



The Management of Tourism Crises in Jordan: Amman Hotels' Bombing Case Study

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Abstract

This study seeks to identify the reality of the management of the tourism crisis in Jordan (Amman Hotels' Bombing case study), in order to show the role of the management and how it affects the tourism crisis in Jordan, The researcher has tried to handle numerous points including finding a special concept for a tourism crisis, what a crisis generative environment is, the management of the tourism crisis, and all this by studying the Jordanian management approach during the Hotel bombing in Amman. To clarify and achieve the objectives of the research, the researcher adopted a descriptive analytical approach of what was stated in the most important books and references in both Arab and foreign periodicals and journals, statistics, and some of the official reports relating to the ethics of the research. It is recommended in this study that there is a need to provide training opportunities for all people who have a role in the management of tourism crises especially in the communication sector. This also includes a massive presence of police in the tourism sites, hotels, and indeed in all the tourism areas under the condition of secrecy. It is also suggested that well qualified policemen be provided with modern defensive weapons.

Keywords: Tourism Crisis, hotel, Black Wednesday, tourism crisis management, Jordan.

Introduction

Numerous countries try to make an effort to make their tourism income the most important income in efforts to engender economic growth. , The statistics of the international tourism organization show that international tourism has doubled in recent times (Little John, 1993). Among others, political instability, like wars and terrorism, have short and long-term negative impacts on the tourism industry. The short-term impact is represented in the immediate cancellation of scheduled trips by tour operators and tourists to the destination where the instability took place, which usually leads to the collapse of the tourism industry represented by a loss of profits and growing unemployment. However, the long-term results are represented by the impacts on the image of the destination. Tourists tend to lose the sense of safety and security in a destination which is influenced by political instability and this will need a long time and a lot of marketing and promotional efforts by the destination management in order to regain the positive image previously held. (Alfonso & Cornelius, 1998; Noëlle O'Connor, 2010; Bingjie et al, 2015; Alsarayreh, 2010; Al_Omari et al, 2015).

Even though the Middle East considered to be one of the key international tourism sites which has a rich and variable cultural legacy, and also a good climate, the numbers of the tourists is dropping according to the ITO and the tourism industry is now in the third position in international industries after the petroleum and communication industries. The number of tourists in 2006 was (850) million tourist and the tourism income (800) million dollars for 2006, and the Middle East's share has reached (4%) of total international tourism income figures. It is expected that the



number of tourists in Jordan will reach (1.6) million tourists for the year 2020, and this while international tourism has a share of 40% from the international commercial services , and 6% of the total international commerce numbers. (Christof & Peter, 2010; Kirill et al, 2018; Richa & Umashankar, 2009). Jordan's share as an Arabic region of the international commerce is still very little in comparison to the enormous cultural heritage which this area has, and the main problem that faces the Middle East area and the Arab countries specifically, is the influence of the negative political and social circumstance that exist in the Arab areas (Fayez, et al. 2004).

In spite of these issues there are many and varied advantages that Jordan has, but despite these it still does not get the appropriate tourism position it should be at because of the many crises that face the tourism sector. This is made worse by the sensitivity of this sector and the intensity of its effect caused by crises and to be specific, the terrorist attacks which aim to shake the trust in the Jordanian tourism industry (Ihab et al, 2013; Sérgio, 2014; Alexandros, 2006; Kristian, 2014; Yulan, 2013; Chandana, 2008).

Tourism can be used as a driving force for promoting world peace. The 11 September 2001 happenings in the USA, have led to a tension of the political relationships between the United States and other Western countries and between the Middle East countries such as Saudi Arabia, the Gulf States and other Arab and Moslem countries since the hijackers who conducted the attacks were Arabs and emanated mainly from Saudi Arabia and the Gulf states. Accordingly measures were taken, by the United States and other Western Countries, against the Arabs traveling there. The mutual violence between both the Israelis and the Palestinians which is broadcasted globally daily, has destroyed the tourism industry in Israel and also in the Palestinian Authority area. The total arrivals to Israel in 2000 reached 2400000 an average of 200 000 per month (Jorge et al, 2015; Philip, 2013; Bingjie et al, 2015; Nouredine & Raphaël, 2017, Roger & Rouxelle, 2015; DeMond et al, 2017; Peter, 1999).

