

Book Review

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Tourism Industry is one of the leading industries of the world. According to World Travel and Tourism Council, the total contribution of travel and tourism to GDP was US\$ 6,990.3 billion in 2013, and the total employment generated from this industry was 8.9% of total employment (265,855,000 jobs). This level of dependence on tourism industry is ample.

No matter whether it's developed or developing nation, whenever crisis hit the nation it is one of the biggest challenge ever encountered to revive tourism and development back on track. Any crisis disrupts the existing status of economy bringing pause to the development of the country. Not a single country has been free from the chains of terrorism, conflict, war, natural disasters or any other crisis. The degree and level of conflict might vary according to countries, but the overall outcome of these sorts of events hamper the progressive nature of the country.

This review presents the scenario of crisis faced by different countries from political turbulence to natural disaster to combination of crises and their attempt to restore and revive the 'crisis-hit' tourism industry.

United States: September 11, 2001 terrorist attacks

United States is one of the most famous touristic destinations of the world. In 2000, some 50.9 million tourists entered the United States, which generated US\$103 billion in revenue. Prior to September 11, 2001, the territory of US had been free of major threats to tourists. The attacks against the World Trade Center in New York, Pentagon in Washington D.C. and Pennsylvania on the morning of September 11, when American Airlines were hijacked and diverted en-route from Boston to Los Angeles. 2,950 people were killed in World Trade Center, 189 were killed in Pentagon and 44 were killed in Pittsburgh according to New York Officials, the Defense

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Department, American Airlines and United Airlines. The US and global tourism industries faced a severe marketing challenge following September 11 attacks. These incidents made a blanket media coverage as New York and Washington have the world's largest media organizations like CNN, ABC, NBC and CBS. According to US Department of Commerce Office of travel and tourism industries, inbound tourists' number dropped by 11% in 2001.

In order to respond this situation the government of US, which illustrated below, adopted crisis-marketing approaches:

- 'Sales-orientated' Approach was undertaken.
- To establish an international marketing crisis team to ensure that the interests of tourism industry are effectively met.
- Develop a global marketing strategy to promote tourism as a path to peace and reconciliation.
- Review the current status of travel insurance coverage for international travellers.
- Mayor of New York City pleaded to all American and International visitors to visit the city by staying and spending for solidarity tourism.
- Local tourism authorities did a great deal to entice tourists.
- Marketing appeal was directed towards Americans based on solidarity and patriotism.
- Hotel industries offer lower price range to lure tourists.
- Websites of New York City included promotions of restaurants, hotels and other attractions.
- Active campaign was launched to host American and foreign travel writers to see the city for themselves.
- Internet is one of the major communicating tools.
- Hoteliers, conference venues, tour operators had focused highly on tourist safety and security.
- Subsidies and tax reductions to tourism and hospitality industry

Through adoption of these measures, US was able to reduce the negative impact of crisis and restore tourism industry. US being one of the major touristic destination and powerful nation faced a downturn in number of tourists due to the attacks on New York City and Washington D.C., which had global ramification in the tourism industry worldwide.

One of the major sources of foreign exchange earning in Egypt is through tourism and travel industry. From 1992-1997, various factions within Islamist group targeted the most vulnerable sector of the Egyptian economy, tourism, as revenge towards the

government. On top of that with 1997 Luxor Massacre, where 58 tourists were killed, was one of the worst massacres experienced by tourism in Egypt. This had created negative image in the eyes of tourists of the major source markets whose primary concern was safety and security.

To revive tourism in a crisis is one of the biggest challenges for the country. The Egyptian government to bring economy back on track, which was highly dependent upon tourism industry, adopted various post-massacre tourism-marketing approaches. Foreign exchange earnings from tourism industry were 24.4%, which was a rough estimation due to no record of various other economic activities performed in the country. This heavy dependency on tourism industry shows that significant measures need to be adopted in a strong manner to recover from the crisis. Various strategic approach adopted by Egypt can be highlighted below:

- Egyptian Tourist Authority and EgyptAir worked closely to attract tourists.
- Heavily discounted packages to travel to Egypt were offered.
- Overall improvement of internal security in all major destinations.
- Joint Marketing with travel industry of other nearby country, Israel, Jordan, PA, to promote the flow of people to touristic destination of Egypt.
- Joint Travel industry promotion began towards regionalization of travel industry marketing.
- Misr Travel, inaugurated a series of successful joint product seminars in all major Australian cities.
- Pricing was also one of the approach adopted to attract the tourists.
- Promotion as a pilgrimage destination for commemorating Christianity's bi-millennium
- Prevalence of strong synergy between public and private sector of Egypt's tourism industry
- When foreign countries issued travel advisories warning their citizens from traveling to Egypt, they adopted remedial measures to encourage early revocation by viewing these advisories positively.

