

## BOOK REVIEW

### **Crisis Management in Tourism**

*Eric Laws, Bruce Prideaux & Kaye Chon, editor (2007).  
CAB International*

In contrast to crises that can be sometimes avoided or predicted through appropriate information networks and prediction strategies, physical disasters are unexpected catastrophic events that are usually difficult to prevent. Tourism is generally the first industry to be heavily affected when crises or disasters appear. Tourists' flows and travel behaviours are dramatically influenced by the consequences of a terrorist attack or an earthquake. The book titled "*Crisis Management in Tourism*" discusses and analyzes several cases whereby crises and disasters affected the global tourism industry over the period from 1999 to 2005. As crises and disasters will never sweep away, managers' and scholars' interest to predict and effectively manage such events is always apparent. This book examines several cases of crises and disasters that affected the tourism industry in several countries and destinations around the world. The book does not only present these cases, but it also provides a constructive evaluation of the actions, the strategic and/or the marketing plans undertaken for addressing these crises. In this vein, the book provides a holistic view of the present research on Crisis Management in Tourism.

The book starts with a preface titled "The Tsunami of 26 December 2005, PATA's Initial Responses" and written by *Peter Semone*, the Former President of PATA (the Pacific Asia Travel Association), whereby he describes the association's daily actions during and after the physical disaster. The introduction of the book is written by the book's editors namely *Eric Laws, Bruce Prideaux* and *Kaye Chon* and it is provided in Chapter 1 titled "Crisis Management in Tourism: Challenges for Managers and Researchers". This first chapter gives a comprehensive description of Crisis Management and Crisis Management Theory. The remaining book chapters are organized into four parts. Each part presents a number of individual chapters referring to different topics or events related to crisis management in tourism:



- Part I “The Theoretical Aspect of Crisis Management in Tourism” is organized into ten chapters (chapters 2 to 11).
- Part II “Tourism Crises Resulting from Natural Causes” is organized through chapters 12 to 17.
- Part III “Tourism Crises Resulting from Human Actions” consists of seven chapters (chapters 18 to 24),
- Part IV (chapters 25 & 26) provides the conclusions of the volume.

Chapter 2, titled “Post-crisis Forecasting: Better Make Haste Slowly” and written by *Miriam Scaglione* deals with the actions that must be taken by tourism enterprises or organizations after a crisis occurs. The focus of the study is not the prevention of the event itself but the immediate identification of its causes as soon as the crisis takes place. The chapter compares three different forecasting strategies (namely analogies, building scenarios using econometric models and using intervention variables in univariate time series analysis) aiming to support decision-makers in predicting the magnitude and intention of the crisis. The chapter concludes by suggesting that even though the goal may be to overcome from the crisis as soon as possible, the “...make haste slowly” may be more frequently wiser. The third chapter titled “Policy Response to Rural Dangers: Managing Educational Visits in the Wake of the Foot and Mouth and E. coli Crises” is written by *Derek Hall*. This chapter discusses the role that education can play for the recovery of a post-crisis environment. Specifically, it discusses the role of student’s educational visits to rural areas that have faced a crisis [such as the FMD (foot and mouth disease) and E. coli crises faced by UK rural areas and government], and the implications of those visits not only to the students but also to their environment (friends, relatives, etc).

Chapter 4 titled “The Evolution of an Emergency Management Tourism Faculty Resource” is written by *Thomas E. Drabek*. This study underlines the necessity of the existence of a specific tourism faculty related to the crisis management. Based on a 3-stages study including governments, tourists and tourist employees, the author concluded to several implementation strategies related to the evacuation planning of a destination under crisis. The results were entered into a general project (namely the FEMA Higher Education Project) aiming to develop specific Instructor Guides that could in turn be transformed to relevant courses for a potential Emergency Management Tourism Faculty. The fifth chapter titled “Aftermath of Crises and Disasters: Notes for an Impact Assessment Approach” and written by *Pedro Moreira* defines the terms “crisis” and “disaster” by determining several differentiating criteria for

both terms. This chapter concludes by proposing a model for crisis and disaster assessment that has derived from a case study analysis of an earthquake disaster. Chapter 6 titled “Western and Eastern Approaches to Crisis Management for Global Tourism: Some Differences” is written by *Peter Schmidt* and *Mike Berrell*. This chapter discusses the influence that national culture might have on the way that people deal with crises. It compares the results of two surveys, one taken by the American Management Association and the other taken in Malaysian’s management network trying to see the similarities and differences between western and eastern culture on Crisis Management. The seventh chapter in this section, written by *Yetta K. Gurtner*, is titled “Crisis in Bali: Lessons in Tourism Recovery” and it describes several crises that are faced by the island of Bali. The study is trying to assess the general knowledge of Crisis Management by describing Bali’s experience in handling these crises.

