

"Terrorism and Tourism"

Triangle Lecture Series

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Overview

Terrorism has already caused a great deal of damage to local tourism industries. The US views travel and tourism as components of a single industry. This industry is:

- The largest peacetime industry in the nation
- The first, second, or third largest industry in every state of the union
- Highly related to other key industries
- A major provider of local, state and federal taxes
- Keeper of the nation's icons and historical jewels
- Highly emotional and therefore of great political consequences.

Some Reasons for the Interaction between Terrorism and Tourism.

- Tourism is interconnected with transportation centers
- Tourism centers are often areas in which diseases can spread/be spread easily
- Most tourist have no idea how to seek medical help and are unaware of public health issue policies
- Tourists carry diseases from place to place often without knowing it
- Tourism carriers such as airplanes and ships may be germ and infectious disease cargo carriers too.
- Tourism is interrelated/connected with multiple other industries
- Tourism is open to issues of panic
- Tourism is highly media oriented

- Tourism centers are often places where businesses come together
- Tourism must deal with a constant flow of new people about whom we have no data.

Terrorism will target the tourism industry. This includes:

- Airlines
- Cruise Ships
- Buses
- Restaurants and outdoor cafes
- Major events, sporting or cultural Institutions
- Places where people congregate
- Wherever people are carefree and happy.

The 2002 Olympic Games in Salt Lake City have incorporated into their marketing plans the idea that visitor security is its number one priority. Alaska will be impacted by Vancouver's 2010 Winter Games

A Sociology of Air Travel/When we travel via air we tend to:

- 1 Feel out of control
- 2 Enter into anomic states
- 3 Are willing to lower inhibitions
- 4 Rise in stress
- 5 Undergo Reality loss (what becomes important is making a connection rather than safety)
- 6 Undergo physical discomfort
- 7 Enter into anger displacement

Terrorists will seek targets that offer at least 3 out of these 4 possibilities

1. Potential for mass casualties
2. Potential for mass publicity Good Images
- 3

3. Potential to do great economic damage
4. Potential to destroy an icon.

Note that in gaming centers, casinos provide all four of these possibilities.

Tourism officials will need to have moral clarity during these difficult times. Terrorism has a history of striking when we least expect it.

Some of the places where terrorism has struck tourism in the last year

- Bali
- Casablanca
- Israel
- Kenya
- Los Angeles
- Mexico
- Morocco
- Peru
- Spain
- The Philippines

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Comparisons between Crime and Terrorism

	Crime	Terrorism
Goal	Usually economic or social gain	To gain publicity and sometimes sympathy for a cause.
Usual type of victim	Person may be known to the perpetrator or selected because he/she may yield economic gain	Killing is a random act and appears to be more in line with a stochastic model. Numbers may or may not be important
Defenses in use	Often reactive, reports taken	Some pro-active devices such as radar detectors
Political ideology	Usually none	Robin Hood model
Publicity	Usually local and rarely makes the international news	Almost always is broadcast around the world
Most common forms in tourism industry are:	Crimes of distraction Robbery Sexual Assault	Domestic terrorism International terrorism Bombings Potential for bio-chemical warfare
Statistical accuracy	Often very low, in many cases the travel and tourism	Almost impossible to hide. Numbers are reported with

	industry does everything possible to hide the information	great accuracy and repeated often
Length of negative effects on the local tourism industry	In most cases, it is short term	In most cases, it is long term unless replaced by new positive image
Recovery strategies	<ul style="list-style-type: none"> • New marketing plans, assumes short-term memory of traveling public. • Probability ideals: “Odds are it will not happen to you.” • Hide information as best as one can 	<ul style="list-style-type: none"> • Showing of compassion • Need to admit the situation and demonstrate control • Higher levels of observed security • Highly trained (in tourism, terrorism, and customer service) security personnel

Some differences in health issues between domestic terrorism, foreign terrorism and protest terrorism (Meetings cum Demonstrations) from the visitor's perspective

	Domestic	International	MCDs
Language issues	Most likely not	High probability	Rare
Some Common illnesses	Fatigue, alcoholism, STDs, stress	Diarrhea, food poisoning, STDs, stress, diseases not know to the travelers homeland/region	Wounds, fatigue, injuries to body, gun induced injuries.
Anomie/willingness to see doctor	May choose to ignore illness or not know where to go for help	May choose to ignore illness or not know where to go for help. Additional problems of language and insurance	Politics often takes precedence over medicine. May view doctor(s) with great hostility.
Effects on Tourism	If single event, usually minimum impact	Dependent on quality of care and customer service	Media related