To revive tourism industry from a crisis, country needs to be strong and adopt a strong measure. In case of Egypt, it adopted centralized and focused recovery program, which was the reason behind a successful recovery.

The growth of tourism industry in Israel has been subject to frequent interruptions due to external threats and internal inter-communal violence between Israel and Palestinian Authority. With the assassination of Israel's Prime Minister in 1995, tourism to Israel as well as Palestinian Authority suffered heavily due to never-ending conflict. In 2000, Israeli Prime Minister and Palestinian Authority were seeking resolution for

final peace agreement, but differences between parties made it a failure. Under the Clinton administration, Israel put forward an offer to Palestinian Authority, to withdraw 95% of West Bank and all of Gaza and shared sovereignty in Jerusalem, which was rejected by Yasser Arafat. This gave birth to another level of conflict. All of these crises decreased the number of tourists arriving to Israel by 55%, whereas for Palestinian Authority it decreased at the rate of 90- 95%.

Unlike in Egypt, Israel government did not adopt a strong measure when foreign countries, USA, Europe and Asian, issued travel advisories to defer their citizens from traveling to Israel. Some travel insurance companies either restricted or denied the coverage of insurance for the tourists. Israel is one of the world's most popular international tourist destinations for high level of seminar, workshops and conferences conducted. But the ongoing conflict decreased the trend of such market. In the aftermath of such crisis, the major post-crisis strategic approach adopted by Israel Ministry of Tourism to tackle with the challenges of blanket media coverage depicting outbreak of terrorism in Israel and Palestinian Authority as Middle east crisis or as a 'war zone' was handled through these various listed approaches:

- Adoption of Isolation Marketing Strategy made tourists aware of the specific troubleshooter places, apart from others.
- Precision Marketing of resort areas as specific destination met with relative success in northern Europe and Japanese source markets.
- Website of tourism industry was updated.
- Good relations with foreign ministries were maintained.
- Agents and media were involved in Post-crisis marketing strategy.
- Tourism ministry called its PR Specialists to map a strategy for marketing Israel.
- Eastern Mediterranean Tourism Association ran a series of seminars for push marketing campaign to large number of travel industry professionals.
- Europe is one of the major source markets of Israel. The media houses of Europe were paid for advertisement they made about Israel.
- Israel hosted selected media on the involvement of promotion of tourism in Israel.
- Active, organized Jewish Community encouraged its member from many countries to visit Israel.

When the tourism industry of many countries around the globe was affected by September 11, 2001 attack on New York City and Pentagon, Israel remained unaffected. Limited coordination between public and private sector of Israel created difficulty to revive tourism.

Twenty-nine years long, civil war in Sri Lanka ended with the victory of Sri Lankan Government over the Liberation of Tigers of Tamil Eelam (LTTE). However, these years left the tourism industry of Sri Lanka in despair. Sri Lanka is the home to thousands of Buddhists followers. It has religiously and culturally diverse population. In 2001, Colombo International Airport was attacked by Tamil Tigers, which destroyed the aircraft and killed many people, including some tourists. This terrorist attack hindered the long-term recovery process. One of the major attacks against tourists was in 2001, when terrorist attacks destroyed five star Hotel Ceylon InterContinental and Galadari Hotel. However, late 1990s and 2001 saw success in rebuilding Sri Lanka tourism industry. The strategic approach adopted by Sri Lanka Ministry of Tourism to revive the twenty years long tourism industry which was destroyed in the civil war between Sri Lankan government and Tamil Tigers include:

- Highly professional image to depict country as a safe zone
- Foreign investment policies were made attractive enough to lure private investors in hotel and tourist resorts.
- Changes were made in the operation of National carrier, so that it would make Sri Lanka an attractive and feasible stopover.
- Low labor costs ensured that high quality services could be offered to travelers at competitive prices.
- Offered range of new routes of travel to and from Sri Lanka
- Ceylon tourism board had been granted US\$1.2 Million for marketing and promotion of Sri Lanka. Their major responsibilities include destination marketing and promotion, market research, establishment and enforcement of trade standards for hotels, tour guides and attractions, website updates which includes comprehensive destination information and up-to-date statistical and contact information.
- Sri Lankan airlines offered promotional material on Sri Lanka to travel agents and their clients around the world.
- Adoption of denial strategy by Sri Lanka, which means that if you ignore the problem it will turn its face around. But this approach could not be fully relied as activities done by Tamil Tigers weren't in isolation.
- Focused on adopting a proactive approach providing reliable safety and security advice to tourists and assisting travel professionals in this regard.
- Sri Lankan government established a Presidential Task Force on Tourism who were commissioned to prepare a Tourism Promotional Plan for 2000 and beyond.
- Adoption of cautious approach to travel throughout Sri Lanka was provided to the tourists.