Chapter 8 titled “‘Crises’ that Scare Tourists: Investigating Tourist’ Travel-related Concerns” and written by *Sara Dolnicar* analyses the effects of a crisis or disaster on tourists' behavior. The research revealed that as nowadays travelers are significantly concerned about the possibility of a crisis at the tourism destination, managers should take under consideration how the events taking place in their area may affect their customers, their choices and perceptions. *Lynette M. McDonald*, *Beverly Sparks* and *Ian Glendon* are the authors of the study presented in Chapter 9 that is titled “For Better or Worse: Consumer Perceptions of Factors Impacting Company Crisis Outcome”. The study uses a focus groups methodology in order to investigate the factors that consumers consider as important in a crisis. The findings of eight focus groups identified new factors influencing the outcome of a crisis caused by natural or human-caused disaster. Whenever and wherever terrorism appears, it affects not only the area where it takes place but it also affects the whole global tourism industry. Chapter 10, written by *Walter Freyer* and *Alexander Schroder*, deals with the relationship between media and terrorism in tourism and it is titled “Tourism and Terrorism: an Analytical Framework with Special Focus on the Media”. The first section concludes with Chapter 11 titled “Factors Influencing Crisis Management in Tourism Destinations” and written by *Kom Campiranon* and *Noel Scott*. It discusses the case of destination crisis management with respect to cultural differences within and outside the boundaries of a destination or country, such as the case of SARS crisis and the Indian Ocean tsunami.

Chapter 12 is titled “Crisis Management and Tourism Organizations: a Comparative Study in the European Alps” and written by *Harald Pechlaner*, *Dagmar Abfalter*, *Frieda Raich* and *Axel Dreyer*. This chapter

aims to shed lights at the organization system developed to manage crises and disasters at the Alpine region and its tourism system. The findings of this study have demonstrated that the dissemination of information and the media play an important role for preventing and managing crisis when they occur. Chapter 13 is titled “Taiwan’s 921 Earthquake, Crisis Management and Research on No-escape Natural Disaster” and written by *Tzung-Cheng Huan*. The chapter focus on the case of “921” earthquake of Taiwan, as it is known the earthquake of 21 September 1999, in order to assess the destination planning that is undertaken (e.g. construction of infrastructure) for dealing with the consequences of an earthquake.

Chapter 14 titled “International Tourism and Infectious Disease: Managing the SARS Crisis Singapore” and written by *Joan Henderson* discusses the SARS’s evolution in Singapore, its consequences on Singapore and the international tourism flows, as well as actions and management practices undertaken for addressing this crisis and / or other similar health crises in the tourism industry. Chapter 15 is titled “A Proposed Model for Tourism Crisis Management: the UK’s Foot and Mouth Disease Crisis Analysed” and written by *Andrew Lyon* and *Amy Worton*. This chapter proposes a crisis management model for destination policymakers that is developed by analysing the case study of the UK’s government to deal with the FMD (foot and mouth disease) crisis. Chapter 16 titled “Phuket: Tsunami and Tourism – A Preliminary Investigation” and written by *Yetta K. Gurtner* refers to the Phuket’s experience and actions taken before and after the crisis in order to addressing the Tsunami Crisis of December 2004. Chapter 17 shed lights to the several disasters that an area can face by taking as an example the Japanese tourism, one of the most prepared tourist industry in the world with respect to disasters management. This chapter is written by *Malcolm Cooper* and *Patricia Erfurt* and is titled “Tsunamis, Earthquakes, Volcanism and Other Problems: Disasters, Responses and Japanese Tourism”.