Some differences in health issues between domestic terrorism, foreign terrorism and protest terrorism (Meetings cum Demonstrations) from the Public Health Perspective

	Domestic	International	MCDs
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Language issues	Most likely not an issue, but there may be nervousness or loss or memory	High probability of linguistic confusion. Terms may have different meanings	Should not be an issue
Some Common problems/illnesses	Alcoholism Sexual violence/assault STDs Driving fatigue	Diarrhea, food security poisoning, STDs, Cultural problems (male-female) Sexual and family violence	Wounds, fatigue, injuries to body, gun induced injuries.
Anomie	Little, Public health officials may be well aware of problem, but tourism people may chose to ignore it	Confusion. Public officials may not at first react or may react to wrong disease.	Public official may demonstrate anger toward protesters. May be a challenge to professionalism
Effects on Tourism	SARS was devastating to Toronto	Will be on front lines and will be confronted by the media	Media related

Do not confuse crime issues, MCD issues and terrorism issues. Criminals want a parasitic relationship with tourism, terrorists want it to be destroyed. MCD instigators rarely have a tourism orientation. They are there for other political purposes and use tourism only as a way to make a political point.

Terrorism is the marriage of violence to political goals. It is not a crime but an act of war. It works by the random wounding and/or murdering of innocent victims. The more random the violence, the more successful is the terror.

Travel, tourism, and food safety (from Tourism Tidbits: Feb. 2003)

The recent scare that is still impacting the cruise industry, is another example of how important health is to the travel industry. Although no one has connected bad food to cruise lines and there has been no connection between acts of terrorism and these incidents, these recent events should remind us that health and food are essential components of any successful tourism industry. Food is especially unique as people often go on vacation to eat. How the traveler judges a locale may be as much determined by the food that he/she eats as by any other one single factor. Food can make people both happy and angry. Overpriced food is not only expensive, but serves to spoil the event. To help you think about the impact of food on your section of the tourism industry, please consider the following.

- From the perspective of tourism, the age of the rapid franchise is now in decline. Tourism is about new experiences, and too many fast food restaurants have not found a way to mix efficiency with the local cuisine. Travelers simply do not want to eat what they can have at home. To add to this problem, too many fast food restaurants are simply less and less efficient. As the fast food industry tried to expand its menu, it lost its most precious resource: time savings. To lessen this problem, work with your fast food outlets. Help them to theme their restaurants, to drop specific items from the menu and to add others. Remind them that national surveys are not only incorrect when it comes to the world of travel but most likely counter productive.
- Do a restaurant inventory. The public often seeks places that are out of the way or unique. Train personnel to steer people who desire such eating options to these types of places. Often, out of the way restaurants have special schedules and are hard to find. These moments are customer service moments. Taking the time to call for the visitor, giving directions or helping the person in some other special way, will become part of the dining experience.
- Talk about multi-lingual menus. In places where there are visitors from many places, create multi-language menus. If there are no translators around, speak with your local community college or high school foreign language teachers.
- Train waiters and waitresses to be culturally and medically sensitive. If a person asks for no pork, do not bring a salad with bacon bits and teach one's staff Never to state: it is just a little bit. Waiters and waitresses should be familiar with the content of menus and if that is impossible, then train them to ask rather than create an answer. In a world with cultural, religious, health, and allergic restrictions, such a policy is essential.
- Become know for some special food. Your community or attraction may not be Paris, New Orleans or New York, but so what. To make a food-impact, all you have to do is to develop one local dish and then get it publicized. In a like

manner, ambience can add a great deal to the dining experience. In reality the type of ambience or décor is less important than the fact that it meets the public's expectations. For example, several lower East Side New York City restaurants have created an image of brashness bordering on rudeness that seems to fit expectations and has become its own sort of tourist attraction. The public will do the rest.

- Work with local health boards. A tourism industry can be destroyed by the public's perception that eating there is unsafe. Several Latin American nations suffer from the fact that the public believes that they do not offer clean drinking water, wholesome food products, or that there is a general lack of sanitation. Whenever you see a health violation, report it to both the owner and to the proper authorities. Remember it takes very little to destroy a tourism industry.
- Meet with restaurateurs regarding the safety of salad bars and buffets. The first act of food terrorism in modern history took place in the 1980s in the State of Oregon. Too many people in the tourism and travel industry have not begun to think through this potential problem.

