

## **BOOK REVIEW**

### **Safety and Security in Tourism – Recovery Marketing after Crises**

**Edited by, Noel Scott, Eric Laws and Bruce Prideaux**

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The original release of this book's contents in 2010 was as special edition of *the Journal of Travel and Tourism Marketing*. The paperback version, published in June 2013 is designed and priced to reach an audience far beyond the academic community. The editors correctly claim, that the field of tourism risk, crisis and recovery management and especially that element which focuses on post-crisis recovery, has been somewhat under-researched by tourism academics. However, recovery strategies have been a mainstream concern of the global travel industry since the 9/11 attack on 2001.

Transnational tourism organisations including the World Travel and Tourism Council, the UN World Tourism Organisation, Pacific Asia Travel Association, the Asia Pacific Economic Cooperation Tourism Forum and ASEAN Tourism, just to name a few, have all focussed considerable attention on post-crisis recovery marketing. These associations, in the company of many national and regional tourism associations and tourism industry sector associations have produced a plethora of booklets, manuals, on-line websites, webinars and training kits devoted to the issue.

The reviewer is a member of the Pacific Asia Travel Association's Rapid Response Taskforce which has a prime responsibility for providing training and developing strategies to facilitate post crisis tourism recovery for PATA's industry members in 60 countries. PATA is not unique among tourism industry associations in providing a range of training material and seminars to assist its members to expedite post-crisis recovery.

One example, of many, which illustrates the tourism industry's overriding concern about tourism safety and security and post- crisis recovery was the alliance between UNWTO, WTTC and PATA in jointly hosting the Global Tourism summit in April 2012 in Japan. The summit was held in Sendai and Tokyo just over a year after the devastating earthquake and tsunami which caused great destruction to NE Honshu and resulted in a significant downturn in tourism to Japan during 2011. The global display of tourism industry solidarity with Japan was an integral part of Japan's post crisis tourism recovery. However, the summit demonstrated that the global travel industry understands that crisis events which impact negatively on tourism can occur anywhere and from a multiplicity of causes. Many of these crisis events also impact on neighbouring regions and countries beyond the epicentre of the crisis event. For tourism industry businesses and the governments which fund destination

marketing, a rapid and full recovery from a crisis event is an economic and reputational imperative.

It should also be recognised that from a tourism industry perspective, post crisis-recovery means far more than just restoring tourism to pre-crisis levels. Many of the contributors to this book recognise the fact that a crisis presents an opportunity to ensure that tourism recovery means that post-crisis tourism will significantly exceed pre-crisis levels on all the main key performance indicators. Sandy Hollway, in his keynote address on the ten commandments of post-crisis recovery to the 2007 APEC Tourism Forum in the Gold Coast, Queensland, Australia spoke of the overriding role of government and tourism authorities to build back better.

This book is very broad in scope and the case study chapters demonstrate that recovery from crisis extends well beyond a response to a specific disaster or an aberrant event. Each of the 20 case studies explore the many dimensions which can lead to a tourism destination, individual business or business sector experiencing a significant loss of business or reputation. Just as the factors which generate a crisis have many complexions, effective recovery strategies will vary according to the nature and depth of the crisis. Due to space constraints, this review will focus on the first 10 chapters and identify the key topics covered in the remaining 10. However, all chapters contain valuable insights to the complex field of post-crisis tourism destination and business recovery.

In the opening chapter, the three editors, Scott, Laws and Prideaux establish the common themes of the case studies which follow. As they state, “This phase (the recovery phase) addresses the question of how to rebuild the market for a tourism service or destination which has experienced a significant catastrophe, and how to learn from the experience in planning for future crisis response strategies.” A feature of this book and case studies herein is that a crisis can arrive to affect a business or destination by stealth (a succession of problems) or through a catastrophic event. The most important challenge is to address how tourism businesses and destination will learn from their recovery from a given crisis and apply that learning to recover from future crises.

Many of the book’s chapters refer to Faulkner’s six point disaster management framework. Stage 5 of the Faulkner model focuses on three phases of recovery with emphasis on infrastructure repair and recovery, marketing responses and adaptation to recovery systems (the learning element). Faulkner’s Stage 6 is the resolution phase in which the business or destination organisation improves assessment methods and contingency plans. Scott, Laws and Prideaux recognise that there is ample research in the important field of preplanning to avoid and mitigate future disasters. However recovery from a crisis event requires far more than effective marketing and addressing negative perceptions. They correctly point out that organisations achieve recovery as members of dynamic functional networks. A notable feature of tourism destination crisis recovery has been the development of collaborative alliances between erstwhile sectoral and business competitors in the common interest of advancing a recovery of tourism demand.

