

A large background image of a beach scene. The sky is a deep blue with some white clouds. The ocean is a vibrant blue with white-capped waves breaking. In the foreground, several people are visible in the water and on the beach. A lifeguard stand with a yellow flag is prominent in the lower left. The overall scene is bright and sunny.

Rising Tides and Sea Changes: Adaptation and Innovation in Tourism and Hospitality

2-5 February 2015
Gold Coast, Australia

Proceedings of the 25th Annual CAUTHE Conference



CAUTHE
2015 CONFERENCE
RISING TIDES AND SEA CHANGES



Southern Cross
University

School of Business & Tourism

Proceedings of the 25th Annual CAUTHE Conference

Council for Australasian University Tourism and Hospitality Education (CAUTHE)

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This publication contains research refereed papers and working papers from the 2015 CAUTHE conference, held at the Gold Coast campus of Southern Cross University, on 2–5 February 2015.

All papers that have been accepted have been subject to a double blind peer review process.

[FP] Full research papers which have been reviewed by two reviewers.

[WP] Working papers which have been reviewed by one reviewer.

Copies of this publication are available on the USB supplied at the CAUTHE 2015 conference and from the CAUTHE secretariat www.cauthe.org

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ABOUT CAUTHE

The Council for Australasian University Tourism and Hospitality Education (CAUTHE) began in the late 1980s and was formally established in Sydney on 19 June 1992. CAUTHE represents the Universities in Australia and New Zealand that teach and research hospitality and tourism.

CAUTHE conducts an annual conference for scholars, students and industry, which is organised by a host committee drawn from a single university or a consortium of closely located universities. The first annual CAUTHE conference was held in 1993, with two conferences having been held prior to the formalisation of CAUTHE in 1991 and 1988. CAUTHE publishes the Journal of Hospitality and Tourism Management.

In addition to University, or Chapter membership, CAUTHE offers Affiliate membership for those organisations interested in hospitality and tourism education and Associate and Student membership to individuals. Members of CAUTHE have opportunities to meet and network with other academics who are interested in hospitality and tourism research through involvement in the annual conference, mid-year meeting, Special Interest Groups and industry workshops.

CAUTHE is an incorporated association, which aims to promote the development of tourism and hospitality education and research in Australia and New Zealand by:

- Promoting and developing tourism and hospitality education within the University sector.
- Promoting and developing tourism and hospitality education within the various sectors of the tourism and hospitality industry.
- Encouraging co-operation among University providers, and other providers and industry.
- Representing the interests of University tourism and hospitality education to industry, government and community.

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REPORT FROM THE CHAIR OF THE SCIENTIFIC COMMITTEE

Dear CAUTHE 2015 Delegates,

We welcome you 'beachside' to CAUTHE 2015, for what promises to be an exciting program of academic papers, along with the requisite CAUTHE fun and social events – all taking place in the relaxed southern end of the beautiful Gold Coast.

A sincere thanks to all of the authors who prepared and submitted their papers to CAUTHE 2015, and for working so hard to revise papers (and meet those stringent word limits).

There was an excellent response to our call for papers, and we are delighted to present a total of 104 Working Papers and 30 Full Papers at the Conference (134 papers in total). 10 posters will be presented during the Ideas Factory which will take place on the Thursday 5th February, over lunch. We were particularly pleased to see such a strong submission of papers from PhD and higher degree research students.

This year's theme is '**Rising Tides and Sea Changes: Adaptation and Innovation in Tourism and Hospitality**'. Befitting such a theme, it was not surprising that the themes of sustainable tourism, climate change, destination management and innovation in hospitality were popular this year. The CAUTHE Special Interest Group (SIG) areas were also featured prominently, with sufficient papers to warrant each SIG a themed stream in concurrent paper sessions.

Best papers were nominated by anonymous reviewers during the double-blind paper review process. The conference scientific committee then made the final choices from the nominated papers. The best visual paper will be announced following the Ideas Factory presentations. The Ideas Factory is coordinated this year by Dr Mieke Witsel, of the School of Business and Tourism at Southern Cross University.

No academic conference could ever take place without the work carried out by referees, and I cannot thank enough all who said 'yes' to reviewing for CAUTHE 2015. They were a pleasure to work with, turning around their papers in a timely manner, with professionalism and expertise. A thanks to those who have volunteered their time to Chair sessions at CAUTHE; another vital and important role in a scholarly conference. A special thank you to the 2015 Scientific Committee at SCU, who I have worked with closely over the past year, and who acted as 'theme leaders' to help manage the reviewing process - which they did so swiftly and capably. Acknowledgements also to Joanne Cooper from the School of Business and Tourism, who was an administrative master with the paper submissions and production of the final proceedings.

I trust you will enjoy the academic program, which I hope will lead to interesting, constructive and thought-provoking discussions with your fellow delegates. And of course, don't forget to fit in some time in at the lovely Kirra and Coolangatta beaches.