- Work with local fairs and events. Most rural events and festivals serve food, yet rarely do they consider issues of risk management. In most cases, the food problems that take place at a festival can be avoided with some extra planning and a bit of caution. Ask yourselves if the event/festival manager has taken a course in food safety, how much attention has been paid to risk management issues, and what policies and procedures would go into effect in the event of a problem.
- Remember the last and first impression of a locale are almost always the most important. What is true of landscaping is also true of urbanscaping and restaurantscaping. The types of food that is offered to incoming and departing visitors helps to set the entire trip's mind-set. These then are the establishments that ought to receive your top culinary priority.

Some Reasons to be concerned about places of lodging.

- All of the factors that apply to tourism apply to lodging areas.
- Large hotels provide all 4 potential reasons for terrorism
- Hotels often considered by the religious fanatics to be symbolic of a decadent west or the way to be sure that you will kill foreigners
- Hotels are open and easy to penetrate
- Most hotels do not analyze baggage
- Hotels tend to protect anonymity, "what I do here stays here."
- Hotels are open 24 hours and provide all sorts of non-gaming services.
- Few people are surprised to see great variations in dress and language in a hotel

- It is not uncommon to hide one's identity at a hotel.
- Hotels are used to questions of abuse or perceived abuse of alcohol.
- Inhibitions often disappear in hotels

The twenty-first century paradigm for the travel and tourism industry is based on the fact that tourism security is now a major part of a location's marketing strategy. Here are just a few examples of the way that the tourism and travel industry is beginning to assimilate this paradigm change.

Lodging Security. Taken from the June edition of *Tourism Tidbits*.

Leisure travel is, like all industries, subject to various highs and lows. During the less good times many hotels rely on conventions and meetings to fill rooms. Often hotels and CVB directors are unaware that event and meeting planners (the people who often decide who gets the convention business) that these people not only take security matters very seriously, but also ask some very hard and poignant questions. One such person is Kathryn A. Jurgensen, President and CEO of Premier Meetings in Irvine, California <www.premiermeetings.com>. Kathryn has prepared a list of security questions that she asks before booking a hotel or considering a site. Tourism Tidbits is pleased to be able to share some of these insightful questions with you. Being able to answer them will directly impact your bottom line. The new inn keepers' laws in the United States makes security no longer simply an extra, but now a necessity. Failing to comply with the law can signify major economic losses and along with other penalties. With the onset of the summer travel season, this is a perfect time to review this list of questions. How you answer these questions may impact your business for years to come.

No matter where she goes, here are Kathryn's most important questions concerning security. Please note that while she has phrased these questions for hoteliers they are also valid for CVB's (National tourism offices) and for specific attractions. Please note that for reasons of brevity this is only a partial list.

Top three questions:

- Do you consider your hotel secure?
- Does your General Manager believe and acknowledge that the safety and security of hotel guests is the moral and legal responsibility of the hotel and its staff?
- Have you increased your overall level of security since 9/11?

Top ten questions concerning security personnel. Tourism Tidbits presents these for both hotels and for local communities

1. Who is the director of security/chief of police?
2. What certifications have they attained/do police have TOPs training?
3. How many security staff does your hotel employ/does your city have a tourism security unit?
4. How many security staff are bilingual/how many police officers speak a foreign language?

5. How many security officers (police) are part time and how many are full time?
6. Do they work split or full shifts?
7. Do your security personnel receive daily Guard Post Orders/Are police receiving additional TOPs training?
8. Is there a different supervisor for each shift/does the local police department support tourism oriented policing?
9. What training have your security employees received/other tourism personnel received?
10. What tourism security certifications do they have?

For hotel employees the ten top questions asked are.

1. Do you perform background checks for all hotel employees?
2. Are all employees regularly tested for substance abuse?
3. Has the entire staff had security awareness training?
4. Are all employees regularly reminded of safety and security measures?
5. Are hotel employees required to demonstrate or acknowledge proficiency upon reviewing your hotel's Security Policies and Procedures Manual?
6. Do you issue a security photo ID for all staff?
7. How often do you renew name badges, photo ID's or access passes?
8. Are all hotel employees trained in crisis response?
9. How often do employees receive training?
10. What kind of training do they receive?

For hotels and tourism facilities the top ten questions are:

1. Are all fire exits clear of blockages?
2. Do security personnel man all exits?
3. Are air vents secured?
4. Do you have clear roof access?
5. Is the roof considered to be a secured area?
6. Do you have helicopter access?
7. Do you have an emergency power generator?
8. How long are you able to sustain power in an emergency?
9. When did you last test the emergency power generator?
10. Do you have an emergency lighting system?