Research Background

Stadlbauer (1991), argues that effective crisis management in 15 industrial organizations in Austria, has allowed them to succeed in managing the crises they faced. The most important conclusions of this study was the belief of the managers of these organizations that the incorrect management decisions lead to future crises that may threaten their entity , and the study concludes that there are internal reasons that make a crisis more deadly and dangerous for these organizations, but the possibility of external reasons still have an effect in creating a crises.

Wilson(1992), conducted a study in the United States of America, that aimed to realize the extent of the availability of plans for crises management, and decision making in three American universities that faced a number of crises. The study concluded that there were plans to face crises in these universities, but they were not effective in facing the new situations in cases where the crises actually happened.

Kovoor (1993), conducted a study entitled "the Readiness for crises in the artistic organizations", where he studied the readiness for crises in nine artistic organizations. During the study they met 185 persons who worked in different functional units and levels of management in these organizations. The study pointed out that the arts organizations haven't got enough preparations in place to face crises, or deal with the resulting damage in case a crisis happened, and it turns out that human and social aspects for the crises was not taken into consideration when this happened. This means that the regulations that were used in crises management in these organization was not good enough to cover all the complications and branches of the technological systems and crises within the organization.



Darling (1994) conducted a study about crises management in the international business sector to identify the factors, reasons and stages through which crises go , and it turned out that a number of crises influence the companies. The real challenge which faces these companies is not only recognizing the crises, but recognizing it in the appropriate time, and also knowing the way and the method to deal with crises. It also found that crises in the international business sector can be divided into four different stages: the warning crises stage, the real crises stage, the chronic crises stage, and finally the solving of the crises stage. So understanding crises then dealing with them effectively and efficiently gives the group of crises management, generally represented by the manager the advantage to pinpoint the most important subjects to deal with seriously in the organization. The study confirmed that communication channels and participation of the appropriate individuals in the organization make it capable of managing the crises in an effective and precise way.

Flin and Salven (1996) conducted a study aimed at evaluating the relationship between the personalities involved from one side, and the capability of controlling crises and events on the other side. The study showed that good leaders who are calm, responsible and able to separate themselves from the event in the crises situation under intense pressure and who are also confident in their job performance, are the leaders who have abilities and good instincts which are difficult to measure through standards or procedures in the organization. This then requires the organizations to identify if the individuals they employ have the relevant qualities and needed skills to control any adverse events while these may be happening. Through this study there was a personality evaluation for performance rating through communicational performance and taking decisions, and there was a statistically significant correlation between the performance rate paragraphs and personality indicators like controlling, attitude, consideration and progress, where the results showed no statistically significant correlation between performance rate and personality indicators like democracy, comfort and fear.

The tourism crisis may take different shapes, it could be natural, like earthquakes and floods, environmental like oil leakages, geo-political like terrorist attacks, political disturbance or wars, social crimes or road accidents and epidemic diseases. A tourism crisis may also happen as a result of an incident outside Jordan but it still has a negative effect on the tourism movement in the Kingdom like the dropping in the value of the local currency or any economic problems that may happen in the countries which export tourists or even the closing of the borders for these countries or because of a precautionary measurement against epidemic diseases spreading like avian influenza or other diseases.

Recently the tourism sector has seen deep and accelerating changes in the shadow of what is known as globalism and holistic economics from circumstance disorder and 'cracking' structures caused by the financial and economic crisis which has shaken it lately and started with the bankruptcies of one of the biggest and oldest banking institutions. This financial and economic crisis experienced has thus had a sudden and negative effect on the economics that overcomes the effect and amount of the previous one in the tumbling of international stocks because of the stirring up of speculators and the suspicious competition runs on the value of the money and the working market. The effect of the recent crisis impacted more on the national economies that are related to dealing and exchanging with the outside, specifically with the higher capitals (Analytic study for the Tourism Sector, 2009).

The definition of the International Tourism Organization for a crisis is any unexpected event that affects the tourist's trust in a specific tourism destination and weakens this destination ability to continue working as usual. Keeping the social and ecological costs in mind and what has been presented before, is a concentrated presentation of a crisis that streams out to the tourism sector inside a certain country.



Research Methodology

To achieve the objectives of the study, the researcher adopted a descriptive analytical approach so what is stated in the most important books and references in Arab and foreign periodicals and journals, statistics and official reports relating to the ethics of the research was used.

