



**The task of establishing stakeholder responsibilities is not the sole concern of those in communication roles but a collective responsibility of senior stakeholders.**

For an industry where a crisis or disaster can have a significant negative impact, it is important to recognize that the task of establishing stakeholder responsibilities is not the sole concern of those in communication roles but a collective responsibility of senior stakeholders. The larger communication context of a hotel responding to a crisis involves many highly engaged stakeholders—owners, managers, employees, suppliers and guests—who need to understand their roles and responsibilities in the crisis management process.

This article does not address the entirety of the crisis communications management plan development and implementation process, but rather deals with internal crisis communication as a means of identifying the challenges of working with a set of stakeholders within the larger crisis/disaster management

process. Effective internal communication is something that organizations strive for daily, however in the face of a crisis it is vital to effectively navigate the process. Advanced planning and developing responsive management and communication processes can minimize the impact on the hotel, its reputation, customers, partners and staff.

**The Overall Crisis Management Plan**

In all situations, a crisis management plan is a living document that requires regular testing, evaluation and review to ensure it addresses the areas which are most vital in a crisis. It is not always possible to stop a crisis from happening, however it is possible to be prepared to mitigate the confusion and prevent any additional problems stemming from the response to the situation. With the current instability in the world, this type of preparedness should be part of the daily conversation within hotels, especially amongst management and those on the front lines.

For any hotel, one key goal of the crisis management plan is to move from reacting to the incident to managing a strategy to overcome it. The plan needs to allay the concerns