Concerning procedures

1. Have you contracted an outside security consulting firm to perform a comprehensive security analysis of your property (community)?
2. Have you increased your tourism security budget since 9/11?
3. What do you think are the greatest security exposures at your facility/community?
4. What security risks exist in the surrounding community?
5. Do you have a published security incident report for the last year? Last five years?
6. Is your hotel/tourism industry committed to continually increasing its investment in security?
7. Where has the investment been made so far since 9/11?
8. Do you have a published Tourism Security Policies and Procedures Manual?
9. When did you last update these procedures?
10. Do you have an updated emergency contact list?

11. Do you have the names and contact numbers for local law enforcement? Does local law enforcement have the names and contact people for all hotels/motels?

12. Do the hotel security team and local law enforcement meet on a regular basis?

13. Who participates in these meetings?

GUEST CHECK-IN

1. Does your hotel ask guests for photo ID when registering?

2. Does your hotel make and retain a copy of the guests' photo ID's during their stay?

3. How are these copies disposed of upon guests' departure?

4. Do you allow guests to register with an alias?

5. Are guests' room numbers audibly announced upon check-in?

6. Are employees at the front desk trained to safeguard the privacy of guests' personal and financial information?

7. Are these policies stated in a formal policy and procedures manual?

8. What specific procedures are followed to safeguard handicapped guests?

9. Who is responsible for knowing where those guests are housed in the hotel in case of a crisis or evacuation?

10. Are guests provided a contact list of local resources (medical, police, weather, airport, hotel security, embassies, etc.) upon check-in?

Some Basic Differences between Crisis and Risk Management

	Risk	Crisis
Surety of Occurrence	Uses a statistical system.	Is a known event
Goal of management	To stop the event prior to occurrence	To minimize the damage one event has taken place
Type of preparation to combat risk that can be used	Probability studies Knowledge of past events Tracking systems Learning from Others	Specific information such as medical, psychological, or crime. Developing a what if attitude
Training needed	Assume crises and find ways to prevent them.	Assume crises and practice reacting to them.
Reactive or Proactive	Proactive	Reactive, though training can be proactive toward the reactive.
Types of victim	Anyone, maybe visitor or staff.	Can be visitors, staff members, or site
Publicity	Goal is to prevent publicity by acting to create non-events	Goal is to limit the public relations damage that may occur.
Some common problems	Poor building maintenance Poor food quality Poor lighting Fear of terrorism Fear of a crime occurring	Rude visitor Sick person Robbery Threat to staff Bomb scare Lack of language skills.

Statistical accuracy	Often very low, in many cases the travel and tourism industry does everything possible to hide the information	Often very low, in many cases the travel and tourism industry does everything possible to hide the information
Length of negative effects on the local tourism industry	In most cases, it is short term	In most cases, it is long term unless replaced by new positive image
Recovery strategies	<ul style="list-style-type: none"> • New marketing plans, assumes short-term memory of traveling public. • Probability ideals: “Odds are it will not happen to you.” • Hide information as best as one can 	<ul style="list-style-type: none"> • Showing of compassion • Need to admit the situation and demonstrate control • Higher levels of observed security • Highly trained (in tourism, terrorism, and customer service) personnel

Risk Management Guidelines/Tourism and Public Health (Safety)

Basic Plans

- Have you analyzed your vulnerabilities?
- Do you have a crisis system in place?
- Have you set up a team to develop crisis plans?
- Does your plan distinguish between natural crises and terrorism crises?
- Have you developed a plan that has immediate action steps and unique considerations for such travel and tourism crises as:
 - Airplane crash?
 - Act of terrorism at a hotel?
 - A biochemical attack?
 - Civil unrest?
 - Earthquakes?
 - Fires?
 - Floods?
 - High profile kidnappings?
 - Act of terrorism
- How will you be notified of a crisis?
- How will you notify others?
- Is there a plan to take immediate actions?
- Is there a tourism crisis team in place?
- Is there a plan to deal with special tourism needs such as foreign language issues, notification of relatives abroad, shipment of bodies to a foreign destination?

Dissecting a Medical Tourism Crisis: SARS

Fear: "There is no terror in the bang, only in the fear of it" Alfred Hitchcock

In tourism medical problems are not what they are but what you talk about. One people become scared then the consequences become real, even if the reality is not real.

Fear (scares) can live on long after the disease is gone.

Medical fears tend to

- Tap into our current cultural anxieties.
- The media has to "like" the scare.

How to be a successful scare;

- Best to catch on with secondary scholars who are looking to make a reputation
- You need some form of photo-journalism or a way to show suffering
- Needs constant reporting, once will not work
- Needs to be connected to other cultural fears
- The fear-orienting group should be able to make money from the new fear.
- It is advisable to have a group to scapegoat.

