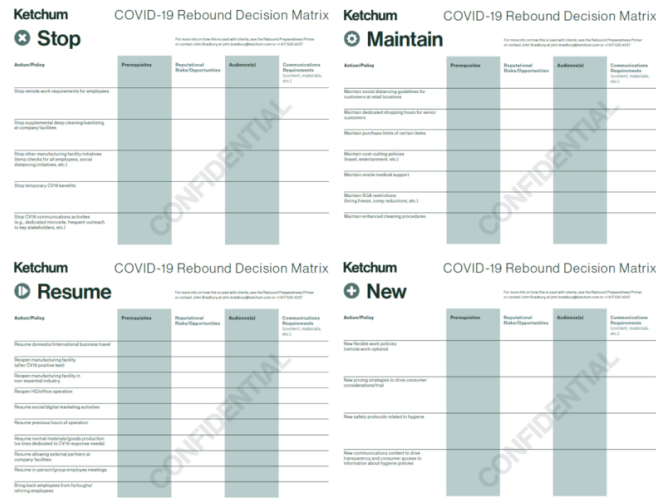
Opportunity: There is pent-up demand, but many travelers are scared, so we need to think through what opportunities exist now, such as...

- If measures are taken to ensure safe travel and there is an opportunity to welcome some travelers back responsibly, we suggest leveraging those measures to show responsible action and care.
- The destination should consider a phased approach, in line with guidelines in place by many local and country-level governments.
- Communication should reflect a slow shift into rebound, for efforts to be viewed as responsible and not rushed.

A Snapshot of the Rebound Decision Matrix

Through this approach, Ketchum will work with destinations to strategically plan communications and operational rebound activities using the below Decision Matrix. Starting to make these critical decisions now will ensure destinations have thought

through all the watch-outs and potential issues in this phase and can execute confidently when the time comes. This includes strategically planning which activities to stop, resume and maintain, together with planning new activities/policies to meet and exceed stakeholder expectations.



Need Support from Ketchum to Get Your Recovery Planning Underway?

As we transition to the rebound phase of the COVID-19 global pandemic, the tourism industry is facing the question: what will the new normal look like, and what is our reopening strategy? We would love to set up time to discuss helping you prepare for the many critical decisions you will need to make quickly, collectively and strategically.

About Ketchum

As a leading global communications consultancy, we combine the deep industry and specialty expertise of boutique firms with global reach to find unexpected connections that lead to lasting relationships and work that matters. The most creatively awarded firm in our industry, we're equal parts human-centered and business-focused, empathetic and intelligent. Learn more at ketchum.com.

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