- New tax concessions for overseas-based tourism-related industries and open sky policies provided a price-competitive destination.

The main challenge faced by Sri Lankan government was regarding safety and security issues of tourists. With the signing of cease-fire agreement between the Sri Lankan government and Tamil Tigers, a positive step towards building better future of Sri Lanka tourism industry was formulated.

The political coups of 1987 and 2000 were the results of the conflict, which existed between Fiji's indigenous group and the large minority group of Indian origin since they achieved independence from British rule. Although 1987 coup was a bloodless military-dominated takeover and the level of international media coverage was limited, but the year 2000 coup saw death and attacks against Indo-Fijians along with portrayal of events with the live updates by the international media. Among others, the major challenge to Fiji was in the context of coverage done by the media. Tourism industry of Fiji contributes 27% of annual GDP and employs 45,000 people.

Fiji reputation was destroyed due to the two coups of 1987 and 2000, so in order to recover the tourism industry; Tourism Action Group undertook certain actions after 1987 coup and 2000 coup:

- Government of key source markets were requested not to defer their citizens from traveling to Fiji
- Reduction in prices on tours, airfares and accommodation to lure the market
- Promotion of eco-tourism and MICE markets to Fiji
- Conducting market research to build new market
- Doubling the budget of Fiji government
- Development of touristic areas to encourage investment
- Adopt a proactive approach
- Simplify the procedure of investment for domestic and international investors
- Sought to revoke harsh travel advisories to travel to Fiji
- Fiji government was involved in isolating the actual problem of the coup
- Website updates to entice the travelers
- Discounted packages were offered
- Increase the staffing and budget of tourism industry
- Prepare for the designation of world heritage sites

In the market recovery phase, nation's centralized tourism infrastructure along with good cooperation between government and private sector was also achieved.

Being located at the epicenter of a series of fault line, Turkey has already experienced 96 earthquakes throughout the 20th Century whose victims have been thousands. When earthquake struck at 3 am on 17 August in 1999, 7.4 Rector Scale was recorded near the Turkish city of Izmit. This devastation took the lives of 20,000 people and 50,000 who were injured. Within hours of the devastation made by earthquake, international community responded promptly and abruptly. Rescuers along with medical team from Israel, UK, USA Greece, Kuwait, Germany and other 19 countries reached within 72 hours. Turkish government had not developed strong contingency plans and measures given the fact that they were aware of Turkey being located in the fault-zone. Although this has been the case, Turkish tourism industry had grown from 5.38 million in 1990 to 10.42 million in 2000.

The blanket media coverage by international news agency, heavy cancellation of bookings, defer to travel to Turkey from government advisories of other countries made Turkey tourism industry to suffer heavily. These were the major challenge faced by the Turkish Tourism industry. Given the criticism to prepare for the impact of earthquake, Turkish tourism industry developed certain strategic plans to revive tourism from the negative image, which was portrayed from around the world:

- Highlighting those areas that were least affected
- Encouraging travel agencies to urge their clients to visit
- Stressing overall safety of turkey
- Alliance with tour operators
- Strong financial support from Turkish government
- Ethnic communities were encouraged to support
- Television crews, journalists, reporters were encouraged to visit turkey to provide the message that no all of turkey was destroyed
- Marketing subsidies to promote Turkish tourism product
- Crisis management team was established
- Website updates to attract tourists
- Promotion for Christian pilgrimage

Thus, with the completely new marketing image which reassured travellers and travel agency to visit turkey as a tourism destination. Well-coordinated response between the government and private sector also played an important role to restore tourism.

Although being one of the leading destination and developed nations of the world, Britain faced serious problem in order to revive tourism industry when it had to tackle with the issue of foot and mouth disease in 2001. In 2000, 25.2 million people visited

Britain who spent US\$ 19 billion. Foot-and-mouth crisis was caused by the outbreak of a disease contracted by farm animals in 2001. This disease was equivalent to Black Death. It is highly contagious and as a result, it made farmer unsalable on the wool, meat and dairy products. Animals such as sheep, cattle, pigs and goats contract it. The first confirmed case of this disease occurred in 2001, followed by growing number of outbreaks on British farm. National and International media became a major challenge, which portrayed burning pyres of animals and remains of slaughtered animals along with polluted water. The disease was dubbed as a 'rural crisis' and 'economic cataclysm'.

