



Now is the time for the tours and activity sector to work together, creating new partnerships and opportunities. Don't let this crisis define your business.

# CORONAVIRUS BATTLE PLAN

MARKETING  
THROUGH  
THE CRISIS

ASSESS. ADAPT. SURVIVE.

CHRIS TORRES

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# INTRODUCTION

As you will be well aware, travel and tourism is in the midst of a coronavirus crisis, with large scale events, flights and countries going into lockdown. Whether you think this virus is a genuine threat or something that has been blown out of proportion by the media, what matters most is what your customers think.

Many tourists are already being put off travelling abroad, but for many this isn't out of fear of catching the virus (well not most, anyway), but because they fear losing money on booked flights, accommodation, tours and activities — and they're worried that travel bans will stop them getting back home. What your customers need right now is peace of mind.

I am one of these wary travellers. My family and I were looking to book a trip to Lisbon in May to see family I have over there but we are holding off until later in the year as we don't want to lose money if parts of our trip are cancelled.

I've spoken to a lot of operators and there is an obvious fear that 2020 will be a very harmful year for their business. For some, it could spell the end, but this should only happen if you do not have a contingency plan. In my opinion, you absolutely should work on a back-up plan, as things will probably get worse before they get better. I have even heard some say they may stop marketing altogether.

Looking at the current evolution of events, I believe that this crisis will impact the industry for at least 6–18 months (at time of writing), so you must create a plan of action... a battle plan to protect your business as much as possible going forward.

I've got a bit of a reputation for providing a lot of free marketing advice to the tours and activity industry so I feel that during this damaging crisis it is even more important that I continue to offer my expertise.

Now is the time for the tours and activity sector to work together, creating new partnerships and opportunities. Don't let this crisis define your business. Assess, adapt, survive... and you may find that your business comes out the other end stronger than ever.

Stay safe

A handwritten signature in black ink, appearing to be 'Chris', written in a cursive style.

Chris

**If we do not all pull together  
then this crisis will only pull us all apart.**

**#SaveTourism**

# SHOULD I STOP MARKETING?

I have heard people in the industry saying they will stop all marketing until this all blows over. Some people have made this decision because they want to protect their cash flow — which I completely understand — and some have made this decision because they simply ‘do not see the point’. During a [recent online webinar](#) with Arival, Yaron Burgin of Abraham Tours said when asked should you be marketing right now: “No. Travel is an emotional purchase. Everyone is worried about the pandemic”. During the same discussion Tom Jenkins of ETOA also added: “Right now, there’s nothing to sell”.

I hope both Yaron and Tom do not take offence to what I am about to say, but to me this is very bad advice for any tourism business. It’s simply not true that people working in the tours and activities service have “nothing to sell”, and I think this is an ill-thought-out and damaging statement to make. The advice in this document will hopefully highlight the many actions that you can take to sell online and market your business.

Someone might say something like, “Yeah, but you run a marketing agency so you would say that...” But anyone who says that obviously doesn’t know me. I’ve spent the last 3 years putting out free content to help tourism businesses — especially the tours and activity sector. This document you’re currently reading will be in the hands of many operators I’ve never met as I want this industry to grow, prosper, and survive. We are all in this together.

Marketing your tour business is now more important than ever. If you decide to stop marketing your business, you may as well give up. A famous aphorism comes to mind: ‘Failing to plan is planning to fail’.

If you stop and plan to wait until the crisis is over, a competitor will only see this as an opportunity to gain ground in your niche market while you ‘self isolate’ your business. However, you must pick your battles on which marketing avenues will work best for your business.

I get it: it’s a scary time for anyone in this industry just now, and you have to look after your business. You know your own business better than anyone, but I hope you’re reading this because you accept that marketing could play a pivotal role for travel during the coronavirus crisis — even if you have no marketing budget.

Burying your head in the sand hoping it will all go away is not an effective solution. There are several things you can do to mitigate the losses from coronavirus and I hope this document helps you think outside the box while you safeguard your business going forward.

# SHOULD I EVEN MENTION CORONAVIRUS IN MY MARKETING?

Again, some tour operators do not wish to mention anything about coronavirus as they “do not wish to promote or highlight the virus” in fear that it will damage their business further. However, I’ll be blunt: the coronavirus is damaging your business whether you talk about it or not. Hitting the problem head on is the right approach to take. How you tackle it is the important part. Your marketing should focus on reassuring your customers and giving them peace of mind.