The second chapter by Moreira deals with risk perception and crisis recovery strategies comparing stealth risks and catastrophic risks. This is an important distinction both in terms of the ongoing reputation of a destination. Stealth risks involve a destination or business which has experienced a sequence of negative events which challenge the perception of that destination and each successive event in the sequence undermines the perceptual recovery from the previous event. Catastrophic risk involves a one off high intensity, high impact event such as a terrorist attack, which may have a short term but intense impact. Moriera concludes that stealth risks were considered higher risks, in terms of perception than catastrophic risks. From a recovery perspective multiple perceived risks involve the need to address multiple negative perceptions.

The third chapter by Lehto, Douglas and Park covered the topic of mediating the effects of natural disasters on travel intentions. They cite a number of natural disasters including the December 2004 Indian Ocean tsunami. Large scale natural disasters will necessarily impact negatively on the image and perception of an affected tourism destination. The authors discuss the impact of image and perception in relation to the PAD model (Pleasure, Arousal, Dominance) which lead to travel intention. Clearly a natural disaster undermines the core elements of pleasure and arousal towards an affected and the dominant emotional responses as a result of a natural disaster are fear and helplessness.

The implications for destination marketers in the post crisis recovery process involve addressing those primal fears. A key to this is informing prospective travellers on infrastructure recovery, measures taken to alleviate the damage caused to the destination and communicating a readiness to welcome tourists. The message for travellers to return requires an alliance of all critical destination stakeholders to engage in image recovery.

Blackman and Ritchie discuss the critical issue of tourism management an organisational learning in the fourth chapter. This chapter focuses on the employment of double loop learning for destination management organisations in assessing recovery strategies in response to crisis events. Traditionally, many DMO's have employed a one recovery strategy fits all in response to crisis events. A common DMO response to a crisis has been to heavily discount tourism product irrespective of whether this will either restore the confidence of prospective travellers or sustainably benefit business stakeholders.

Blackman and Ritchie propose a far more reflective approach to post- crisis recovery. In brief, this involves asking questions, challenging established beliefs and values, reflection, dialogue between stakeholders, collecting and analysing data and collective action planning between stakeholders. One could also add examining the recovery strategies of other destinations in response to a similar crisis event.

A reflective approach to recovery strategies will result in a nuanced response to each crisis event by DMOs. These will take into account reliable and verifiable crisis communications appropriate to the circumstances and a recovery strategy which will be sustainable for stakeholders.

Martin-Consuegra, Esteban and Molina deal with the issue of marketing orientation in managing crises during the post-crisis phase. This fifth chapter focuses on the organisational approach taken by airlines to manage marketing recovery. The theoretical basis they adopt is the MARKOR model developed by Kohli, Jaworski and Kumar (Kohli et al 1993). In essence this model emphasises elements of market intelligence generation, intelligence dissemination and responsiveness. Airlines have been in the forefront of tourism industry post-crisis recovery. The International Air Transport Association has placed considerable emphasis on crisis communication since the 1990s.

The key inputs into post-crisis management market orientation are an emphasis on engaging top management in both crisis communications and fostering a culture of risk aversion. Critical inputs to reinforce this are interdepartmental connectedness and organisational systems which can immediately be deployed in crisis response and marketing recovery. The outputs generated from the market orientation are intelligence generation, dissemination and responsiveness. In the age of social media and 24/7/365 media cycles, airlines are required to communicate crisis and post-crisis messages rapidly and accurately. The chapter focussed on responses to 9/11 which affected virtually all commercial airlines. In addition to developing a post 9/11 security regime IATA and the International Civil Aviation Organisation actively marketed the new safety regime (without revealing sensitive details) as a means to restore consumer confidence in airline safety.

Many of the world's major airlines have well established crisis management units which are mobilised in the event of airline crashes or incidents which can undermine the carrier's reputation. The generation of restorative marketing messages and strategies requires a high level of organisational unity.