Dr Erica Wilson
Chair, CAUTHE 2015 Scientific Committee

CAUTHE 2015 SCIENTIFIC COMMITTEE

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POSITIONING OKINAWA AS A SAFE TOURISM DESTINATION: A DESTINATION RECOVERY STRATEGY IN RESPONSE TO THE MARCH 2011 JAPAN EARTHQUAKE AND TSUNAMI

David Beirman

ABSTRACT

The Tohoku earthquake and tsunami of March 2011 was Japan's most catastrophic natural disaster since World War II. The extensive media coverage of this event coupled with the perceptual concerns that radioactive leakage from the damaged Fukushima nuclear power plant may have irradiated the entire country posed a major challenge to the viability of Japan as a tourism destination. This paper examines a tourism recovery strategy initiated immediately after the tsunami in 2011. The Okinawa Tourism Crisis Management Initiative was devised and implemented in Japan's most southerly prefecture, Okinawa. The strategy highlights safety and risk preparedness as core elements in Okinawa's tourism recovery campaign. The campaign has successfully restored demand from Okinawa's traditional domestic tourism market but its major success has been to position Okinawa as one of Japan's fastest growing destination regions for international visitors.

Keywords: *Post-crisis, destination, recovery, collaboration, re-imagining*

INTRODUCTION

On March, 11th, 2011 a massive earthquake, measuring 9 on the Richter scale, occurred off the NE coast of the main Japanese island of Honshu. The quake became known as the 2011 Tohoku Earthquake. The ensuing tsunami resulted in the most catastrophic natural disaster affecting Japan since World War II. (Norio et al 2011) A large area in the Sendai region of NE Honshu was inundated. In addition to causing extensive infrastructure and property damage, the tsunami directly and indirectly caused the death of 15,889 people. A further 2,601 people remain missing and 6,152 were injured. (Police Agency Japan 2014) Extensive damage to the Fukushima nuclear power plant resulted in extensive radiation leakage. Consequently, the area within a 20 kilometre radius of the damaged plant was subject to an exclusion zone.

Negative perceptions of Japan arising from the Tohoku earthquake triggered a major challenge to the viability of Japan's tourism industry. In the months following the March 2011 Tohoku Earthquake and tsunami there was a precipitous decline in the number of international visitors to Japan. Although the intense destruction wrought on people and property was limited to a clearly definable part of NE Honshu, damage to the Fukushima power station triggered international speculation that harmful radioactivity extended beyond the officially declared exclusion zone. This contributed to a false and misleading perception that much of Japan was radioactive.

Japan's historical vulnerability to natural disasters, especially earthquakes, tsunamis, volcanoes and maritime storms (typhoons) has resulted in it becoming one of the most risk sensitive countries in the world. Over the past century Japan has established an extensive range of risk management regulations and practices. This has been enhanced by strict infrastructure and building standards to defend its infrastructure and people from natural disasters. However, the unprecedented scale and severity of the 2011 event overwhelmed the defences of NE Honshu.

FOCUS ON POST TSUNAMI TOURISM RECOVERY IN OKINAWA: LITERATURE REVIEW

The impact of the earthquake and tsunami affected tourism in all regions of Japan. The focus of this research is Japan's southernmost prefecture of Okinawa. Okinawa comprises of a cluster of 160 islands (of which 49 are inhabited) which are located in a subtropical region some 1,500 kms south of Tokyo.

Okinawa's capital and principal gateway city, Naha, is a 2 hour and 15 minute flight from Tokyo. Okinawa has long been a popular subtropical sun sea and sand destination for domestic Japanese tourists. In 2010 it attracted almost six million domestic visitors and just under 300,000 international visitors. Business generated from tourism is the dominant economic activity of the Okinawa Prefecture. Tourism currently accounts for 12% of GDP in Okinawa and 12.8% of employment in the prefecture. (Takamatsu 2014).

Despite its considerable distance from the epicentre of the of the 2011 Tohoku Earthquake and tsunami, tourism to Okinawa shared the 2011 downturn in both domestic and international visitor arrivals experienced by all regions in Japan. Immediately following the tsunami Okinawa's prefectural government launched a three year project. The Okinawa Tourism Crisis Management Initiative is planned to position Okinawa as the safest destination in Japan and in doing so engender confidence in and recovery of tourism to Okinawa. The project involved several key elements:

1. Stakeholder education about crisis management and world's best practice crisis management procedures.
2. Development of evacuation and tsunami mitigation procedures in key tourism areas.
3. Development of an emergency and risk mitigation information delivery system for tourism stakeholders and visitors.
4. Incorporation of safety as a core marketable attribute of Okinawa.

This paper and the ensuing research will analyse the development and implementation of the project and its impact on the post- 2011 recovery of tourism of tourism to Okinawa as a destination region with reference to broader context of Japan's post 2011 tourism recovery strategy.

Considerable emphasis is placed on the work done by Masato Takamatsu and his colleagues , whose company Japan Tourism Marketing was commissioned in 2011 to develop the strategic approach for Okinawa's tourism recovery project, which was declared by Okinawa Governor, Hirokazu Nakaima as the **Okinawa Tourism Crisis Management Initiative**. The project was supported by the Prefectural government which funded the project and provided staff support for it (Asage 2013). Takamatsu reported on the progress of the project during successive UN World Tourism Organisation conferences on the integration of emergency management and tourism held in Australia in September 2011 and September 2012 respectively. He also reported on the project at the World Travel and Tourism Council's April 2012 Global Travel Summit which was held in Sendai in Japan (Beirman 2012).