Context Travel put out a statement on social media:

**“As a part of the global travel community, we’ve been following recent news of the Coronavirus (COVID-19) incredibly closely.**

**Most importantly, our thoughts are with all those affected, be it directly or indirectly. In particular, we’re working closely with our guides and local partners in Asia and Italy to minimise the disruption to their livelihoods.**

**We also recognise the increased uncertainty that COVID-19 may be causing in your own trip planning. To help you book with confidence, we are offering an exceptional cancellation policy: Until the situation has stabilised, we will be extending the option of a 100% refund on all new bookings made after March 2, 2020, for cancellations made more than 7 days prior to a tour.”**

Context Travel has taken hold of the situation and created a positive from it. Let’s break down what this statement says:

**“...we’re working closely with our guides and local partners in Asia and Italy to minimise the disruption to their livelihoods.”** This highlights that they care about their own staff, guides and business partners.

**“To help you book with confidence, we are offering an exceptional cancellation policy: Until the situation has stabilised, we will be extending the option of a 100% refund on all new bookings made after March 2, 2020, for cancellations made more than 7 days prior to a tour.”** This highlights that they care about their customers and that they want to make sure they are covered as much as possible during this crisis.

One of our own clients, Vagabond Tours of Ireland, also [released a statement on their website](#) stating they will defer tours so their customers can still enjoy their destination when the crisis subsides. They even relaxed payment terms to help their customers.

What Vagabond and Context Travel have done is the right approach to build brand trust in existing and potential customers, and a similar approach **MUST** be taken by any accommodation, tour or activity business in the industry. If you ignore your customers’ concerns, then it highlights to them that you do not care, and this may cause more long-term damage to your business than COVID-19.



# ONLINE TRAVEL AGENTS (OTA) VS DIRECT

Although OTAs are massive organisations, they are also not immune to what is happening in our industry. They make money from the commission they take from your bookings, which will be down across the world. Put simply, OTAs will be hit as hard as everyone else in the industry.

As some of you will know, I have strong feelings about how you should utilise an OTA. They can be a huge benefit for your business but you must also have a direct marketing strategy. I suspect that at least one OTA will collapse if this crisis does not pass by quickly, with lots of people losing their jobs... and this is not something I wish to see happen.

OTAs will reduce their own marketing budgets to compensate for the drop in bookings, so this may open up a few more opportunities for you to take advantage of. Many people come to the Tourism Marketing Agency because they want to improve their search engine performance, allowing them to compete with the OTAs who seem to have a monopoly on organic search and paid advertising in their niche. Putting time and effort into marketing at this time can help you jump ahead of some of the biggest OTAs — or at least catch up with and compete with them.

**A BATTLE PLAN**

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# **MARKETING DURING THE CORONAVIRUS CRISIS: A BATTLE PLAN**



I shall now highlight some marketing strategies to take during the corona pandemic. I will split up the strategies into the easy-to-understand sections below.

- 1. Maintain brand awareness**
- 2. Give peace of mind to your customers**
- 3. Maintain cashflow**
- 4. Plan for after the crisis**

### **Act quickly: Ramp up customer service**

Communicate! And do it early and often. Your customers expect to hear from you. Don't wait for them to contact you first. Be proactive, as waiting too long will have a negative effect on your brand's reputation as customers will think that you do not care or that you are not taking this crisis seriously.

### **Don't cancel... postpone!**

#DontCancelPostpone #SaveTourism

Never use the word cancel if you can help it and try to persuade existing bookings to postpone indefinitely. If possible, give them an open-ended ticket that they can redeem at any time (if the dates they choose are available). Refunding should be a last resort.

Also, some operators are adding extra value to existing bookings to persuade customers to postpone to another date. This could be an extra stop on your tour, a free lunch or an extra night if you're an accommodation provider. Think about what extra value you can add.

## Don't fight against a cancellation

I know this may be hard for some businesses but if your customers insist that they wish to cancel, don't fight against them as it will only hurt your brand's reputation. Remember that your customers will be hit hard during this crisis too and have some empathy for them. If a full refund is impossible for some reason, you should refund most of the item price and keep a small proportion — this is far better than offering no refund at all.

To give you an example: when Arival Berlin was cancelled 2 days prior to the event, the event hotel insisted the hundreds of hotel guests had to pay 100% of their stay even though the German authorities stopped large gatherings and Arival was forced to cancel.

