

# Tourism & Terrorism: What to do to make tourists feel secure at a destination

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# Destination Crisis Management



- A crisis hits your area—what do you do? “Wait and see”—and it’s probably too late; and beyond your control.
- The recent spate of “bad news” events around the world has rudely jolted the “good news” culture of destination marketers. Today, every tourist office must be versed in Destination Crisis Management (DCM)—and not just on crises at home.



# Destination Crisis Management



- The knock-on effects of fires in Australia, foot and mouth in Britain, war in Afghanistan, devaluation in Argentina, anthrax in the US, and most notably, September 11, have reverberated around the world, influencing travel patterns everywhere.



# Crisis Spotting



- There are two types of bad news: the 'single event bad news' and the 'continual event bad news'.
- In the former, the impact of the event can be overcome with good marketing and publicity, in a short while and with relative ease. (Ex: a kidnapped tourist in Cancun)
- In the latter case, a long-term perception can develop in people's minds. (Ex: a continual issue of food and water safety)



# Tourism Crisis



- Any natural or man-made act, event or situation whose outcome leads to a serious decline in visitation to a tourist facility, attraction or destination.
- One identifies a crisis by severity level (% decline in visitation) and duration (length of time decline continues).
- A situation becomes 'critical' when tourist visitation declines more than 25% for a period exceeding one week.



# "Crisis" in Chinese



- John F. Kennedy said, 'when written in Chinese the word "crisis" is composed of two characters. One represents **danger** and the other **opportunity**'.
- What constitutes a crisis for one part of the tourism industry might not be for another.



# 'Dynamic Chaos' and Turbulence



- **Internal threats**—immaturity of the industry, weak management, inexperienced staff, technological failure, human error, accidents, commercial questions of competition, revenue, profitability, staffing and industrial relations.
- **External threats**—fluctuating exchange rates, loss of market confidence, withdrawal of investment funds, natural disasters, political disturbances, and man-made events.



# Crisis Management Program



- The sustainability of tourism industry sectors depends on their ability to develop, implement, test and execute a CMP in the event of a crisis.
- A crisis is only over when the stakeholder has learned everything from it and has implemented mitigating change in its CMP.
- And has effectively communicated to tourists that the risk to them has declined to acceptable levels.



# FEMA

- The US Federal Emergency Management Administration has an excellent web course on crisis management, downloadable from its web site [www.fema.gov](http://www.fema.gov).
- Destinations can prepare themselves for future crises by planning, planning and planning.
- Plans should be informed by research into, and an understanding of general national and global trends which are likely to impact upon tourism.