In the sixth chapter, Pike discusses the concept of recovery from self-inflicted crisis. This is a dimension which is rarely discussed in the tourism crisis management literature. Pike's case discusses the long-term decline during the 1980s of the New Zealand spa resort city of Rotorua. The combination of poor marketing, deteriorating infrastructure and economic downturn led to a decline in visitation and this long-term decline led to a variation of a stealth crisis for Rotorua and its associated tourism businesses. The issue of destination decline may lack the drama and suddenness of terrorist attack or a natural disaster but it's certainly a legitimate area of focus in tourism crisis management. The recovery effort was driven by Rotorua District Council which analysed the causes of the decline and in conjunction with key stakeholders instituted a major upgrade of Rotorua's tourism infrastructure and actively re-imaged and marketed the new Rotorua to relevant domestic and international target markets.

In Chapter 7 Volo discusses the important role of communicating tourism crises through destination web sites. In recent years travellers and prospective travellers have increasingly employed on-line sources as their primary source of destination information. Although some DMO's have been reluctant to incorporate information on warning travellers about risks relevant to their destinations, change is occurring. The Thai Tourism Authority used its web site to great effect to advise travellers about the operability of tourism services and

infrastructure immediately after the 2004 Indian Ocean tsunami, the 2010 episode of political upheaval in Bangkok and the 2011 Thai floods. The information contained in that site contributed to the reputation of the Thai Tourism Authority as a reliable provider of destination information and was integral to Thailand's recovery strategy from these events.

Volo focussed on the employment of destination web sites from nine countries on their approach to the risk of Avian flu. She reviewed information on the site itself and links from the website. Of the nine countries only three contained information on Avian flu although two more had links. Volo believes that that the UNWTO should play a lead role in pressing its member countries to standardise information on pandemic threats. This may be an ambitious proposal as the UNWTO lacks the power to enforce such demands on individual governments. However, making a case that when a DMO provides honest risk and recovery information, this has the potential enhance the reputation of the destination and its marketing body.

In Chapter 8, Ladkin, Fyall, Fletcher and Shipway discuss London's post-disaster marketing reponse. The chapter focuses on the development of the London Tourism Industry Recovery Group and the Tourism Industry Recovery Plan. These developments were initiated in 2003 by a combination of key stakeholder groups including Visit Britain, the London Development Agency, the Greater London Authority, Visit London and the mayor's Advisory group. It arose out of a series of threats to the viability of tourism to London including the 2003 outbreak of the Iraq invasion, the 2001 Foot and Mouth epidemic, a lower US dollar and a perception that London was expensive in comparison to other European capital cities.

The recovery program was both proactive and reactive. It examined strategies from past events but also sought to develop contingency recovery plans to respond to future risks. It is noteworthy that this strategy was in place prior to the 7/7 terrorist attack in London of 2005. Effective recovery from crisis events involves a range of strategic approaches. Among the most important was the need to anticipate rather than react to events in the external environment by establishing clear procedural guidance for emergency public sectors funding. A framework for coordination of key parties needs to be established to facilitate quick decisions. All stakeholders should operate under a single delivery vehicle. From a recovery perspective it is vital to identify the key catalysts that drive visitation to the destination and understand the behavioural and booking patterns of key source markets and their propensity to change patterns of behaviour in the context of an emergency.

In relation to the last point the tourism industry recovery plan involved five phases which targeted specific source market sectors. These phases commenced with a focus on the domestic market, moving to short and medium haul European markets and with focus shifting to longer haul markets. A fifth phase would include the promotion of events designed to stimulate demand. Integra to receiver would be marketing which would identify attractions in London which appeal to niche markets not previously highlighted in destination marketing.

A key point which this chapter makes about effective recovery is to advance the importance of developing the market and diversify the scope of the destination's proposition. Re-imaging a destination has been a core strategy in successful post-crisis destination marketing.

A characteristic which has been a major success factor in post-crisis recovery throughout the UK generally and London specifically has been the high level of collaboration between government and private sector stakeholders in adopting a strategic approach to tourism crisis management and post-crisis recovery.

In chapter 9 Smith, Carmichael and Bartovsky examine an issue rarely referred to in the tourism crisis management literature. The issue of regulation on travel intention is often discussed as a general management or marketing issue but rarely in relation to tourism crises. This chapter focussed on the impact of the announcement in 2005 of the Western Hemisphere Travel Initiative on travel intentions of US residents in Pennsylvania to travel to Canada and the implications on Canadian inbound tourism.

The WHTI was in effect a belated response to border security concerns following the 9/11 attack of 2001. So far as US citizens were concerned, it required US citizens travelling to many countries in North America and the Caribbean to re-enter the United States with a passport or in some instances enhanced driver license ID.