SARS

- The city of Toronto lost \$11 billion in business
- Malaysia lost US\$52.5million a month for each month of the crisis
- Thailand lost 700,000 visitors
- Singapore lost 67% of its tourists during the crisis and hotel occupancy dropped to 25% rather than the normal 80%
- In April of 2003 Japanese arrivals in Hawaii due to fear of SARS went down 23.5%
- Cathy Pacific cancelled either due to (or as an excuse for) 16 Boeings and Airbuses
- Internet conferences grew (and have now become part of the businessscape) by 20% in Thailand as a direct impact from SARS
- In 2003 SARS shaved 0.10% off of the entire world's economy.

Alcohol

Determine beforehand what are you alcohol policies:

- Food should always be served with liquor.
- Do not serve salty foods, emphasize high protein foods
- Make sure that there are people to care for those who may become intoxicated.
- Watch for "fighting/angry" drunks.
- Have event monitors.
- Avoid bottles or glass objects.
- Make "alcohol" secondary to the main event.
- Make sure that there is a ratio of at least one non-alcoholic drink for each person present.
- Use only licensed bartenders.
- Demand, in writing, that bartenders (waiters/waitresses) cease serving alcohol to those who are becoming intoxicated.

Always document with witnesses all alcoholic incidents.

Critical Risk Management Steps:

You need to know:

- How many people will be at the event?
- Are there one or multiple venues at the event?
- What are the event's demographics and its demographic make-up?
- Is the location a normal event-staging place or used only from time to time?

Know:

- Your own persona strengths and weaknesses
- What is expected of you by your boss, the public and the media

Some of the key assumptions of tourism risk management

- There is no event that is 100% free of risk
- Risk management is statistical in nature. We are playing a probability game.
- To be away from home is to be insecure.
- Allocentric-risk is different than psychocentric-risk.
- All events are a volunteeristic activity; no one ever needs to go to an event.
- No guest ever has to return to your event.
- Most guests assume that you know something about safety and security.
- As world tension mounts, the demand for risk management increases.
- In risk management as in tourism, there is no distinction between security and safety.
- The further we travel from a crisis, the worse the crisis seems
- The further we are from a crisis, the longer it lasts in the collective memory
- Many visitors are highly unsophisticated when it comes to geography
- Visitors do not distinguish between one part of the event and another part. An error is an error.
- Different types of guests require different forms of risk management.

- Often as efficiency rises so does the risk
- As we script events and try to rationalize them, we discover that irrationalities often become part of the event.

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Never enter into a risk management situation without knowing:

- Number of attendees
- Who will be attending the event
- The circumstances under which the event will occur: from politics to weather.
- What are the various risks that may occur and how would you rank them.

The mixing of security with tourism/tours/recreation assumes different levels of risk. Here is a listing of some groups that fall into various types of risk categories followed by a worksheet for your particular facility.

Often tourism groups are divided into low, medium and high list groups. Risk here is determined by the group's ability to harm the facility, not by the facility's risk to the group.

Some examples of a low-risk group are:

- Tours by Elementary schools or senior citizen organizations.
- Established youth groups (scouts etc) that are known to you.
- Local government officials
- Civic groups or other groups with which you are familiar

Some examples of a medium-risk group are:

These are groups that have a higher potential to gather information, some examples are:

- Technical societies and University groups that are composed of US citizens.
- Foreign tourist groups that come to your facility on a regular basis.
- The general traveling public.

Some examples of a high-risk group are:

In most cases you should only conduct a tour for these groups with proper authority, permission. Always make sure that law enforcement is aware that such a group is visiting your facility. Some examples are:

- Groups that contain citizens of nations that are considered associated with terrorism
- Groups that contain citizens from nations that are hostile to the US
- Groups that seek a great deal of technical information or demand information such as drawings, charts, tour routes etc.

There is not only risk to the facility but also to the public. All facilities should have an evacuation plan, 'safe' areas and a hostage rescue plan. Remember that visitors are less familiar with/and less capable of exiting from your facility at the same speed as your employees

Questions to be asked are:

How fast can we exit the group?

Can this egress be accomplished if there is a loss of power, lights?

Have the tour people be trained?

What is the evacuation time needed from your facility? A good rule of thumb is to take the time an employee would need to exit from the facility and add an additional 40% for children and older citizen. Note that all groups, no matter who forms the group, will move at a slower rate of at least 20% than that of an individual.