Tourism Crisis management

Several researchers define crisis management as a science and art of managing balances and adopt it and with different changes and research it affects all fields. Because of this the science of crisis management emerges in stages, from the priority of having the condition of receiving the warning signals and by gathering abilities for the sake of being prepared and protected so as to containing the damage, the result is the ability to regain energy, invest the success in improving the conditions, and entering a new stage of organisational strategy which powerful and energetic. Crisis management could be defines is the procedures related to planning and managing the general crisis response, and the goal is to regain the trust of the tourism sector and reduce the negative effects of any crisis on a tourism destination.

The opinions and different definitions for the concept of crisis management are interesting, and abbreviating all the dictionary and terminological definitions of the concept, we could say that His Majesty the King of Jordan, while looking up to the nature of challenges and dangers of the coming years, and what is connected with these especially the overall understanding of the security and the renewal of threats which the Arabic national security forces face in general, with the changing of priorities, is vital to comprehend. It was announced that the importance of changing crisis management into an organizational approach , and building a new, effective strategy that is capable of facing the challenges and demonstrating the countries strength and ability to make use of the difficult moments and come out of it stronger, more determined and having the will to continue the walk for more achievements and giving is critical (Abu Kahef, 2002).

Considering that most crises are bigger than the ability of the tourism sector to handle alone, the crises usually have a negative effect on the incoming tourist numbers but good preparation and proper responses to help in reducing the negative effects on the tourism sector and encouraging the return of the tourist activity to its normal level as soon as possible, means less damage by decreasing the number of incoming and outgoing tourists. Tourism returns, and lost job opportunities, time and money are then needed to put things back into their desired normal place.

Adding to this, good management of tourism crises should improve the image of the Jordanian tourism sector related to its ability and efficiency either for the tourists or the tourism industry in the international field.

Findings

Protection (before the crisis stage): in this stage efforts are made to prevent the crisis from happening, Executive (crisis stage): especially if the management environment is defined by being weak in response, and thus slow in taking decisions and not being interested, here all speedy efforts are taken to overcome the crisis using scientific tools and gathering all financial and human efforts to pass it. Evaluation (after the crisis stage): it an evaluative stage for the management capability in facing crises (Al-Omari, 2006).

Routine Crisis and Sudden Crisis

There are different kinds of crises like a creeping crisis which is usually caused by the lack of common things between the people who are connected with the crises and their management,



which then leads to worsening and intensification of the crisis and its creeping into places farther than the place it starts in.

There are routine crises which reoccur periodically, and then also a sudden crisis which is considered by most of the organizations as being a real crisis, this crisis happens suddenly and unexpectedly which makes the organization feel it is in danger because there are no emergency plans as the event is totally unexpected. In addition the leadership needs time to respond, so the organization usually apply the danger response strategy which works on saving what could be saved and omitting all the marginal activities. This requires costs and cooperation between the leadership and the stakeholders of the organization (Alammari, 1993).

Others divide the stages of crisis into a shock stage, retreat stage, confession and realization stage, then finally an adaptation stage.

Dealing with crises and solving them takes two avenues of action, one is traditional and the other takes its lead from the situation the decision maker is in when managing the traditional crisis.

The traditional way is one way of dealing with a crisis and the most common method is to deny the crisis exists, blinding the media and showing no solidarity about the situation. One could also try to eliminate the crisis and control it or suppress it and delay its appearance, or perhaps extinguish it with violence and public clashes. One could form a committee to study the crisis, and this way is used when no information is found about the real cause of a crisis or who has an interest in causing it., Some may also strive to lessen the value and importance of the crisis. Others, by giving vent to the crisis which is called the 'venting of the volcano', and finding different alternative paths to face the crisis or change it to another alternative path which can contain its strength and reduce its danger. One could try to isolate the strength of the crisis through observing and defining the generating power of the crisis and isolate it so as to prevent its expanding and consequently making it easier to deal with, solve or even eradicate it (AlKazragi, 2005).

The untraditional ways of dealing with crises are more important because these may often became more proper to use due to the time and they could also result in more harmonious solutions, with the nature of the changes generated, but especially because it important and widespread this can be discussed in a separate study.

Reasons for the kinds of tourism crises

The confused relationships between the touristic companies both external and internal either in financial deals or in the act of carrying out the desired touristic programs can be problematic Pressure exerted by the tour operators on their agents in the host county to obtain cheaper prices, steering the movement by the tour organizers to a certain place without taking into consideration the social and environmental costs and not educating the tourists concerning the acceptable and not acceptable behaviours in the host country, so that the tourist will not behave in an unacceptable way are all divisive issues.