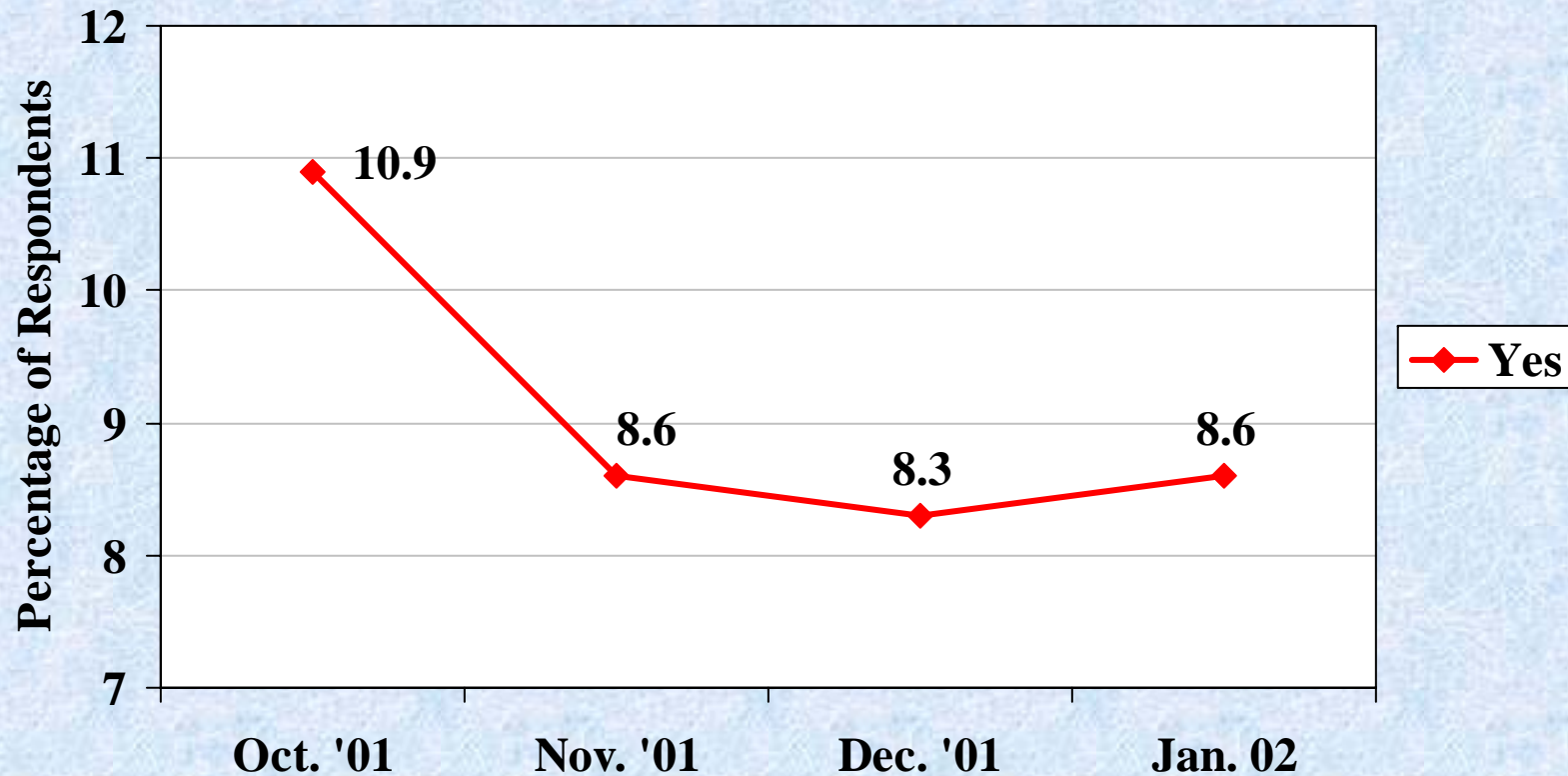


# Michigan Travel Market Survey

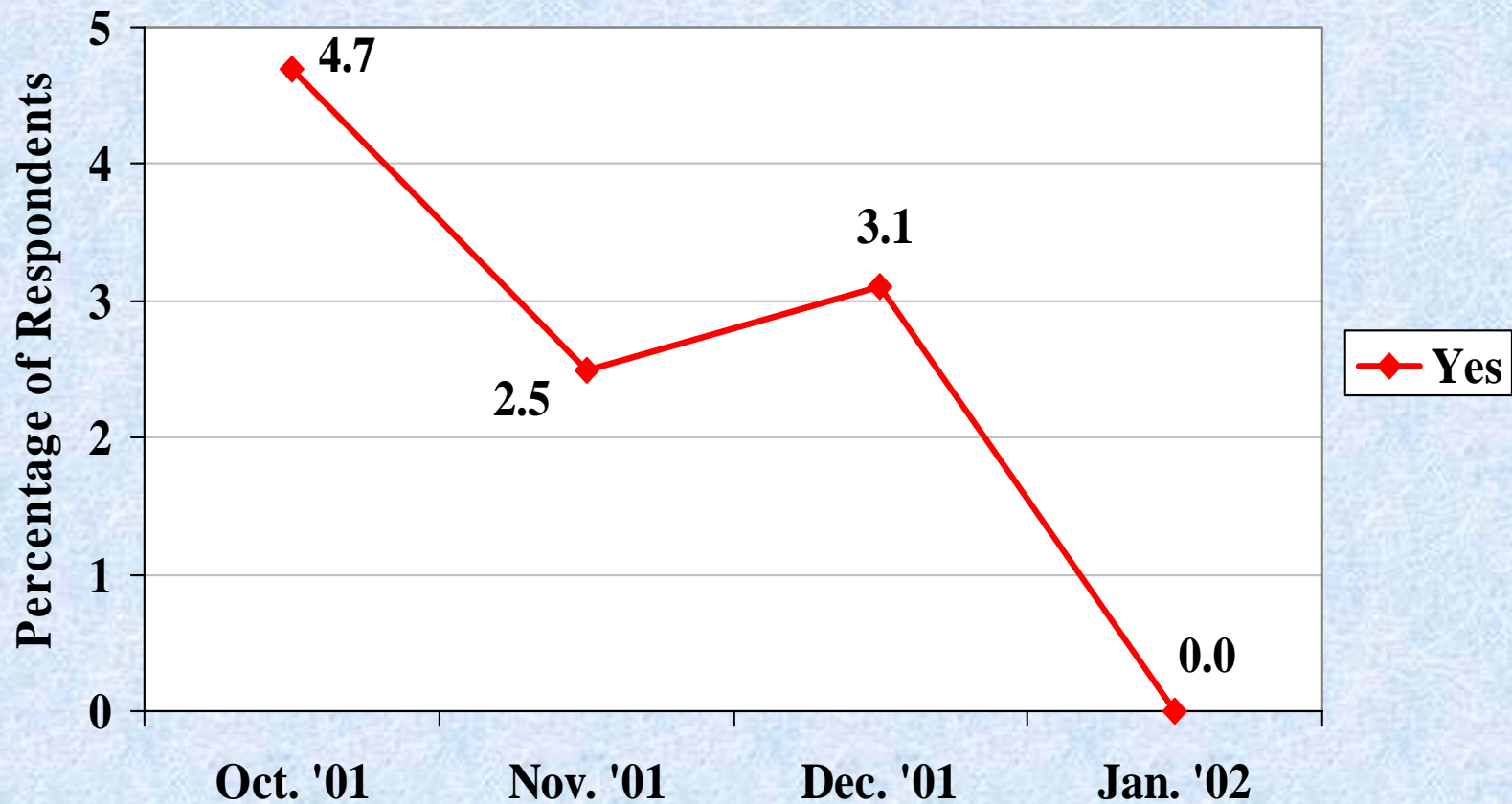


- TTRRC has been surveying approximately 425 households per month since 1996
- Using a CATI lab phone survey
- Survey region includes: Michigan, Indiana, Illinois, Wisconsin, Ohio and the province of Ontario

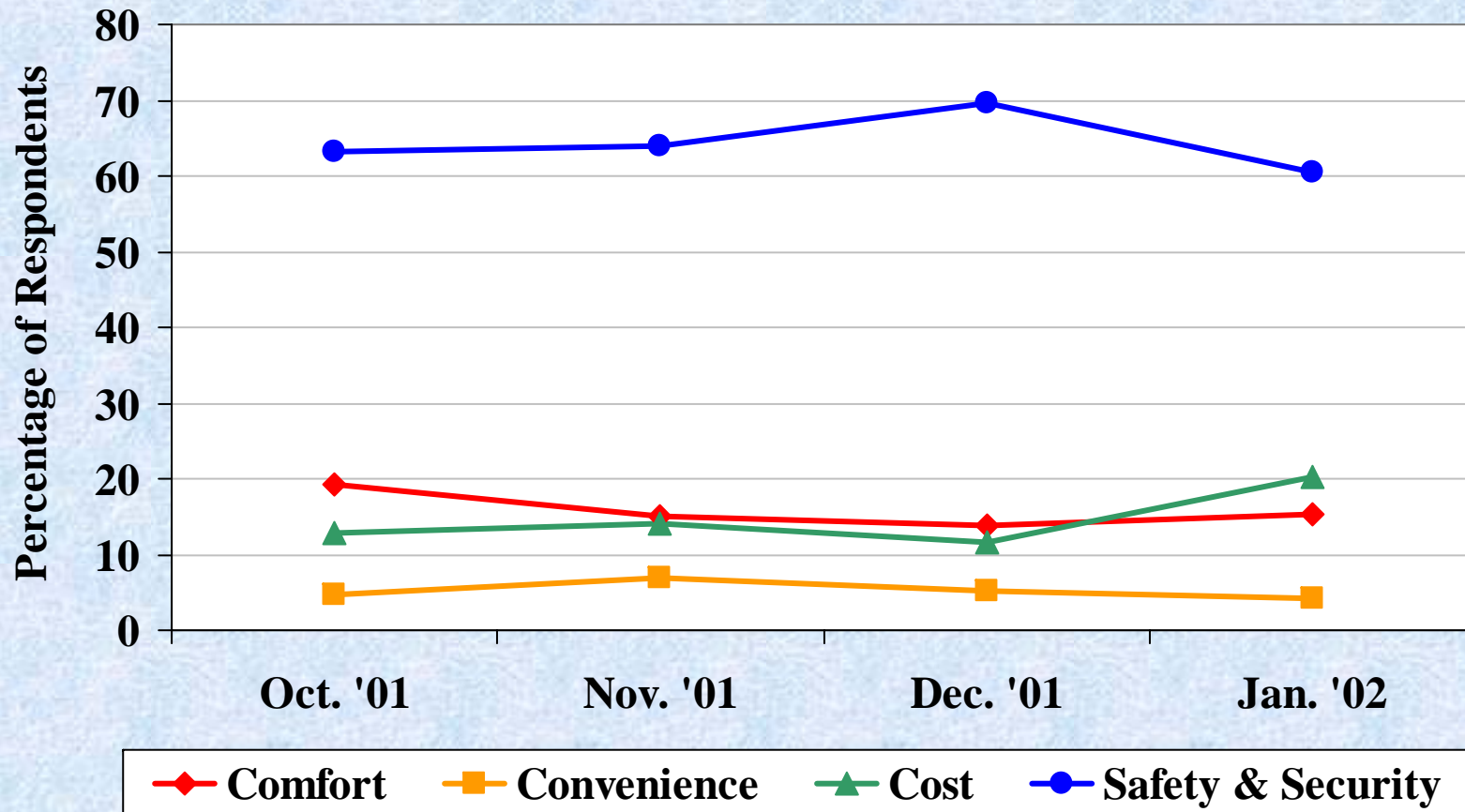
# Have you traveled by commercial airplane within the last 30 days?



