Crisis Management at Disneyland Paris
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Disneyland Paris
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Summary

1. Introduction and definition
2. DLP Crisis management evolution
3. Kinetics of a crisis
4. Tools and processes
5. The minimum means required
1. Introduction and DLP’s priorities

• By the nature of its business (high volume, international families, open all year round, etc.) and its strong image, Disneyland Paris regularly faces unexpected events which can have low to high stakes and repercussions.

• Consequently, the crisis management system is an integral part of the company’s corporate governance.
1.2. What is at stake

- A crisis is a major event which has an impact on major company priorities:
2. DLP Crisis Management evolution

- 1992-2001: Crisis Management system is based on purely operational Emergency Response
- 2001: Enhancement program based on the development of strategic crisis management, improvement of notification and communication, and finally work on the coordination with authority stakeholders
- 2006: Development of the Business Impact Analysis (BIA) and Business Continuity Plan (BCP)
- 2013: Creation of Disney Assistance: an internal on-duty support available 24/7 to provide special care and support to our visitors in the event of critical or emergency situations
3. The kinetics of a crisis

- **Predictable event**
  - Preliminary hazard analysis
  - Specific risk analysis
  - Business Impact Analysis
  - Risk reduction action
  - Preparing the implementation of BCP
- **Unpredictable event**
  - Domino effect ‘The secondary crisis’

- The acute phase of the crisis
- Triggering ‘The Crisis’ events
- Warning signals

**Duration**

3.1 A proportionate response

Need to adapt the response to the situation and issues

- Crisis Officer notification
- Core Team Event
- Warning signals
- Triggering events
- Crisis center
- The acute phase of the crisis
- ‘The Crisis’
- Domino effect
  ‘The secondary crisis’

4. Tools and processes

ANTICIPATED SCENARIOS

- Act of terrorism
- Plane crash
- Accident on a ride
- Transport accident
- Accident and/or environmental pollution
- Fire
- Accidental explosion
- Hostage taking
- Armed robbery
- Shooting
- Suicide on a ride
- CEO Hostage taking
- Kidnapping
- Sex crime
- Death of an employee
- Pedophilia
- Public Health problem
- Infrastructure problem
- Extreme weather conditions
- Strike, social movement
- Demonstration
- Crowd movement
- Rumor
- IT issue
4.1 Tools and processes

- Development of a computerized tool to monitor the crisis, based on the various scenarios:
  - Emergency plans
  - Continuity plans
  - Return to normal business plans (recovery)
- Suggested priority order for each action commitment
- Definition of "who does what and how"
- With links to:
  - External contacts
  - The necessary resources
4.2. Strategic and holistic approach

- Emergency response
  - Emergency Response Plan - ERP

- Continuity response
  - Business Continuity Plan - BCP

- Recovery response
  - Disaster Recovery Plan - DRP

GOVERNANCE

Physical and financial resources

Evaluate business impact (BIA) analysis & define business continuity strategy

4.3. Team 1: strategic steering committee

Incident Team Leader 1

- Crisis Officer
- Strategic advisors:
  - Legal
  - Risk Manager
  - Internal Expert
  - External Expert
  - Enquiry, analysis for the cause(s)

- Incident TL 2
- Security
- Com
- External Relation
- ‘Prepare Tomorrow’
- HR

- Manager in charge of field actions
- Log Book
- Transmissions support
4.4. Team 2: Management of Operations

4.5. Chain of command within the company

- **Team 1**
  - Strategic steering
  - Communication
  - Public Affairs relationship
  - Business Continuity Plan strategy
  - Legal and risk mgt issues
  - Strategy advisor

- **Team 2**
  - Operations continuity plan
  - Support to Guest or employees
  - Supports and logistic

- **Team 3**
  - Field Rescue Operations
  - Field Coordination with Police, fire brigade and rescue Teams
  - Control of access, security
  - Update of impacts and victims
4.6. Chain of command with authorities
4.7. Chain of Command with head office

Crisis Room (DLP) 
- Team 1

Operational Crisis Room 
- Team 2

Field Emergency Management

Executive Committee 
Disneyland Paris

Technical or operational Expert WDC

The Walt Disney Co 
Parks & Resort

Strategic validation
5. The minimum means required

- Crisis center
- Business Continuity Plans
- Notification systems
- Human resources and Training
- Lessons learned
5.1. Crisis Center

On-site Crisis Center

Back-Up Crisis Center

STRATEGIC Room

HOTELS Command Center
5.2. Business Continuity Plans

• Several BCP have been prepared with the objective to reduce the impacts of possible crises
  – Electric power or IT failure
  – Severe weather conditions
  – Call center failure
  – Supply chain issue
  – Major health issue
  – etc.
5.3. Notification process

- Our notification system is designed and used to notify:
  - Crisis Team according to the type of event and needs
  - Disneyland Paris and Walt Disney Company Management according to the Criticality of the event
  - Authorities and others stakeholders according to obligations or needs
- We are using a website system to notify by group

Software to notificate by phone (200 call per min)

Satellite mobile phone and BBerry

⚠️ Opportunity to notify via the internet:
3,000 people in 10 min
## 5.4. Human resources and training

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<tr>
<th>Crisis Mgt staff</th>
<th>Training plan</th>
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<tr>
<td>• Crisis mgt is managed by the Safety Division with 2 leaders dedicated to this scope</td>
<td>• All crisis mgt members follow initial training and shadow during a certain length of time</td>
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<td>• Each Line of Business is involved in crisis mgt and has one or several persons trained</td>
<td>• Several exercises are organized, internally or with the local emergency services to maintain efficiency and awareness and to test our processes</td>
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<td>• on duty schedule 7/7-24/24</td>
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5.5. Lessons learned

• Crisis management is managed with a continuous improvement approach

1. After each event or exercise we perform lesson learning sessions with the different stakeholders (internal or external)

2. Actions plan are defined, submitted for reviews and implemented

3. We also take in consideration any external events (Parks industry or others events) which could happen in our Resort
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