



Crisis Management for Responsible Tourism & Events

Module Code BMTP6020

CRISIS MANAGEMENT COMMUNICATION REVIEW

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A capital city, center of government, and major tourist destination, Cardiff is home to numerous national and international sporting and cultural events and has also recently been named the 'UK's Most Liveable City'. Cardiff, the capital of Wales, United Kingdom, drew the largest number of people to the city in its history to watch the 2017 UEFA Champions League final. More than 200,000 people from all over the world turned out to see it. The National Stadium of Wales Millennium Stadium is better known as Principality Stadium and is listed as one of the largest stadiums in Great Britain. Construction began on the stadium in 1997 at a total cost of £114 million. The construction of the stadium was finished two years later in 1999. The new technology is part of the new theme of the stadium since it has installed a retractable roof that opens or closes within 20 minutes and is supported by several pillars that measure 90 meters high (Miller, 2011).

In a crisis, managers are expected to decrease uncertainty and give an authoritative account of what is going on, why is happening, and what needs to be done. In the training scenario, the emergency services in charge of managing and minimizing the risks presented are the gold, silver, bronze, and platinum command representing the government. They are hierarchically structured and are defined as strategic, tactical, and operational according to their categories (Alawadhi, 2018). The gold, silver, and bronze commands made decisions and established strategies according to the risks that arose. The government provides resources and trusts in the power of this management structure to solve problems, even so, the platinum command is responsible for communicating with the groups, advising, and analyzing the results coming from those decisions.

The gold command is not on site, but in a distance control room, where they are in charge of designing a strategy to deal with incidents (Forte, 2021). In this case, the first strategy begins with contacting the silver command so that they deploy a police security action with motorcycles and cars that accompany the dignitaries during the journey to the stadium. They also get in touch with the bronze command, who are the ones who are physically in the stadium to communicate the arrival time since it is essential that they have a different arrival time from that of the public at the match. In addition, they identify a bridge with access for VIPs that can be made available to dignitaries.

The silver command decides how to use all the resources to achieve the strategic aims of the gold command, and they determined the tactics used (Forte, 2021). This command proposes accessing through the basement of the stadium to go unnoticed. They make the decision to separate the ministers so that there is no conflict and that each one enters the stadium by different

paths and in the opposite direction, always accompanied by the police. If the stadium had to be evacuated, they suggest evacuating the royal family by river taking them by boat or helicopter. The dignitaries will be evacuated by different routes to those of the public on the opposite side of the stadium.

The bronze command will be on the scene and be part of the staff (Forte, 2021). They believe that the dignitaries could access the stadium at least an hour before the public and by subway. On the way to the stadium, they will do so with undercover cars and additional security controls along the VIP box with security. Provide a different and exclusive elevator only for VIPs and you will have to leave the stadium two hours after the event. Provide effective communication with the security team and staff members.

The Platinum command allows the gold and silver commands to establish strategies and make justifiable decisions and tactical responses. Platinum Command evaluates and analyses the actions of the 3 previous commands to offer them the support they need during crisis management. It is to be expected that when the time comes to act to combat a crisis, it is vital that the first response is to execute strategy management (Cutlip, 2006, p. 326). In the process of managing a crisis, there can be the right way and the wrong way, in both cases both can be right. This process has to be formed from a solid structure and must be carefully planned (Cutlip et al., 2006, p. 327).

For crisis management to be effective, it is recommended that managers practice communication as it is essential for positive crisis management (Wells, 1978). Managers are in charge of complying with the appropriate process before, during, and after a crisis, their task is based on analyzing and identifying the weak points of the organization in order to avoid future crises (Gundel, 2005). Being alert and prepared for any scenario is essential, particularly in turbulent environments. Creativity and strategic thinking are the keys to being the most successful when faced with a crisis. It is also crucial to analyze the information obtained during the management process and make it reach all parts of the organization (Ashcroft, 1997).

One of the first strategies executed by the commands to respond to the problem is communication. Radio contact is essential between commands to execute perfect communication. Review the transmission channels and make sure that the message is transmitted clearly without interruptions or confusion. The direction of a crisis may be affected if effective communication is not exercised (Richardson, 2019). In addition, Inform local authorities that the evacuation of the royal family is going to begin so that a coordinated and safe evacuation can be guaranteed (Fall, 2018).