The research also includes the author's first hand observations. He was invited by the Okinawa prefectural government in March 2012 to give a keynote presentation at a major conference in the capital Naha devoted to tourism recovery strategies. During this visit the author was able to observe the implementation of core elements of Okinawa's both the OTCMI and the broader tourism recovery strategy. In March 2013, the Chair of Pacific Asia Travel Association's Rapid Response (Crisis Management) Taskforce, Mr Bert Van Walbeek was invited for a follow up conference. The author has worked closely with Van Walbeek in the PRRT and, interviewed Mr Van Walbeek on his impressions.

Okinawa's tourism recovery strategy has adhered to the principles advanced by the UN World Tourism Organisation on the integration of emergency management and tourism (Glaesser 2011). The UNWTO's concept is based on the implementation of collaboration theory which stresses collaboration between government, emergency management agencies and key tourism industry associations. (Beirman 2011, d'Angela and Go 2009, Selin 1994, Jamal T and Getz D 1995). From a theoretical framework, effective post crisis-recovery is dependent on collaborative alliances quite frequently involving erstwhile competitors.

In the case of Okinawa this was implemented within a three phase framework (Takamatsu 2012).

Phase 1 focussed on developing the preparedness of tourism businesses and infrastructure and rapid responsiveness to a developing crisis event. Emphasis was placed on readiness to respond to earthquakes, tsunamis/ sea surges and typhoons, the three most prevalent natural disaster risks for Okinawa. The

preparedness was based on an ability to respond to a historically based worst case. For Okinawa the worst case was the 1771 tsunami. Preparedness measures included the development of evacuation procedures, assembly points, shelters and effective communications and cooperation between emergency management agencies and tourism and event enterprises. In addition to developing agreed procedures, these would be reinforced and practised through drills.

Phase 2 focussed on crisis communications. One element of the communications strategy which is directed specifically at both domestic and international tourists, has been the publication by the Okinawa Conventions and Visitor's Bureau in print copy and electronic format of a multilingual tourism safety guide disseminated via web sites and booklet form in hotel rooms to every visitor to Okinawa. Crisis communications was a dominant theme at a series of workshops which involved tourism and hospitality industry professionals all over Okinawa which were conducted during 2012 and 2013.

Phase 3 commenced from the end of 2012 and focussed on human resource training and development of tourism and hospitality management and staff in day to day risk management practices. In addition Okinawa commenced an aggressive destination marketing campaign targeted at the Japanese domestic market and selected international source markets.

CONCLUSIONS AND IMPLICATIONS

Although Okinawa was the most distant point in Japan from the epicentre of the March 2011 Tohoku earthquake disaster, tourism numbers to Okinawa were affected by the event although far less so than overall figures for Japan. The multiple measures of tourism demands will be analysed in ongoing research. For the purpose of a working paper, headline visitor numbers between 2010-14 are cited to demonstrate the downturn of tourism to Japan generally and Okinawa specifically in 2011 and the recovery since 2011.

Table 1 International Visitor Number to Japan 2010-2014

Source Japan National Tourism Organisation (JNTO 2014)

Year	International Visitors numbers	Comparison with previous year
2010	8,611,175	up 26.8% over 2009
2011	6,218,175	down 27.8% on 2010
2012	8,358,105	up 34% over 2011
2013	10,363,604	up 24% over 2012
2014 Jan-Sep	9,737,300	up 26% over Jan-Sep 2013

Table 2 International and Domestic Visitors arrivals to Okinawa 2010-2014 (Takamatsu 2014)

Year	International Arrivals	Domestic Arrivals	Int variance	Domestic variance
2010	284,700	5,570,400		
2011	280,000	5,135,000	-1.7%	-7.8%
2012	376,700	5,459,100	+34.5	+6.3
2013	550,800	5,862,000	+46.2	+7.4
2014 Jan-Sep	678,600	5,356,000	+63.2	+8.4

The most notable finding which arises from Okinawa's post tsunami recovery campaign has been very significant growth of international tourism arrivals between 2012-14 which is significantly above the national trends. Traditionally, Okinawa had been promoted as a domestic tourism destination. However, the collaborative alliance which led Okinawa's tourism recovery saw the crisis as an opportunity to re-image the destination and enhance its appeal to an international market. Domestic tourism has recovered since 2011 but the most significant outcome of the Okinawa Tourism Crisis management Initiative has been the positioning of Okinawa as a desirable destination for international visitors and the marked growth in international arrivals since 2011. This has many implications for the destination marketing and

tourism infrastructure development of development of Okinawa in the short and long term future. The research arising from this paper will contribute to a deeper understanding of the role of private sector –government and inter-sectoral travel industry collaborative destination recovery and re-imaging.

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