Let me be clear: I understand they are a business and I expected to lose my deposit, but because they would not be flexible in their 7-day cancellation policy, they took the complete payment from me and hundreds of other business owners. I suspect the Vienna House Andels in Berlin has damaged its reputation and lost many future customers. Even if they'd only taken 50% of the money from people's bookings, their reputation would have been salvaged.

Whatever you do, be compassionate and try to be as flexible as possible. Most customers will understand that they may lose a deposit — but don't take advantage of them.

## **Change your payment policy**

If you are not the type of business to take immediate payment, allow your customers to pay 24–48 hours before they arrive or possibly pay on arrival. It may help you get fewer cancellations and some extra bookings.

## **Offer gift cards**

If you do not do so already, sell gift cards for your products. This can be a great way to generate business throughout a crisis as it allows you to take in vital revenue now for customers to use later. This albeit smaller amount of revenue now may ensure your business survives until normal travel resumes. Don't put a time limit on the gift cards (especially during this crisis). Keep them open-ended at least until the pandemic subsides.

You may think that a gift card doesn't make sense for your business model. But any type of tour or attraction business can provide a gift card. Customers pay now (perhaps with a generous discount) and they can redeem the card at a later date to experience your tour or activity. All businesses should offer a gift card of some description, not just during a crisis.

## **Set up a Facebook group for your customers**

This is not the time to hunker down but a time to communicate even more with your current and potential customers. One of the best ways to do this is to set up a Facebook group specifically for the Coronavirus Crisis. This allows you to provide up-to-date information for your customers as well as to publish Facebook live and other content to help answer your customers' questions and allay their fears.

If you already have a Facebook group, use this channel extensively and let your customers know that they can use this channel to ask questions. Remember: you must answer ALL enquiries and comments. Yes, this will take time but if you have tour guides sitting around because you have no tours running, get them to do this job for you. Remember: this is all about assessing, adapting, and surviving. Do what it takes.

## **Promote local travel and help your community**

One option that is relevant to many operators is to look closer to home and develop products that will cater for people who live in and around their destination. In my honest opinion, almost every tour operator should have a product that focuses on local tourism — even if it is far removed from their normal product offering. This generates extra revenue and gives you something to fall back on if another crisis comes along. Always have a disaster plan in your back pocket.

If your business relies on inbound tourists, then also don't completely stop marketing to this audience as we can't predict what will happen in the near future — and plenty of people will still want to risk travelling (if allowed). However, it may safeguard your business to create a product and use some of your marketing budget to focus on locals. Encourage locals to discover their own destination. Play on the fact that locals must unite and help local businesses survive this crisis. This approach worked very well in Australia, after their devastating fires.

Consider what products you can create that locals can participate in. A food tour? A bike or walking tour? Even if your main product offering happens to be something completely different — like a multi-day tour of Ireland or a safari in Africa — creating products or an event that you can quickly roll out in your local community can allow you to tap into a

new audience. Do what it takes to survive and market the hell out of your new local product(s) on Facebook as it is the best and cheapest form of paid marketing available today. Note: many people will be stuck at home, self-isolating, and they will be bored. They will likely spend more time on social media than ever before, so it's a good time to make an impression with Facebook Ads.

One other aspect you need to consider, and why local products and marketing is important, is that this crisis will affect many airlines and unless we see huge government bailouts across the globe, you may find that there are fewer airlines bringing tourists to your destination in the near future.

## **Staycation will be key in 2020**

Many travellers will think twice about travelling abroad — and many won't be able to due to travel bans. This means that we will likely see a huge rise in staycations once the initial panic and hardship has subsided. People will still want to get away from all of this and forget about their worries for a while, so expect to see a huge increase in consumers travelling and taking a holiday within their destination.

Guest houses, AirBNBs, and local activities will all be in demand and this is another reason why you should focus on the local market. Now, local does not necessarily mean your immediate destination. For example, I am based in Glasgow, Scotland, but would consider the whole of the UK as a staycation destination. In fact, my young family and I take many trips within the UK; we love sharing a cabin with family and friends.

Imagine the situation where you may be in self-isolation for 14 days or not being able to leave the house properly for weeks on end. People

will be restless and eager to escape, so this is the best time to promote your domestic product.

## **Make meaningful partnerships with your ‘competitors’**

Now, this may seem crazy to some but it's a great idea to speak to others in your sector — even your biggest competitors. This is not the time to be insular. Create an event, meet for a coffee (or a beer), if it's safe to do so, or meet online and discuss what you can all do to combat this crisis and create local experiences that could support all local tour and activities businesses. Share resources, buses, bikes, tour guides... whatever it takes to make sure you, and your local community survives.