# Have you cancelled a commercial air trip within the last 30 days?

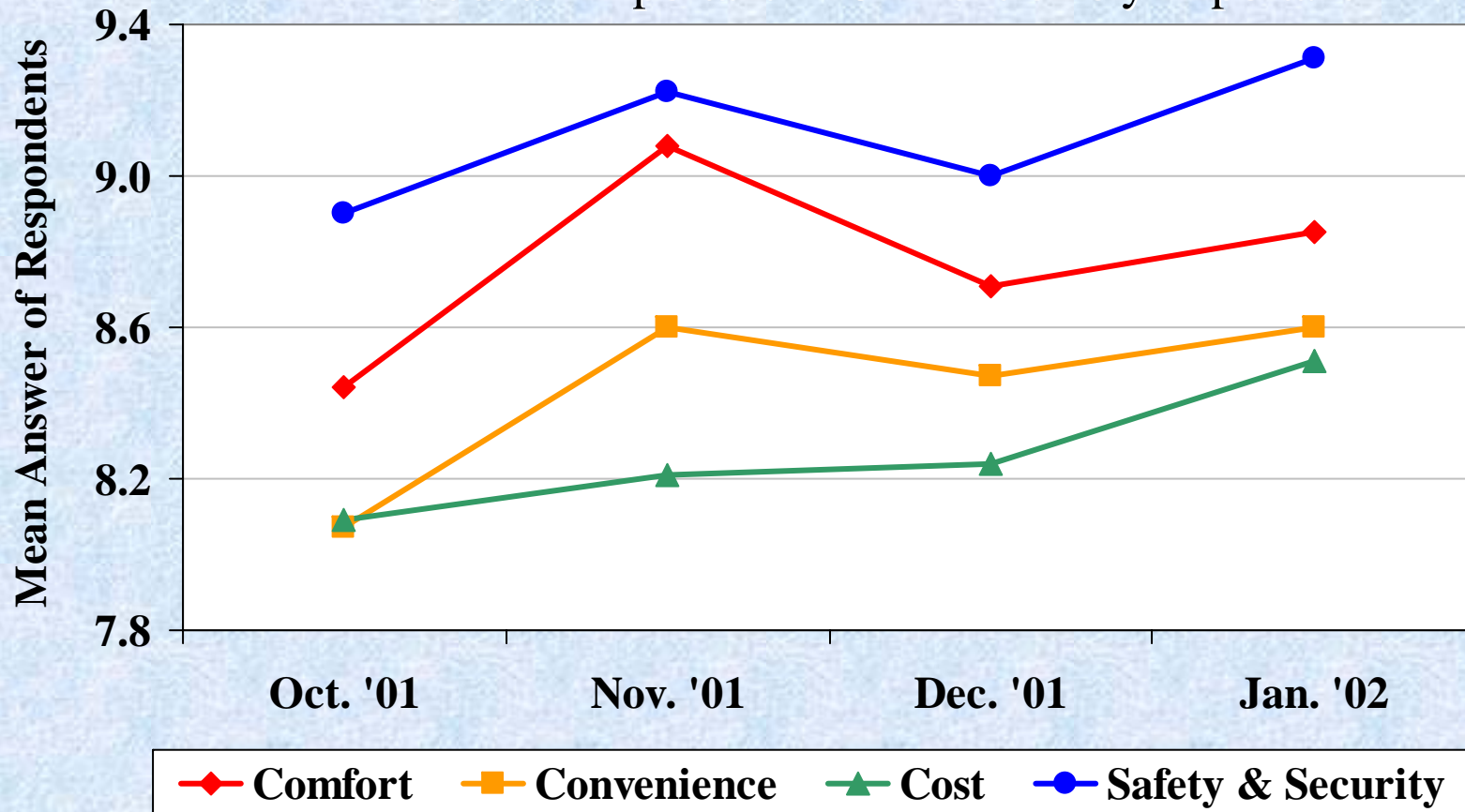


Which one of these four factors is the most important to you during pleasure trips?