In order to address the negative criticism received from people of rural areas, they underwent disinfection procedures; quarantine parks, gardens and rural attractions and showed it through the news. Even though effort was made, tourism industry suffered heavily. The strategic measures taken by Britain in order to revive the lost charm of tourism industry are:

British Tourism Authority formulated a recovery program with the help of:

- British Carriers
- Organized Familiarization trips for local and foreign travel journalists and travel agents
- Extensive use of website for easy access to tourists responsible
- Highly responsive approach to manage the crisis

British Tourist Authority developed three-stage marketing approaches:

1. Facts, information and rebuttal:

- British Tourism Industry website provided facts about places, which were open and closed.
- They invited key industry leaders from around the world in order to build positive impetus for tourists to visit.

2. Medium-term plans:

- It involves tactical marketing blitzes to pull tourists from markets in association with airlines, tour operators and hoteliers.
- They also focused on variety of promotion from Britain popular celebrities in sport, business, and arts to special deals for limited periods.

3. Long-term plans:

- It involves representing Britain in heritage, culture, sports, tourism, foreign and others.
- 2002 Commonwealth games were promoted as major attractions.

- Britain tourism authority worked on a range of partnership arrangements with airlines and tour operators to promote Britain.
- The partnership agreements between public and private sector are strong.
- National, county and local government provided marketing subsidies.

This is one of the most unusual crises witnessed when we talk about the revival phase of tourism. This disease feared the lives of thousands of people; Britain tourist infrastructure was on rural and religious tourism. 2001 crisis was handled effectively, which provided a path for revival of tourism for others.

South Africa is famous for its Anti-Apartheid Movement, led by Nelson Mandela, which believes that all Black and Whites must be treated with equal respect and dignity. Mandela was elected as first Black American President in 1994, after 27 years of imprisonment for being strong supporter of Anti-Apartheid Movement, which showed a golden new era for South Africa. One thing that existed during 1990s that restricted the path of growth is, 'Crime'. During the prevalence of Apartheid system, Wealthy whites used to suppress the Majority Black who were financially backward. The movements of Blacks were restricted to many places through the imposition of 'Pass Laws'. Although Anti-Apartheid movement ended this racial discrimination, but still large segment of Majority Black were living in worst condition. This gap between the rich and poor created a big problem for South Africa. Wealthy whites used to hire bodyguard to protect them, but tourists were left with no arms to protect themselves from assault, theft, rape, murder carjacking, etc. Although by the end of 2000, the crime rate dropped significantly.

Tourism is regarded as one of the minor economic activity for South African. Neither of its government has treated tourism as a major economic boon. Challenges faced by South African in order to attract tourists are warning of travel advisory issued by western countries; government perception of tourism as a minor economic activity; treatment towards tourists, nearby and international, was different. In order to overcome with these challenges, strategic approaches adopted by South African Tourism are:

- South Africa Tourism has offices in 11 countries who are actively involved in developing promotional partnership ties with carriers and tour operators to promote South Africa.
- It worked in coordination with South African Airways, which plays an important role in promotion.
- Updates on the websites.
- With the collapse of Apartheid, earlier restrictions were opened for International carriers.
- Focus on Upmarket Clientele i.e. Western Countries due to earlier restriction and limited options provided.

- Resumption of Sporting ties between South Africa and other nations also paved the road to attract tourists.
- Devaluation of its currency also attracted western travellers

Despite its political success with Anti-Apartheid Movement, it wasn't able to achieve significant progress with tourism industry in the beginning. Nevertheless, with the strong strategic approaches, it was able to welcome thousands of tourists with full security and safety, which played a role in reviving tourism industry.

Port Arthur, being one of the most visited sites in Tasmania, lies in the oldest city of Hobart. It is also the home to former prison settlement, which was established in 1830 to incarcerate the most hardened criminals. Prison symbolizes the dark history of Tasman. It is one of the best-preserved convict-era prison complexes in Australia. On 1996, when 35 people were shot to death inclusive of 4 tourists in Port Arthur, it triggered with the existing image of Tasmania as a peaceful region. This incident was highly condemned from international platform due to extensive media coverage of the massacre. Martin Bryant, person responsible for this attack was charged with and convicted of the crime. However, the immediate effect of this massacre was that many tourists instantly cancelled their travel plans to Port Arthur.