On April 15th, 1989, the worst football disaster in UK history happened. Liverpool and Nottingham Forest fans went to Hillsborough and a succession of mistakes and failures led to ninety-six people losing their lives as a result of dangerous over-crowding in the west terrace. Errors in communication were the detonation of that catastrophe. Little effectiveness among members of the local police, misinformation, and delay in notifying the emergency services. Breaches of stadium procedures and failure to adhere to emergency plans are some of the causes that seriously affect crisis management (Nicholson, 1995). In fact, to manage a crisis it is essential to clearly define who will be in charge and what their established tasks will be. The goal of a crisis management plan is to minimize damage and restore business operations as quickly as possible (Delvin, 2006).

These 3 commands have applied the crisis management model identified by González-Herrero and Pratt, which is divided into 3 different stages. The leaders or managers are responsible for the first stage, in this case, the heads of the commands. It consists of detecting the risks coming from the crisis. Commando leaders prepare their team members to face the crisis with motivation and courage. The work that the team is doing must be reviewed at all times so that the result is positive. In the second stage, it is essential to act quickly. Strategies are designed to combat risks and discussed with team members to achieve a solution that protects them from the crisis. The commandos made quick decisions to elaborate the strategies that allowed them to deal with the corresponding risks that could affect the royal family. To finish with the crisis management method, the staff implements changes to react to the new situation in which the company operates. The team has to adapt to the proposed changes in order to act effectively according to the crisis (González-Herrero, 1995).



Picture1 (González-Herrero, 1995).

Command leaders have great influence over the team and are capable of influencing the behavior of team members. Leaders are the key to promoting change and making the rest of the team better adapt to crisis situations (Becker-Reims, 1994; Parker & Williams, 2001). If the leaders are effective

and provide good teaching to the team, the team will be better able to develop strategies to combat the crisis (Parker and Williams, 2001).

In the event in real life, many strategies for crisis management were applied. The Principality Stadium and the city of Cardiff prepared to host the Champions League according to previous crisis management. Having suffered a recent terrorist attack in Manchester which killed 22 people, security in Cardiff has increased due to the UEFA event. 6,000 police officers guard the streets of Cardiff ensuring the safety of both the locals and the fans attending the match, 600 of whom are armed. Security measures were also taken at the stadium to prevent terrorist attacks, the roof of the Principality stadium remained closed during the event.

The streets near the stadium will remain closed and separation barriers have been installed in the areas where the fans will be. Trips on the Taff River and Cardiff Bay were totally banned (CNN, 2017). The event will attract 170,000 supporters who will fill the streets of the city in the days leading up to the game. On the day of the official match, they expect to receive more than 200,000 followers. The police act in anticipation of the arrival of the fans and security measures are taken by examining the underground conduits and drains of the city. Faced with the arrival of so many followers, a facial recognition application has been designed to identify terrorists or vandals on search and capture lists. The cameras will be located throughout the city of Cardiff (ESPN 2017).

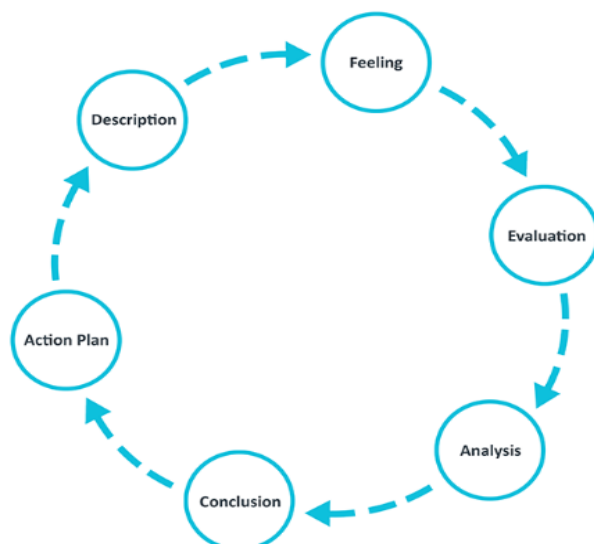
Crowd management has added a police operation that allows control of all people traveling from Manchester, Birmingham, and London to the city of Cardiff to attend the game. The Transport Police will be armed and will have the help of sniffer dogs that will be located at key train stations on the route from England to Cardiff (RTE 2017).