A small crisis in the airline industry, either locally or globally, can result to multiple crises in many parts of the tourism industry. Chapter 18 titled “The ‘Perfect Storm’: Turbulence and Crisis in the Global Airline Industry” and written by *Dawna L. Rhoades* and *Rosemarie Reynolds* discusses the different types of crises (economic, terrorism, etc.) that have affected the air transportation industry as well as the actions that have been taken by the industry to overcome them. In Chapter 19 titled “Responding to the Crises of 2001: the Australian Experience”, *Barbara Anderson*, *Bruce Prideaux* and *Graham Brown* interviewed a range of

Australian tourism managers in several firms located all over Australia in order to investigate the effects of three major crises faced by the Australia tourism industry during 2001. The study also refers to whether a destination or firm can be favored by a crisis faced by its competitors. Chapter 20 titled “Restoring Kenya Tourism in Crisis: Kenyan Tourism’s Response to Negative Travel Advisories 2003” and written by *David Beirman* describes Kenya’s strategic and marketing plan for overcoming the several terrorism attacks that the country faced during the late 1990’s and the early 2000’s and affected its tourist industry, the third largest economic source for the country.

In Chapter 21 titled “A Comparison of Pre- and Post-9/11 Traveller Profiles: Post-crisis Marketing Implications”, *Stephen W. Litvin* and *John C. Crotts* compared the attitudes of US overseas leisure travelers that have travelled during a regular year (2000) with those that have traveled after the 9/11 in order to identify impacts of the terrorist attack. Chapter 22 is titled “Crisis Communication Response Strategies: a Case Study of the Irish Tourist Board’s Response to the 2001 European Foot and Mouth Scare” and written by *Siobhan Tiernan*, *Josephine Igoe*, *Conor Carrol* and *Sinead O’ Keefe*. This chapter investigates the role and the key features of the ‘Crisis Communication Response Strategy’ by analyzing the initiatives that the Irish Tourism Board (ITB) located in New York undertook after the 9/11 terrorist attack. Chapter 23 titled “The Regional Effects of Terrorism on Tourism: an Empirical Analysis” and written by *Brian W. Sloboda* examines the impacts of a terrorism attack on the country under consideration and its competitors. Based on the findings of the study investigating the impacts of September 11th on Malaysia tourism, competitors may have a positive impact when a crisis attacks a destination. This study is presented in Chapter 24 titled “Sabah’s Responses to 11 September: a Tourism Analysis” and written by *Awangku Hassanah Bahar Pengiran Bagul* and *Wan Shawaluddin Wan Hassan*.

The epilogue of the book is provided in chapters 25 and 26. Chapter 25 is titled “Events in Indonesia: Exploring the Limits to Formal Tourism Trends Forecasting Methods in Complex Crisis Situations” and written by *Bruce Prideaux*, *Eric Laws* and *Bill Faulkner*. This chapter that has been previously published in *Tourism Management* (24(4), 511-520) provides a critique of the existing Forecasting Techniques for anticipating unexpected events that might affect the tourist flows. The chapter does not aim to develop a new forecasting technique but it rather aims to assess the efficiencies and deficiencies of the existing techniques. To that end, it discusses a case study based on Indonesia tourism and the several crises

that the industry faced during 1997-2002. The final chapter, Chapter 26, written by *Bruce Prideaux* and *Eric Laws* and titled “Reflections and Further Research Priorities” stimulates researches for further inquiring the discipline of Crisis Management in Tourism. The chapter refers to the recent Hurricane Katrina and the potential of the Avian Flu Pandemic, as well as the Global Warming issue trying to attract scientists’ interest to develop and fulfill the methodological gaps in predicting, managing and overcoming a crisis or a disaster.

The objective of any tourism destination and firm is to be well prepared in order to avoid facing a crisis. However, as some crises are unavoidable and unpredictable, firms need to have the knowledge and the skills to respond to it rapidly and with great effectiveness. National and international crises usually have several consequences on tourism, with the economic consequences to be the greatest negative influence. This textbook titled “*Crisis Management in Tourism*” aims to provide a better understanding of those events and so to analyse a better management framework for addressing such crises. The book can prepare tourism businesses and destination management organisations to better handle such issues before, during and after a crisis occurs. It covers almost all the important incidents that have affected the international tourism industry during the last decade by giving examples from Australia, Europe, Asia and America. It describes the phenomenon both at a theoretical and practical level, while it considers crises caused by both natural disasters and human mistakes or actions. Thus, the book constitutes a useful guidance for students, academics, as well as business and industry practitioners who deal with crisis and risk management in tourism. It provides a comprehensive analysis of methods and actions that need to be undertaken for managing crises.

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