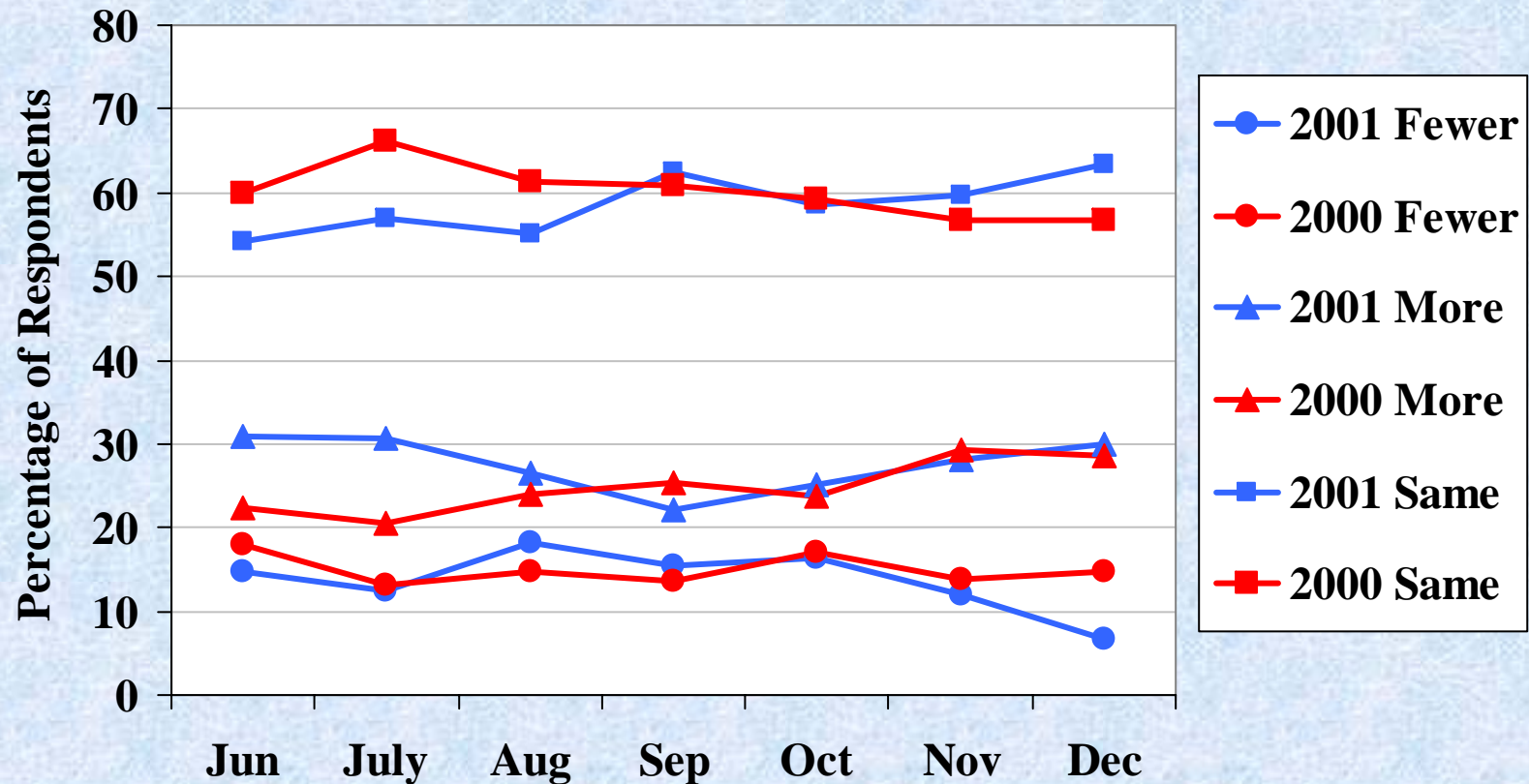


# How important to you is each of the following factors during your pleasure trips?

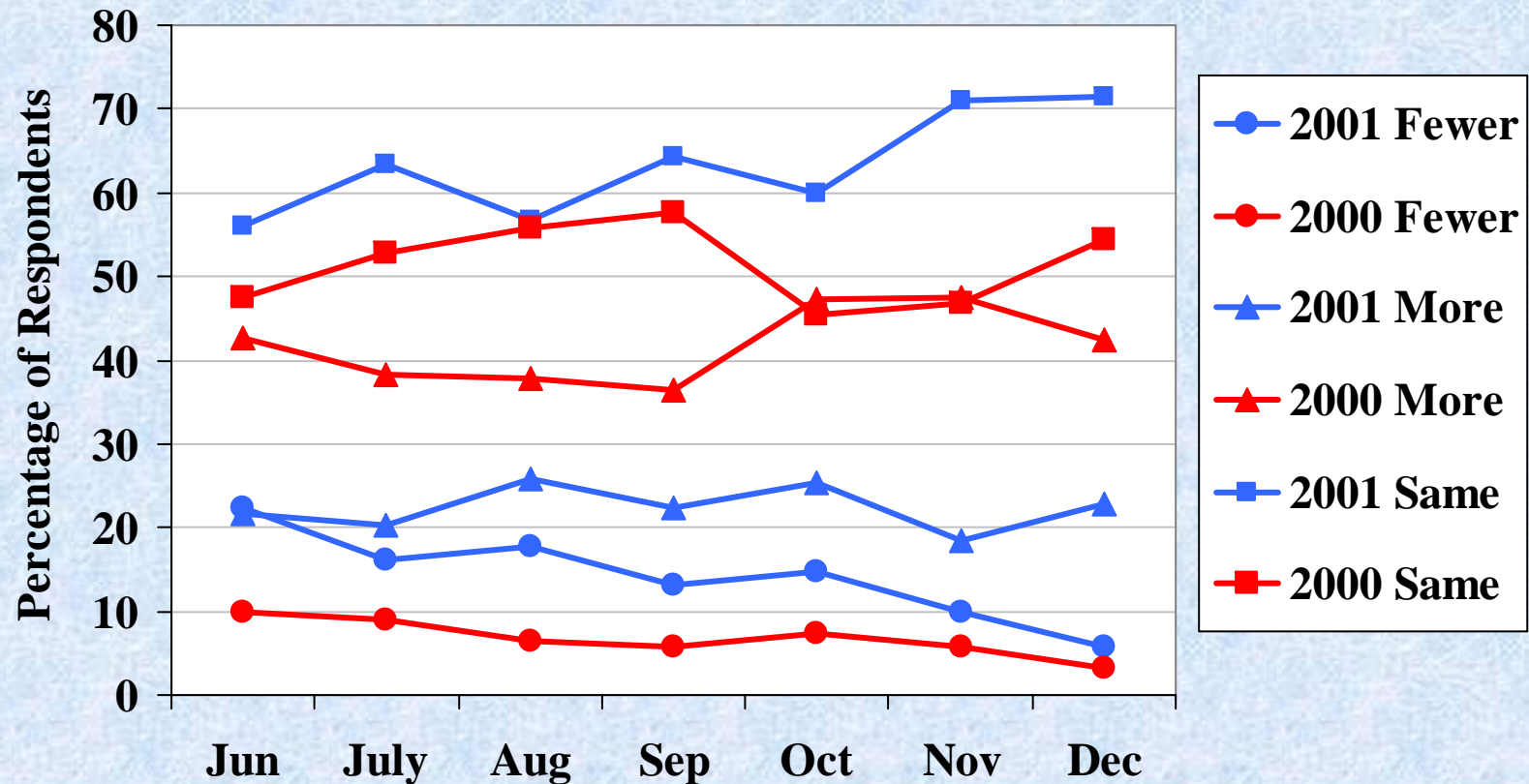
1 = "not at all important" 10 = "extremely important"



During the next 12 months, do you expect to take more, fewer or about the same number of pleasure trips to any destination...?