In the London bombings of 2005, security measures were quickly implemented a few seconds later. The explosions took place on the London Underground and on the upper deck of a bus. There were 4 attacks and more than 600 people were injured. The response to these attacks was immediate. Faced with this terrorist attack, the subway was immediately closed, and all security cameras were reviewed (Ray, 2022). It seems that the city of Cardiff is aware of these previous terrorist attacks, and it must be for this reason that its strategies are directed towards the protection of transport areas such as train stations. The new technology has been the one that has allowed the security camera system to advance and today the facial recognition

application has been used, which may become more likely to recognize any attacker (Robbins, 2021).

Other security measures are applied due to the state of alert that the United Kingdom faces after the attack in Manchester. Several of the Zones that were established exclusively for fans were removed to avoid crowding. You want to avoid crowds in the city and in the surroundings near the stadium. However, the main party that celebrates the Champions League will continue and will not be suspended, but they will have great police surveillance. The gates to the stadium will open hours before the start of the game. This news was released through the media and was communicated by UEFA (Marca 2017). The strategy for opening the stadium gates has already been evaluated before. Klüpfel assures that the late opening of the door of the place where the event is organized can unleash a crisis and a crowd can form. The decision to open the doors to the public hours before the game is quite successful and shows a good knowledge of crisis management (Klüpfel, 2014). The city has been finalizing details to host UEFA and all the fans who will come to the city. Accommodation is a problem that could put the city's reputation at risk as Cardiff has only 4,000 hotel rooms available compared to Berlin, for example, which has 135,000 rooms. A camping area is enabled that will offer a greater number of accommodations and will be established from May 31 to June 5. Since most fans will settle in the surrounding area, in places like Swansea or Bristol, Cardiff provides more frequent bus trips (BBC, 2017).

The Gibbs reflective model is a process in which experiences that have happened are analyzed. This method is good for learning from the experience of a crisis, it also makes it easier to manage future crises by having learned from the positive or negative results of previous crises.



Picture 2 (Gibbs, 2023).

The Gibbs model has several learning phases:

- Description.
- Feelings and thoughts.
- Evaluation of the experience.
- Analysis to make sense of the situation.
- Conclusion.
- Action plan for how you would deal with similar situations in the future.

Reflection is a very useful and valuable tool for professional development. By reflecting and learning to do it reflectively, the professional can have an idea of how a method or actions can be improved when a similar situation arises. In the case of Cardiff City versus UEFA event management, it is acceptable that the Gibbs reflective method be applied. In this way, crisis managers can value the experience and plan new and better strategies for programming events in the future. Most of the knowledge of people is acquired through reflection through experience (Gibbs, 2023).

In conclusion, the 3 commands worked according to their structure through the crisis, and this allowed them to strategize quickly and effectively to combat the risks presented by the event. Using the crisis management model identified by González-Herrero and Pratt, they have shown that they are capable of teamwork and that they know how to adapt to the proposed changes in order to act effectively according to the crisis. In the actual event, many strategies for crisis management were applied. The event managers drew on previous experiences with different crises. This is how transportation or anti-terrorism strategies were raised. Due to previous terrorist attacks in several cities in the United Kingdom, the city of Cardiff was already prepared and warned of the possible risks that could arise before, during, and after the Champions League event. It is possible to point out that both in the training scenario and in the real-life event, the crisis managers were prepared and had the necessary knowledge to combat any unforeseen events and handle the crisis positively and successfully.

The recommendations for this crisis management communication review are:

1. Adapt the Gibbs model to any future experience, whether in a team or alone. Learning is the key to being successful.
2. Training for crisis managers should be based on communication.
3. The commandos in charge of the emergency services must maintain the hierarchy and continue to work as a team.
4. Create strategies based on what has been learned about the management of other events.
5. Use successful strategies that have been used in previous crises.
6. Make use of new technologies. Adapt new technologies to crisis scenarios in order to improve strategies and improve levels of public safety.
7. Face future crises with positivity and motivation.
8. Highlight the good things that have been developed before the crisis, during the crisis, and those that are planned to be done in the future.

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