Some of you may wish to see a competitor collapse but think about the broader effects this will have on your destination and local businesses as a whole.

## **Early-bird offers and focus for 2021**

I hate discounting. I always advise that you should never compete on price, but on experience – unless you are a budget-focused business, of course. Plan ahead for 2021 to help generate revenue now by offering a discount or early-bird offer for your tours next year. Early-bird discount is often the only kind of discount that doesn't diminish the value of a premium product, so this is the best discount model for anyone worried about cannibalising the value of their products by discounting too much.

Not only will this help your customers plan for a future holiday (remember, many are self-isolating so they will want a holiday once the crisis is over) it gives them confidence as it highlights and gives the perceived notion that you are a strong enough business that you will



still be around next year.

Plan as if 2020 is dead in the water. If you get bookings during 2020 then it's a bonus. Focus your marketing on 2021 for now and re-evaluate 2020 in the coming weeks and months. With the help of early-bird discounts and other incentives that add value to your products, you can encourage people to buy for the following year, generating much-needed revenue in 2020, when you need it most.

## **Paid advertising: Google, Bing and Facebook Ads**

If you rely heavily on paid advertising then you can look at this marketing channel in two ways.

1. Reduce your ad spend to focus on other areas but keep some awareness going.
2. Your competitors, as well as OTAs, will reduce their own marketing spend, so this may open up more opportunities for you.

Depending on how competitive your destination and sector is, keep a small part of your paid ad budget going. Even if it is just to protect your brand name. If you are following my advice to focus on getting bookings for 2021, then use paid ads to promote this.

If your budget is small, then focus only on Facebook Ads as it is the cheapest option. It is, also, arguably the most targeted option as it allows you to effectively target locals in your community with the new products and initiatives you create.

Another option would be Google Display ads. Unlike the standard Google search ads which are entirely text, the display network allows

you to use much more engaging visual ads. The cost-per-click (CPC) of these ads is also 71% cheaper than Google Search ads, on average, with the capability of millions of impressions for a much smaller cost. With the in-depth and flexible targeting options, you can generate brand awareness on sites where your future customers will be viewing content. At this moment in time, potential customers will most likely be reverting back to the research phase of the buying funnel and, as such, ensuring your brand is represented on third-party websites related to your product offering would be a great way of sustaining brand awareness at a low cost, ensuring you are front of mind when people are ready to travel back down the funnel towards purchase.

In essence, once this crisis comes to an end, customers will come back into the travel and tourism market and you will want to be in a position to target them the instant this interest returns. If you plan out hyper-focused pages with content that will appeal to these customers, you will reap the PPC benefits. This strategy ensures that the ads you set up to take advantage of this renewed interest are especially relevant; this will reduce your CPC, raise your quality score and will result in a high impression share — meaning that your ads will have a higher market share for a lower cost. Put even more simply: writing the right content now will allow you to dominate certain paid search niches later, beating competition while spending less money per click.

You could also use your ad budget to promote inspiring content and stories about how your guides and staff are coping during the Coronavirus Crisis. Take this opportunity to humanise your brand.

Again, you know your individual businesses and the cashflow you have, but if you can, keep some ads going.

## SEO and content strategy

If you have to prioritise only one marketing practice during this period then it should be SEO and Content Marketing. Letting your customers know you exist is very important and it allows you to optimise your website and ranking position months down the line, giving you a stronger online presence. SEO takes a long time to take effect, and this means that you have to practice good SEO far in advance if you plan to take advantage of the sudden return of customers once the crisis is over. Doing so in advance will also help you stand out from your competitors at this key commercial time. This isn't just a plug of TMA's services, it's the best advice I can think of. Optimising your website now may also allow you to jump above one or two competitors (and OTAs) who pause all marketing activities. This could prove invaluable in the coming months when competition for returning customers will surely be extremely high.

This is the prime time to create blogs, travel guides, videos, and many other ideas that you can take forward. If you are lucky enough to use an agency like mine then we will be on hand to do this for you. If not or if you have no budget, then you can do this yourself. This could ensure that your business survives, so put out as much [high-quality] content as you can to keep your business relevant and in customers' minds.