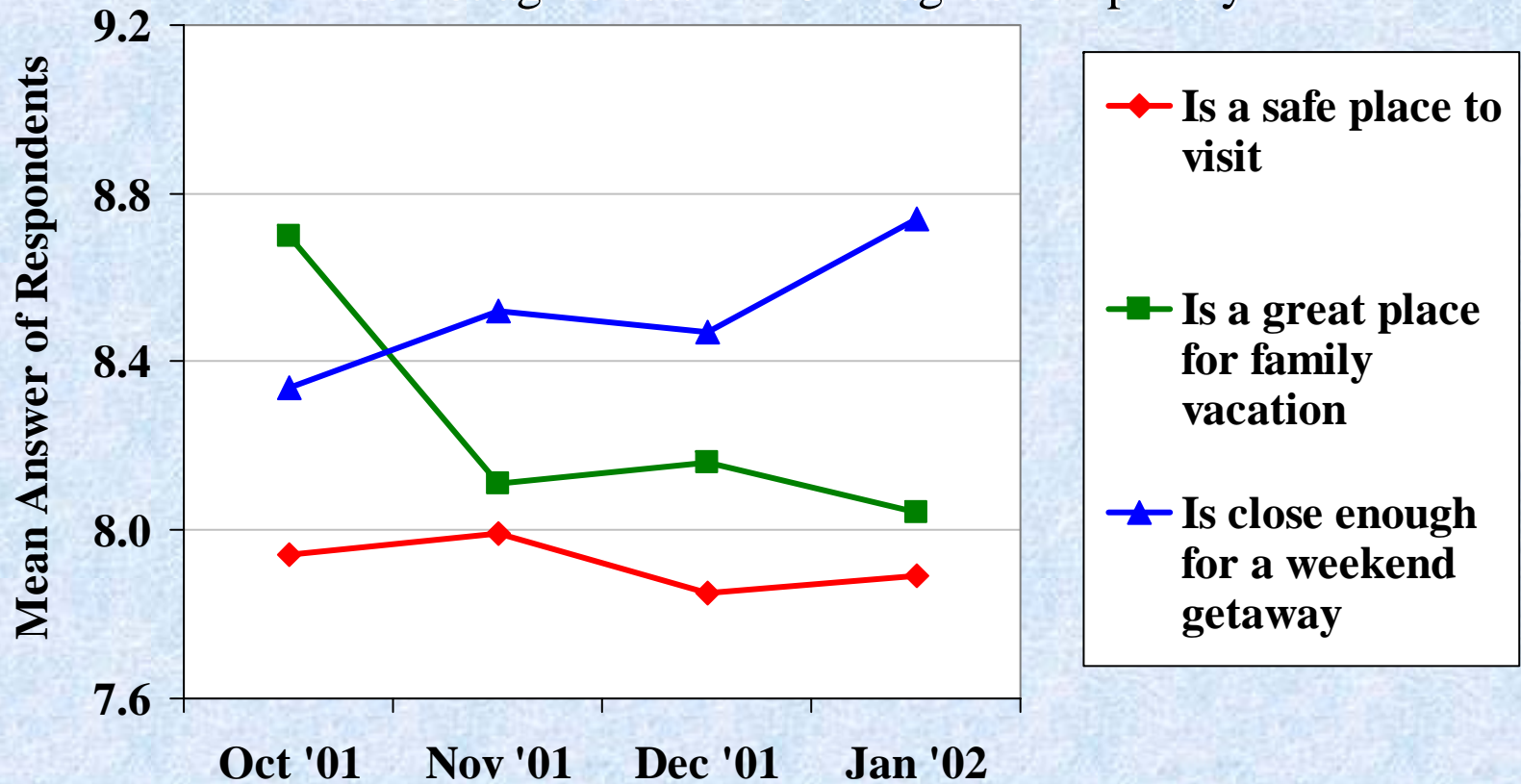


During the next 12 months, do you expect to take more, fewer or about the same number of pleasure trips to Michigan...?