These requirements came into force in the United States between 2007-2009. The authors claim the impact on US travel to Canada was had the potential to cost Canada US\$1.6 billion in lost revenues which constituted a significant loss of tourism income for Canada. Over 70% of American citizens do not have a passport and prior to the WHTI they could travel to Canada and most Caribbean countries (with the notable exception of Cuba) with a minimum of formal ID documentation. Residents from Pennsylvania formed a significant market of short term US tourists to Canada and the new regulations requiring a passport was identified by the authors' research as a significant disincentive for short term travel to Canada.

The Pennsylvania residents interviewed for this research called on the Canadian government and tourism industry to provide incentives to mediate this problem. In fact the challenge for Canadian tourism authorities is to mitigate this regulatory barrier for many US citizens to visit. At the time of writing it was unclear what Canada's mitigation strategies would be apart from the enhanced targeting of high socio-economic tourists who would be likely to possess a passport. By contrast, many Caribbean countries, whose economies are heavily dependent on US visitation, had offered to cover the cost of a US passport as an integral part of marketing tourism product to their destinations.

More recent events have demonstrated that major changes in the regulatory environment or visa restrictions governing international travel can significantly affect market demand. In November 2013 changes to the Chinese regulations applying to international shopping tours for Chinese travellers led to a brief dip in demand for outbound Chinese travel to a number of destinations including Australia.

Vitic and Ringer deal with one of the great destination marketing challenges in modern tourism in Chapter 10. The chapter deals with the issue of branding post conflict destinations, recreating Montenegro after the disintegration of Yugoslavia. Montenegro declared its independence from the Yugoslav federation with Serbia in 2006. Although the break with Serbia was peaceful, Montenegro's image as a destination carried with it the perceptual remnants of conflict with Croatia and the civil wars of the 1990s related to the breakdown of the former Yugoslavia.

The chapter discusses creating a new image of Montenegro as both an Adriatic sun, sea and sand destination and an eco-tourism destination featuring its mountainous terrain. A brand new state presented the opportunity to create a Montenegrin brand identity to distinguish it from its neighbours but also to associate its tourism product with successful neighbouring destinations, including Croatia. Until 2006 Montenegro lacked a specific destination identity, being associated with neighbouring Serbia. As a separate political entity, the development and projection of a distinct tourism identity and brand presented a significant opportunity for tourism to be a core element in the development of Montenegro's economy.

### **Chapters 11-20 in Summary**

Chapter 11. Carlsen and Hughes – **Tourism Market Recovery in the Maldives After the 2004 India Ocean Tsunami.** This chapter discusses a multi-faceted approach to building consumer and travel industry confidence in the Maldives following the Indian Ocean Tsunami. A feature of this recovery was the extensive employment of familiarization visits for media and travel industry leaders from key source markets to support reports from the Maldives tourism industry of the rapid restoration of tourism infrastructure.

Chapter 12. Campiranon and Arcodia- **Market Segmentation in Time of Crisis: A case Study of the MICE Sector in Thailand.** This chapter focuses on a strategy employed by the Thai Tourism industry to focus on active promotion the Meetings, Incentives and Exhibitions sector as a spearhead to Thailand's post SARS tourism recovery in 2003. The core reasoning for this campaign would be that incentives which stimulate a high end sector of the tourism market will spearhead a resurgence of tourism and would lead to other sectors of the market to follow.

Chapter 13. Prideaux, Coghlan and Falco-Mammone- **Post Crisis Recovery after Cyclone Larry.** Cyclone Larry was Category 5 tropical cyclone which struck a large area of Far North Queensland in March 2006. The cyclone caused considerable property damage to a number of popular coastal tourism attractions including Innisfail, the Atherton Tablelands West of Cairns and Mission Beach. The research focussed on approaches to rebuild the dominant tourism markets of domestic independent travellers and international backpackers. The research identified that the dominant tourism market was relatively resilient but required reliable information about the status of tourism accessibility, activity and infrastructure.

Chapter 14. Armstrong, Ritchie. **The Heart Recovery Marketing Campaign: Destination recovery After a Major Bushfire in Australia's National Capital.** In 2003 the suburbs Australia's national capital, Canberra sustained extensive destruction from a bushfire. This chapter discusses an important aspect of Canberra's heart recovery post-crisis tourism recovery campaign. On one hand the campaign, much of it directed at Sydney (a three hour drive away) was to inform people that most of the core attractions of Canberra were intact and that the city was waiting to welcome visitors. The second element of the campaign was to promote the concept that visitation equated with solidarity with Canberra and its people. Solidarity marketing has been employed (especially for the domestic market) after a wide range of crisis events around the world.