The Amman Hotels Explosions

Black Wednesday

In 9/11/2005 three terrorist attacks were carried out using explosives , they were aimed at three hotels in the middle of the Jordanian capital Amman. The first one happened at half past nine local time in Amman at the entrance of the Radisson SASS hotel, and the second one in Hyatt Amman. After a few minutes a new one was aimed at the Days Inn Hotel. The first estimated



casualty numbers were about 57 and over 115 wounded, the main reason for this high number of casualties was the explosion in Radisson SASS Hotel because it happened during a wedding, and the terror group Al-Qaida took the responsibility for the explosions.

The Perpetrators

In the second day after the explosion an advertisement in the network attributed to Al-Qaida in Iraq carried the responsibility for the attacks, the advertisement also gave the names of the executors: Abu Ahabeb, Abu Mo'ath, Abu-Omera and Om-Omera and all of them were from Iraq. The Jordanian government started to accuse some other armed Islamic groups and their leaders such as the Jordanian Mos'ab Alzarkawi who is a well-known head in this organization, before the advertisement of Al-Qaida appeared.

Davied Klaredg from the Gansyan Group for Danger Security Management in London which has an office in Amman said that there was a big doubt that Iraq had any relation to what happened, but there was a big possibility that it was the notorious Alzarkawi. And he added that Jordan had announced a few days earlier that its intention was to send an ambassador to Iraq. Al-Qaida used to target diplomatic foreigners in Iraq and sought to prevent the Arab countries from sending any plenipotentiaries.

The Victims

The announcement at the beginning talked of the attacks spoke of about 67 dead and 300 injured, later the numbers were modified to be 57 killed and 115 injured, no reason was given to why there were changes in the numbers. The explosions impacted a wedding in the Radisson sass Hotel where there were 300 guests present.

The bride and the bridegroom survived but their fathers were killed, the mother of the bride and 11 relatives were killed, and the Syrian director Mostafa Alakad died at the entrance of Hyatt Amman after two days due to his injuries as did Reema his daughter. In all 19 Americans, 8 Iraqis, 6 Israelis, all working in the intelligence agency were killed, 1 died and 14 were wounded from Kuwait, while 5 people killed and 30 wounded from Saudi Arabia.

This incident is one of a series of incidents that happened in Jordan by the hand of fundamentalist Islamic groups. In August 2004, three people were shot on an American ship in the Gulf of Aqaba, some rockets hit the ship and other places in the city of Aqaba. There were also other attempts which were unsuccessful like the attack in Amman in 2004, and some failed attempts were also made to attack American and Israel foreigners in 2000 (Alrai newspaper, Al Gad newspaper, Knowledge encyclopaedia, 2002.)

Main Tourism Indicators 2002-2006

Item	2002	2003	2004	2005	2006
The arrivals	4,677,018	4,599,243	5,586,659	5,817	6,573,669
Stay in tourist	2,384,474	2,353,088	2,852,809	2,986,589	3,225,411
The number of visitors for a day	2,292,544	2,246,155	2,733,850	2,830,784	3,348,258



Tourism income/in millions	743.2	752.6	943.0	1,021.6	1,164.1
The number of tourist group	137,660	145,601	254,145	338,787	277,913
The average of the tourist stay	4.0	4.4	5.0	4.5	4.2
The amount of the employee in the tourism sector	21,293	22,110	23,544	29,384	31,063

Table 1: The most important indicator related to the tourism sector 2002-2006
(Source: The Ministry of Tourism and Antiques)

We notice from the comparison in above table that between 2005 and 2006, the number of tourism groups and the average of the tourist stays was lower in 2006. Because tourism is one of the most sensitive economic activities, when talking about security problems and certain crises, there is apprehension so that tourists these days are looking for information sources about tourism destinations they want to go to, and they don't wish to go to tourism destinations where the possibility of a potential crises is large but rather select the most secure tourism destination based on what they read in the media. In Jordan there is a comprehensive National Plan to face crises and every governmental authority and their responsibility is identified in it. There are national security departments capable of dealing with different crises and specialized tourism police. The National Plan for crises defines the responsibilities of the Ministry of Tourism and Antiques as follows:

There is a need to create a room for the tourism operations linked to a major operations room in the civil defence arena, transferring of the tourist from affected areas and keeping them in a safe place. There is a need to specify the number of tourists in the affected areas and their demographic details and it is important to evaluate their situation and ask for medical care when needed so as to help them.