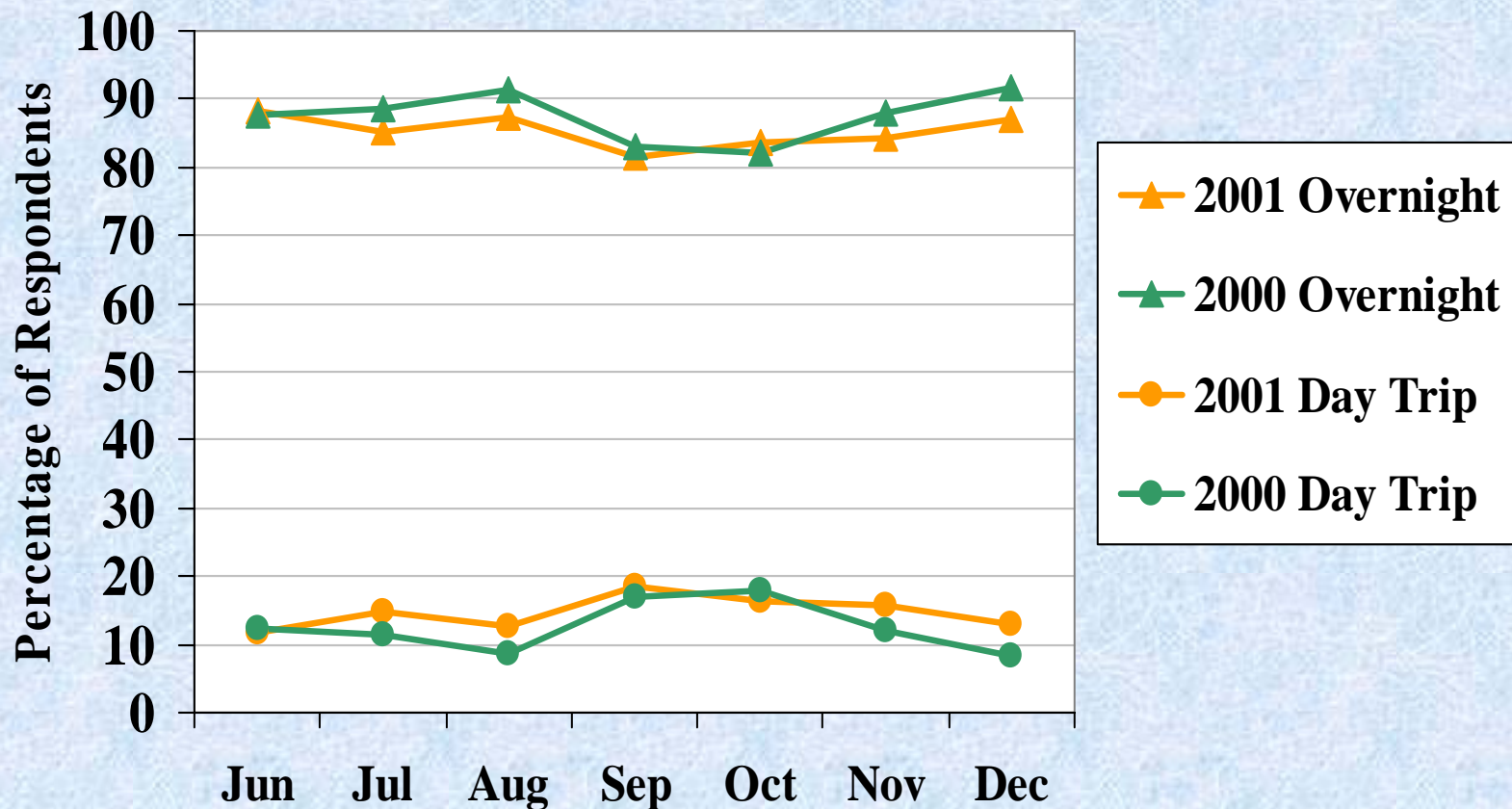


# Michigan...

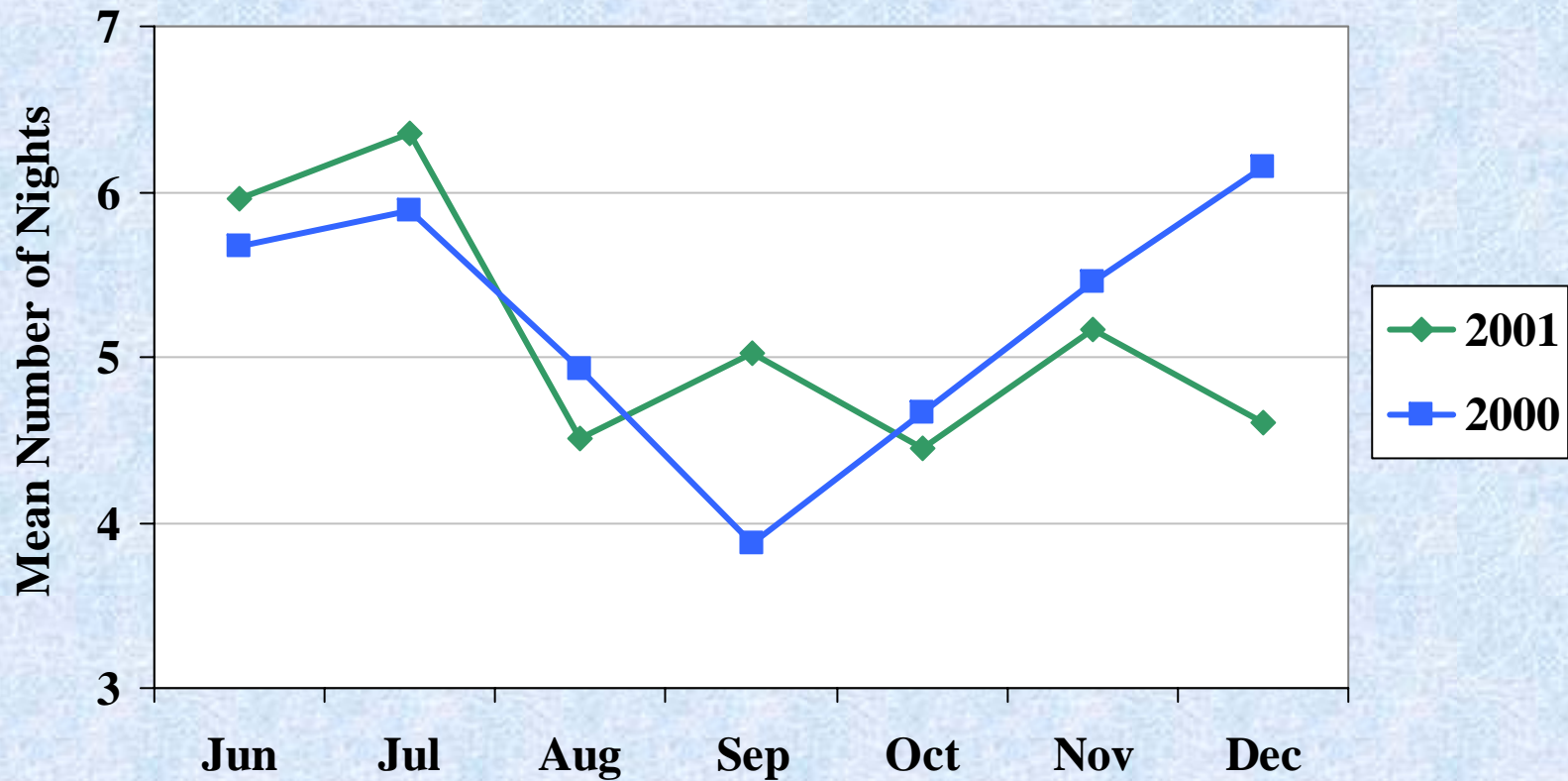
1 = "do not agree at all" 10 = "agree completely"



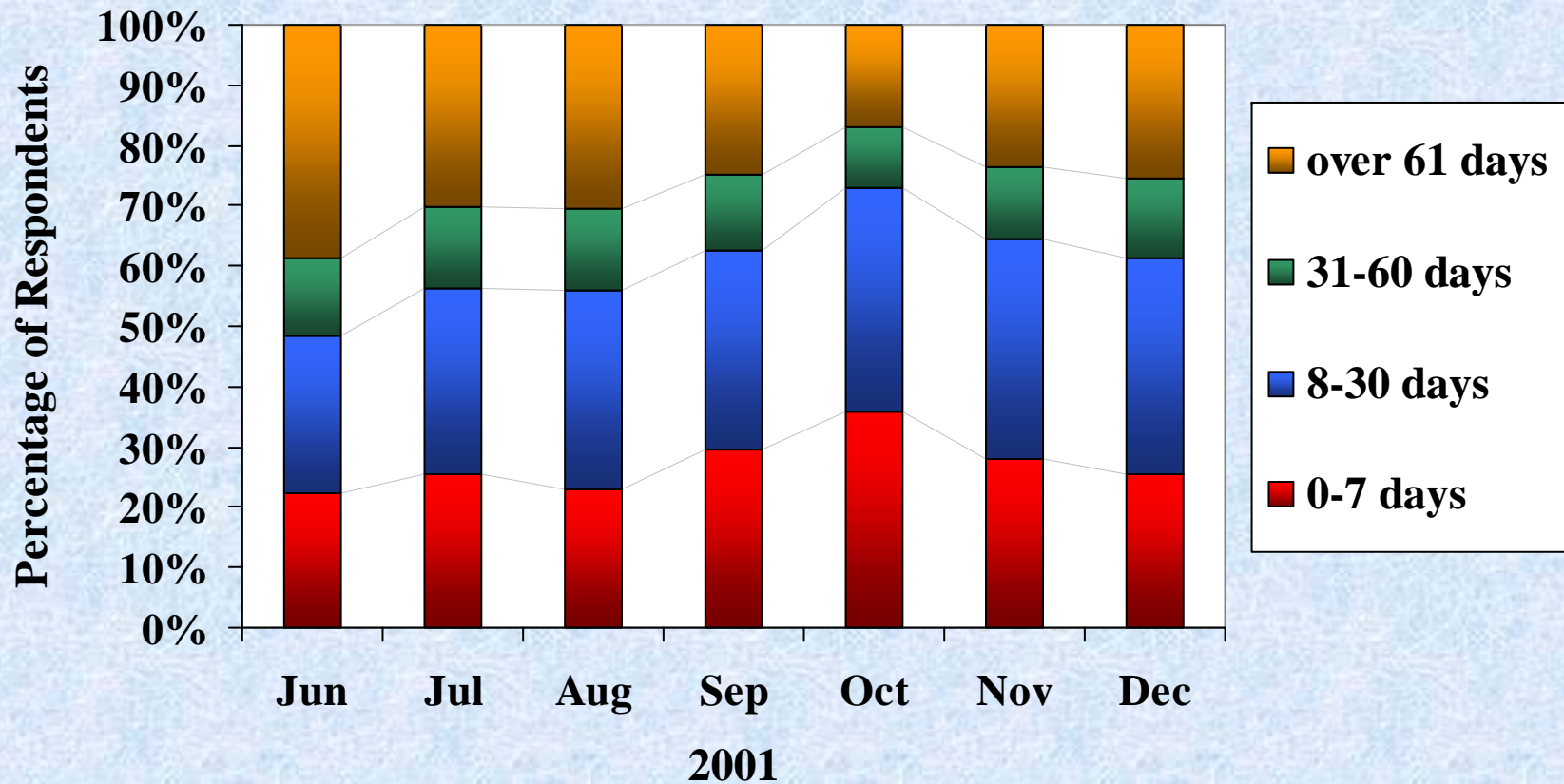
# Was this (your most recent pleasure trip) an overnight or day trip?