Think about it: people are self-isolating or they've had their travel plans cancelled due to travel bans. Some people will be depressed and eager to get out and travel once the coronavirus has been contained. They will spend time at home, on their laptops and smartphones, fantasising about traveling. At this point, people are solely in the research phase of the buyer funnel, so it's vital to give them something to read or to give them a video to watch. Inspire them, entertain them, and give them

useful content that helps them plan their big post-pandemic trip.

Not sure how to create content or know which ideas to take forward?

Ideas are all around us. Sometimes we need to sit back and focus in order to bring these ideas to the fore, and sometimes we need to dive a little deeper. These tactics should help you and your team find the best content ideas for your brand.

Before we begin, I understand that this may be overwhelming for some — especially if you struggle with writing content or you believe you don't have a creative bone in your body. However, the tours and activities industry is inherently creative; if you've created or curated a tour, I'm sure you can devise some interesting and engaging content for your website. Be true to yourself and simply show others what your brand and your products are all about. What you create doesn't need to be perfect; it just needs to be authentic.

My book, *Lookers into Bookers* offers a lot of free advice on how you can create written and video content to help your business. You can download a [free digital copy here](#).

## **Your website**

Now is also the right time to take a closer look at your website and see how you can improve the user purchase experience or, if required, give it a complete overhaul, planning for the future. As I expressed in my book, this also does not need to be an expensive exercise as there are so many options available to many tourism businesses today. However, as every website is different, there's no point going through a range of possible website changes here. I'm happy to talk you through these and

offer advice if you are unclear on what to do.

## Should you use humour?

This can be a sensitive area. Humour can work very well during a crisis as it is cathartic and comforting to laugh. However, it can also backfire massively if not done right as people are understandably sensitive at the moment. If you do use humour, don't make fun of the coronavirus itself, and certainly don't make fun of people. Judge for yourself which jokes are tasteful and which aren't. Also remember that sense of humour changes drastically from country to country. Consider your target audience and if they are likely to have a similar sense of humour.

I have seen some heated debates online with people calling the crisis 'hype'. Remember: whether you feel the numbers are comparable to normal flu or not, many people have still died because of coronavirus. At time of writing, 1 in 13 who have contracted the virus in Italy have died, so be thoughtful and sensitive in your communications.

However, here's one piece of humorous marketing I've seen so far that I think is okay:



This was offering a toilet roll for \$3999 with a diamond ring. This is in response to the supermarkets running out of toilet paper (I don't get why this is a thing!). I like this type of humour as it is poking fun and highlighting the craziness we are seeing right now, but it is not making light of the virus itself or of people's suffering.

Again, if you do use humour, approach with caution and consideration. I liked the humour of the post above, but others may find it offensive. Be very careful.

## **Potential focus on self-guided tours**

For any day or multi-day company who only provides guided tours, it may help to create self-guided tours and activities. These kinds of products require your travel and logistical connections and for you to plan out the trip for guests, offering help at every stage of the trip, but leaving the driving to your customers who may understandably be wary of travelling in groups during or after the worst stages of this pandemic. This type of tour limits the contact with other people and will appeal to particularly cautious travellers – even after the travel bans have lifted and social distancing has relaxed.

Macs Adventure in Scotland is the best example of a company that successfully sells this kind of self-guided tour. They create itineraries for their customers, organising all the travel, accommodation and ticketing to activities for their customers. This model of self-guided tour can do three things:

1. It can provide an extra revenue stream that requires fewer resources from your business

2. It makes good use of your tour guides' abilities by asking them to create bespoke itineraries for your customers
3. It can support the local businesses you use, maintaining any useful professional connections.

Even for day-tour businesses, this model of self-guided tour can be a great option. If you run tours to museums, walking tours through Rome, or food tours in San Francisco, think about how you can replicate this experience as a self-guided option.

An audio tour is also a good option to consider and Clio Muse is a fantastic platform that allows your guides to create audio tours for customers. I recently published an interview with Clio Muse on my Digital Tourism Show about Audio Tours: <https://youtu.be/B4-dztMO-ig>

# CONCLUSIONS

Any conclusion here is temporary, as the situation is constantly evolving and the team at TMA is always working on strategies to help our clients deal with this crisis. No one can predict the future but we can plan in order to limit the damage caused by the coronavirus pandemic. It's like the quote earlier: 'Failing to plan is planning to fail'. By acting quickly and putting the right strategy in place, your business has a much better chance of surviving this challenging time.