To resolve the issue, Tasmania Tourism Industry came up with the following strategic approaches:

- Implemented a crisis contingency plan.
- Destination TV Marketing was suspended to respect the loved ones.
- State government committee was formed to respond with the tragedy.
- Public Relations Consultant was appointed.
- Informal Tourism task force or think tank was established to devise marketing strategy.
- Media Management was highly prioritized and it was controlled in a good manner.
- Good cooperation between public and private
- High-level support in the airfare by offering good discount
- Construction of new food and beverage facilities at port Arthur
- 'Fresh New Look' campaign was launched to rebrand Tasmania
- Refocused on the previous dominant images

Unlike other nations, Tasmanian tourism authorities were highly effective in managing crisis to restore the tourism industry. Major challenge, which was tackled by Tasmanian Tourism Industry in the recovery phase, was the lack of success in stimulating a higher level of growth in the international market.

The long-standing enmity between Bosnia-Herzegovina gave birth to Communist leader Marshall Tito from 1945 – 1980. Communism began to collapse towards the end of 1980s. From 1991 – 1995, Croatia was in a state of war against the Serbian dominated Yugoslavia. This war introduced a new term 'Ethnic Cleansing'. Dayton Agreement was signed in December 1995 between Yugoslavia and Croatia, but it didn't resolved the bitter relationship between the Serbs and Croats. In 1985, 8.35 million tourists visited whereas by 1990, the number was 7.05 million and in 1995, the number decreased to 1.23 million.

The major challenges faced by Croatian tourism industry were to remove the portrayal of Croatia as 'collateral image damage' and 'war zone' along with overestimation of damages made by foreign government. Governments of Western Nations advised their citizens to defer to travel to Croatia as it had received international condemnation. Tour agencies reduced their services to Croatia between 1991-95. Prior to that, Tourism was largest source of income for Croatia. Various strategic approaches adopted by Croatia's Ministry of Tourism to restore the tourism industry were:

- Establishment of links with key tour operators
- Low-price accommodation
- Promotion of those regions that were least affected
- Tax breaks were offer to investors to motivate for investment
- Priority was given to improving road and rail links
- Solidarity based tourism was focused
- Eco-tourism was prioritized
- Attention was diverted towards attracting sport-oriented tourism, coastal-based tourism, congress tourism, health tourism, pilgrimage tourism.

With the end of war, tourism industry in Croatia began to move in an upward direction. The recovery program launched was highly successful as extensive market research and strategic planning was focused on with high degree of reliance on private tour operators to promote the country. This level of success was achieved when Croatian government realized its importance.

One of the most visited tourist destination in South-East Asia, which contributes 8.7% of total GDP. The number of tourists doubled from 1.025 million in 1990 to 2.2 million in 1997. However, with economic collapse of source market in South Korea, Japan, Taiwan along with Volcanic eruption in 1991, Typhoons, Political Instability from Fredinand Marcos to Mrs Aquino to Fidel Ramos, Spread of Epidemics such as AIDS, High Crime Rates, Guerrilla War raged by Muslim Insurgents, Philippines Tourism Industry was highly affected. During these periods, tourism development was on an ad hoc basis. With the mixture of pornography,

prostitution and gambling, organized crime and corruption also increased. Introduction Services also started with Filipino women marrying foreign men to secure citizenship of that particular country. Master Plan for tourism, which was more socially, environmentally and economically sustainable tourism, also developed during Ramos and Aquino presidency, which had a much stronger impact on the overall environment of Philippines. Major challenge the government had to deal with includes economic problems, internal political confusion, and personal disputes between government and private industry.

With the combination of crisis faced by Philippines, various strategic approaches adopted by Philippines Tourism Industry from 1991 – 2001 to overcome the situation and restore tourism industry are listed below:

- Adopted a broad marketing strategy for the promotion of Philippines
- They adopted 'Ostrich Approach'
- Tourists were discourage from visiting red-lights districts
- Marketing through websites, brochures and audiovisual presentation
- Familiarization trips was adjusted for travel professionals and media
- Philippines was perceived by low-cost, high-value destination, which increased its tourists flow.
- Strong actions against criminal activities and corruption was taken by government
- Diversity of resorts and destination made it highly marketable.
- Campaign 'best of the Islands' was focused on variety of tourism. Another campaign was 'bring home a friend' was focused on large number of Filipinos living abroad to bring a friend with them while returning.
- Marketing representatives were appointed in several 'potential markets'

The major challenges they faced during this period were they failed to address various crises in any of its official publication; failed to use their own media, brochures or websites to address travel concerns. Strong cooperation between private and public sectors was also lacking. Out of all these, they didn't had real contingency plan to restore Philippines tourism industry.