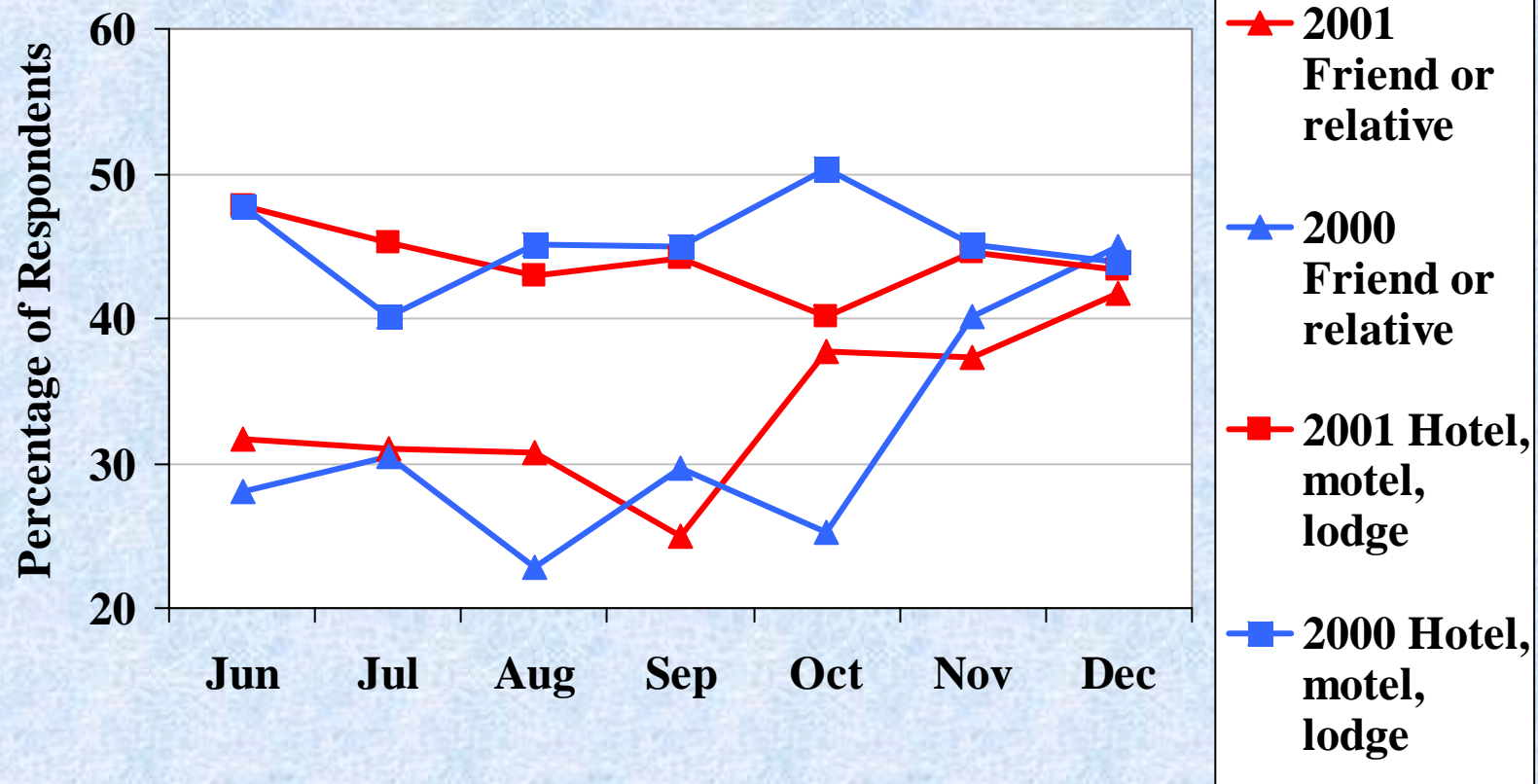
Asked of overnight trippers: How many nights were you away from home?