The crisis management plan for tourist sector was set after the November 2005 events and it agrees with the national comprehensive plan for facing a crisis, but it exceeds that when studying facing crises resulting from terrorism which is considered to be the most damaging happening for tourism. The plan added other responsibility roles to protect the tourism sector from the traces of the negative effects resulting from the crises especially in communications with tourism partners and expected tourists in the exporting tourist market. The role of the Ministry of Tourism and Antiques in dealing with the tourism crises must be greater, and it is suitable to add the responsibilities enlisted in this plan to their appointed responsibilities within the National Comprehensive Plan so as to face any crises more effectively.

The aim of the Crises Management Plan for tourism sector is to provide an appropriate framework and to strengthen the followed policies, but this now depends on the employees of the Ministry and their level of cooperation with the private tourism sector. The plan includes practical policies and procedures to be prepared for any possible future crisis and another plan to deal with the before and after the crisis issues (Jordanian Crises Plan Management, 2006).

The readiness security and safety strategy

Danger management plans no matter how successful they are can't prevent crises from happening, but can prevent the negative effects thereof on the tourism sector, for example



preventing a tourism bus accident by improving the roads to serve the movements of vehicles in general, preventing air accidents by raising the number of employees in the air observation services and by improving the infrastructure of the airport, and preventing epidemics by improving the level of health and hygiene in the tourism destinations in general.

The two main duties entrusted to members of the immediate response team are to make sure the safety and security of the tourism sites and facilities. Furthermore they need to be able to have immediate communication with the people responsible in the security management, civil defence and all the contributing authorities in managing any future crises.

Information that must be provided to the members of the mentioned group is the information related to the necessary needs of security and safety in the tourism sites and facilities like the possibility of first aid, firefighting, health observation on food and the ability to evacuate the tourists from the sites in case of an emergency. These measures must be revised in all the place that may have tourists, like airports, public transportation areas, hotels, restaurant, shopping centres, and all the cultural tourism sites, having in mind the importance of improving the safety and security measures to provide a secure environment. Seen and tangible measures are needed from the tourists perspective without obstructing their movement in any of these areas.

There is a need to establish a strong professional relationship at the highest level with the Civil Defence Department in all its divisions, Public Security Directorate, Tourist Police Department, the Ministry of the Interior, Meteorological Services and airport department and also the Ministry of Health and Hospitals. The information about the phone numbers for these authorities must be renewed and available to all the team members of the group in the crises management operations room.

The readiness strategy in the communication sector

The successful response in any emergency situation depends on the speed of communications and to make this successful there must be a detailed list of everybody that has a role in the crisis management handling process that it would be necessary to communicate with.

The most important means of communication is the telephone, then comes the use of emails and the site of tourism activation institution. But if communication through the use of telephones fails in in emergency situations, other alternative equipment must be used, like wireless telephones and global telephones which must be available all the time and the people in the responding group must be trained to use these efficiently.

The entire tourism sector must talk with one voice, and the immediate responding group must decide upon the desired message to be sent, and it must be delivered by the Minister of Tourism and Antiques (spokesperson) in a press conference and interviews held with the mass media. For the group in charge of delivering strategy, it should follow the daily issues related to the media and provide it with the newest information about the crisis through the making of a news journal about the crisis, and renewing their information on a suitable electronic site.

At the same time, communication must be made with the tourism partners for Jordan in the outside world, the local tourism sector, the embassies and the foreigner diplomatic delegations in Amman, and to make this communication highly effective there must be an explicit and up to date information base that is stored on computers about which authorities must be provided with any new information related to the crisis.



Responding

The main characteristic of the first 24 hours of any major crisis is chaotic, but prior careful preparation for any crisis limits the likely chaos, and a good response to any crisis needs special skills from the responsible people to be able to deal with it on the communication networks and at suitable management levels. It is important to work together to give help to the harmed victims and deliver a true image about the situation for Jordan's external tourism partners and any tourists in the Kingdom.

It is important to realize that the importance in crisis management doesn't lie in the crisis itself, but rather in the credibility the tourism sector. Thus it requires an ability to manage a crisis, convincing everybody that no similar crisis will happen in the future. If there is no credibility it will be impossible to control the crisis from impacting negatively on tourism in the future.