I do not want you to be disillusioned by all of this. It will not be easy and what I highlight in this document will be hard work. If you still feel doing nothing is the right approach then feel free to take it, but from my experience, doing nothing means you will achieve nothing, and that's not the right approach when facing such a difficult challenge. It may sound harsh, I know, but I want you to know how serious this situation is. Fight for your business's right to survive and you will come out a stronger person (and business) in the end.

Having run a business for nearly 14 years, I have seen many ups and downs. At times, I felt like giving up, wondering if what I do makes any positive impact in our industry — which is something that is very important to me. I am a big believer in helping other tourism businesses as much as possible and this is why I put out so much free content.

To anyone who thinks they don't have time for so much content work, I'd say that it's important to put in the time. I could have had an easier life if I did not create all the books, videos, podcasts and blogs that I produce... and I really do write everything myself, as well as film and edit all my videos, design our brand elements as well as running and managing a



business and my team (not to mention juggling family life).

Don't get me wrong, my team is a massive support to me: they sometimes have to rein me in (having an overactive, creative mind means I have many ideas all the time, many of which never see the light of day), fix my grammar and spelling mistakes, making me sound better than I do through my crappy grasp of English. But this is the point I am trying to make to you: you have to work your ass off more than ever now, not ignore what is going on around you.

If tour operators or tourism businesses wish to work with me, they will come not because I have sold to them, but because I have shown my worth with my experience and expertise. This is the approach you must take with your customers. Focus your own marketing on storytelling and worthwhile content that humanises your brand. This is more important than ever during this coronavirus crisis.

**If you are still unclear on what you can do during and beyond this crisis, then I'm offering a free 1-hour marketing consultation to anyone who asks. As my time is limited, I may not be able to answer everyone straight away, but I will eventually get round to you. If you do want my advice, leave your details here:**

<https://tagency.typeform.com/to/BOc7FP>

I also offer lots of free advice through my audio and video podcast, [The Digital Tourism Show](#), as well as a free email marketing series that provides tips and helpful guides. You can sign up to these [using the form at the bottom of this page](#). I also offer a lot of free advice on my [Facebook Community](#).

Now is the time for the tours and activity sector to work together, creating new partnerships and opportunities. Don't let this crisis define your business. Assess, adapt, survive... and you may find that your business comes out the other end stronger than ever.

# RESOURCES & FURTHER HELP

## **Tourism Marketing Agency**

<https://tourismmarketing.agency>

My website, where I shall publish free advice and guidance during and after this crisis.

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## **Tourmageddon**

<https://www.tourmageddon.com>

We wish this website didn't have to exist, however the #coronavirus is a reality and it is causing significant issues in the tours & activities industry. This website, created by Alex Bainbridge, Peter Syme and myself, is a strongly curated list of resources, companies needing help and companies offering help.

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## **Arival**

<https://arival.travel>

The Arival conference is the only event dedicated to the Best Part of Travel, assembling the brightest minds from companies large and small from our industry: tours, activities and attractions. Arival provides news, research, online resources, as well as several incredible conferences each year. Arival's data and expertise will, undoubtedly, be a valuable resource during this crisis.

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## **Tourpreneur**

<https://tourpreneur.com>

Tourpreneur is a podcast that deep dives into the journey of the tour business owner and will post up advice during the coronavirus crisis.

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## **Travel Massive**

<http://travelmassive.live>

With more than 10,000 members in the tours and activities industry, Travel Massive is the biggest global community connecting more than 60,000 tourism industry professionals. The weekly Travel Massive LIVE show, hosted by Kevin O'Shaughnessy, brings together travel industry experts from around the world to speak openly about the impacts of covid-19 on their businesses and our industry.

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## **No Appetite For Ignorance**

<https://www.noappetiteforignorance.org>

This Initiative aims to engage the public around the issues of xenophobia and racist attitudes towards Chinese and Asian-owned businesses. These populations are shouldering a disproportionate effect as fear and misinformation has taken hold in the general public.

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**Facebook Grant**

<https://www.facebook.com/business/boost/grants>

Facebook is offering \$100M in cash grants and ad credits for up to 30,000 eligible small businesses in over 30 countries for business that may be experiencing disruptions resulting from the global outbreak of COVID-19.

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**Be a Better Guide**

<https://www.beabetterguide.com/resources/>

Be a Better Guide provide a lot of free resources to help train your tour guides and lead amazing tours. Spend some of your self-isolation by improving the way you guide.





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