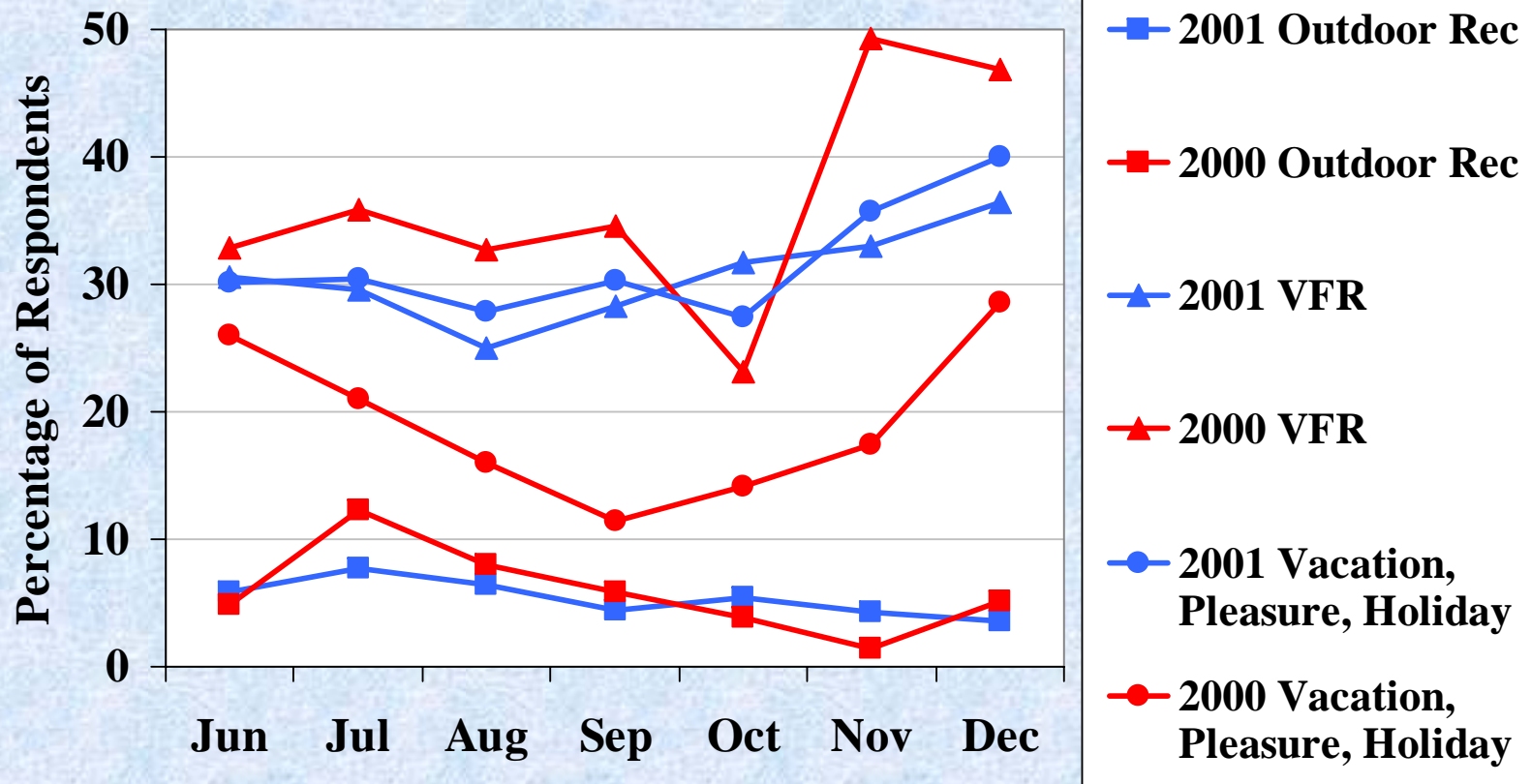
# About how far in advance of this trip did you begin to make plans for it?



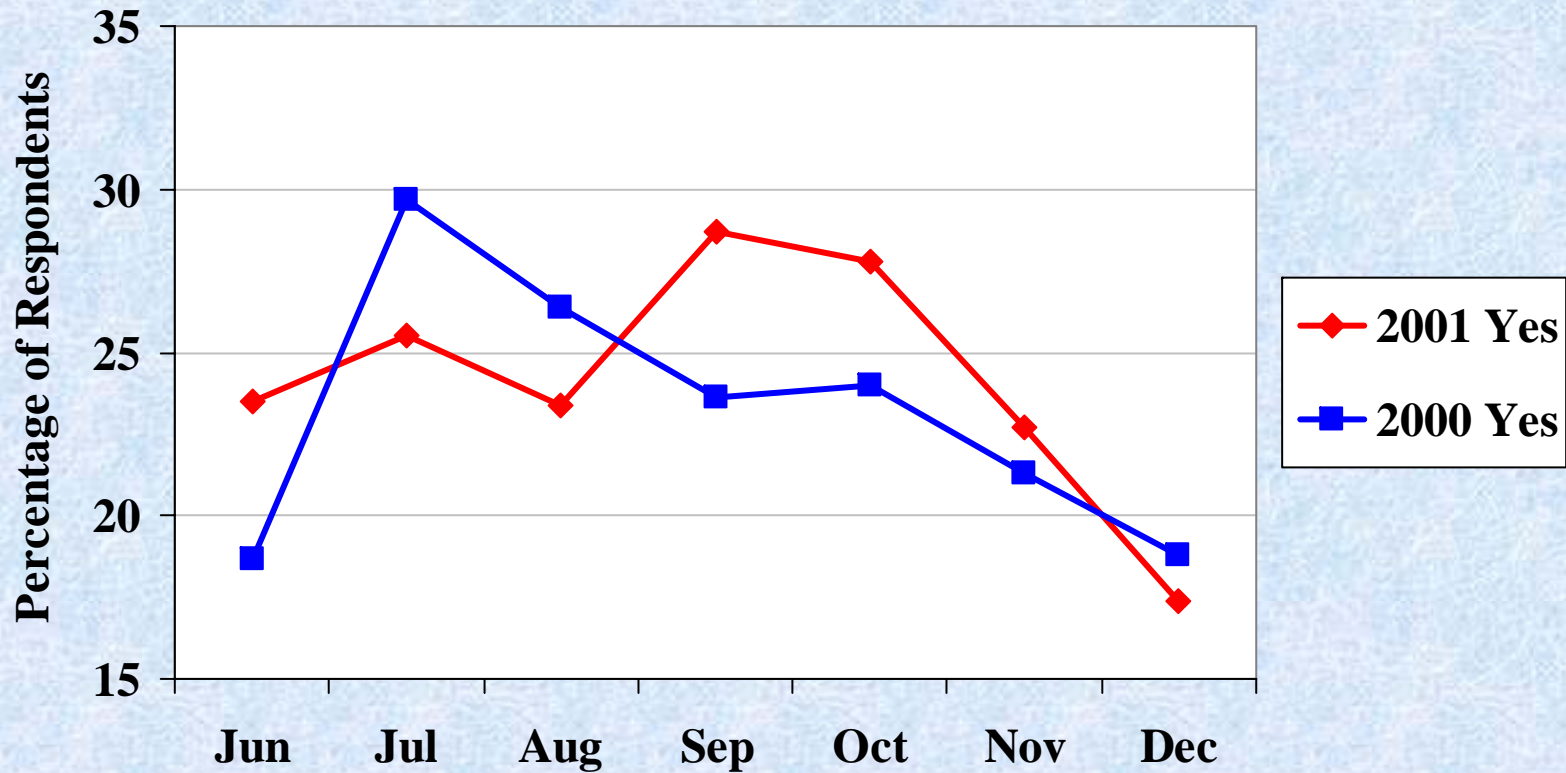
# What was the main type of lodging you used during your most recent trip?




# What would you say was the primary purpose of your most recent trip?




Was a place in Michigan the main destination of any of the pleasure trips you took in the past 12 months?







# CVBs: 10 Action Steps to Soften the Impact



1. Coordinate joint marketing initiatives of your members
2. Embrace eDistribution
3. Initiate destination-focused promotional campaigns
4. Focus on your drive-in traffic
5. Seek strategic partnerships with major travel players



# CVBs: 10 Action Steps to Soften the Impact



6. Coordinate the efforts of your travel packager members
7. Work with your members' corporate clients
8. Work with your members' association clients and meeting planners
9. Partner with other travel trade and professional associations
10. Partner with governmental and private organizations