Chapter 15. Niinien, Gatson. **Crisis Management – A Case Study from the Greek passenger Shipping Industry.** This chapter focusses on crisis preparedness of a key sector of the tourism industry. Greece is a destination which is famous for its coastal and island attractions. Shipping plays a significant part in the overall Greek tourism industry either as transport from Athens to the Greek islands, inter-island transport, or cruising. Incidents which cause damage to shipping, death and injury to seaborne passengers have the potential to seriously impact on tourism to Greece and the reputation and patronage of shipping services. The authors discuss a range of proactive crisis management plans developed by the Greek shipping industry.

Chapter 16. Yu-chin Huang, Young-Ping Tseng, James F Petrick. **Crisis Management Planning to Restore Tourism After Disasters: A Case Study from Taiwan.** Taiwan is vulnerable to earthquakes. The earthquake which inspired this chapter occurred in September 2009. The chapter explores an integrated approach to crisis management through a review of the literature up to 2006. A core element of the recovery approach from a large scale natural disaster is the treatment of victims and restoration of infrastructure prior to marketing campaigns to encourage a return of tourism.

Chapter 17. Chako, Hawkins Marcell. **Repositioning a Tourism Destination: The Case of New Orleans After Hurricane Katrina.** This chapter contrasts the marketing of New Orleans before Hurricane Katrina of August 2005 with post-hurricane marketing. A particular focus of the market repositioning of New Orleans was to highlight the desirability of those parts of the city which were relatively unaffected by the hurricane. This included most of the city's tourism infrastructure. This campaign was backed up by the New Orleans Metropolitan Convention and Visitors Bureau visually communicating the fact that many of the city's primary tourism attractions, especially the French Quarter were intact. The authors however question the long-term viability of a marketing campaign for a city which remains vulnerable to inundation.

Chapter 18. Hunter-Jones, Jeffs, Smith. **Backpacking Your Way into Crisis: An Exploratory Study into Perceived Risk and Tourism Behaviour Amongst Young People.** This chapter focusses on the relationship between tourism behaviour and risk. Unlike other chapters in the book there is no specific emphasis on post-crisis recovery.



However the risk tolerance or risk resilience of young backpackers may be a significant factor in targeting this sector of the market post-crisis recovery campaigns.

Chapter 19. Pforr, Hosie. **Crisis Management in Tourism: Preparing for Recovery.** In this chapter the authors' focus their attention on the human dimension of post-crisis recovery. Many tourism organisations have a strong emphasis on developing a systems-based approach to managing both the crisis and the post-crisis recovery. However this leaves open the question of whether management and staff have the requisite skills and psychological preparation to deal with the extreme stress which can be engendered by a crisis. The authors focus on a PPRR Crisis management model in preparing people to deal with crisis events. The elements of the model are prevention, preparation, response and recovery from which learning ensues.

Chapter 20. Carlsen, Liburd **Developing a Research Agenda for Tourism Crisis Management, Market Recovery and Communications.** This chapter arose out of the best Education Network Think Tank of 2005 held in Jamaica which focussed on tourism crisis management. The authors reviewed the literature and noted that there was a far stronger emphasis on research focusing on prevention of crises than on management of and recovery from crises. They further proposed that a more comprehensive research agenda focusing on crisis communications and market recovery would be a valuable resource for the tourism industry.

This book is a valuable resource for scholars, tourism students and senior travel industry management who seek to gain an in-depth understanding of post-crisis recovery issues. It features some of the world's leading authorities in the field. Each chapter is a stand-alone resource for researchers, students and industry leaders who seek an in-depth understanding of specific dimensions of post-crisis tourism recovery.

Most of the chapters in this book were written between 2004-2009 but there is no indication of the original date of publication. This would have been helpful in determining the historical context in which each chapter was written. A notable omission in all the chapters is the lack of any discussion on the role of social media. This is not due to neglect on the part of any of the authors but social media was not a significant factor in crisis communications prior to 2010. This may have been addressed by a preface or a foreword in the 2013 edition of this book. A more thematic set out of chapters may have made it easier for readers to navigate. Some chapters focus on destination rises, some are sectoral, some cover specific genres of tourism crisis and some cover such themes as, governance, travel behaviour, learning and research.

It is however beyond doubt that this book stands as a major contribution to the literature on tourism crisis management

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