The reason for organizing an immediate responding group is its likely ability to give the real picture of an unfolding situation to nearly 75% local influential authorities in tourism operations and 100% of the tourism participants in Jordan, as well as in the world within the first 12 hours of a serious event.

There are two main reasons for the needed rapid response:

Firstly: To make sure all the tourists in the affected area related to the event are safe and taking care of any wounded persons by coordinating with the responsible formal authorities based on their its special functions.

Secondly: Immediate activation for the system of two-way communications is needed so as to collect information about the crisis and convey the needed message to the tourism participants and the public at large.

The desired crisis response strategy

We can summarize the effective response for any crisis as follows:

1. Taking the initiative and not hiding is important. Whenever any formal authority denies its responsibility when a crisis happens and hides from the mass media the more it loses its credibility and everybody will blame it. On the contrary, the first responsible person (the Minister of Tourism and Antiques) should be available immediately in the case of the event and be well versed on the crises, so as to gain the trust of the tourism sector and prove his or her ability to manage the crises as it should be handled.
2. Respecting the public interest: the public interest must be is the core interest of the Jordanian tourism sector who want to see the formal side taking care of tourists during any crisis management happening.
3. Quick response: the Minister himself is responsible to be the first person to talk clearly and honestly to the mass media about a crisis and not give any space for rumours and false news to be transmitted locally or abroad.
4. Showing sympathy: tourism is a human activity in the first place and it's the biggest economic activities as it provides many work opportunities, so showing a considerable amount of sympathy with the victims' families is important to show the importance the country given to human side in any unfortunate crisis.



5. Handling the problem: the crisis ends when the treatment of what causes the crisis starts, but neglecting it will double the damage and have a bigger negative impact on the tourism sector.
6. Re-gaining the credibility: showing enough concern and ensuring that a similar crisis will not happen in the future is enough to regain the trust of the tourism participants in the world.

The practical procedures for handling the crisis and work mechanism

Usually the followed procedures happen in a given sequence but this timed order could change from one case to another, depending on the kind of crisis and its magnitude. The biggest common relationship between any produced or followed mechanism is to start it immediately so as to minimize negative impacts.

The first hour

- 1- The Coordinator invites members of the immediate response group after coordination with the Minister and the Secretary-General.
- 2- The Group meets in room to assess the magnitude of the crisis and set priorities for addressing them.
- 3- Senior officials of the Ministry of Tourism must be present.
- 4- Each Member of the team invites whomsoever they may find suitable from their subordinates to join efforts made to mitigate further stresses..
- 5- Activate the operations room and all available devices.
- 6- The tourism promotion agency starts drafting the first news of the incident.
- 7- The Commission deals with the emergencies website.
- 8- The Commission distributes the news to Jordan's tourism sector contacts and emails the relevant media.
- 9- Team members of staff of the Ministry make the necessary contacts with the security services and civil defence.
- 10- The Hotel Association starts to connect with the collection of hotels and other tourist facilities within the crisis area.
- 11- Tourism offices society collects information on tour groups stationed in Jordan.
- 12- The tourism promotion agency notifies the foreign offices by telephone.

The second hour

- 1- Immediate response team oversees arrangements for securing and transporting tourists' the needed meals in the crisis area.
- 2- Each team member reports to his or her subordinates on the actions to be taken
- 3- Activation of the hotline is used if needed.



- 4- All team members by sector, work in grouping all information concerning the crisis in order to use it to respond to telephone calls and in preparation of any reports or press releases by foreign tourism offices.

The third hour

- 5- The body resumes contact with foreign offices to inform them of updates and procedures that were followed to address the crisis.
- 6- They then contact the main tour operators in the markets where tourists come from in order to put them in the picture of what is happening and the processes followed.
- 7- The body issues a summary report on the crisis and sends it to foreign offices, embassies and the Jordanian media offices all around the world.
- 8- Allocation of staff to respond to the hotline.

Rest of day 1

- 1- The Minister holds a press conference for media and the presence of The General Manager of Tourism Promotion Agency is required as he and the private tourism sector representatives express sympathy with the victims and sufferers and explaining actions taken to address the crisis.
- 2- Constructing a mini media centre at the scene (if needed).
- 3- A detailed newsletter is issued and sent to local media, the global tourism sector, foreign representation offices and foreign embassies in Jordan.

The second day and beyond

- 1- The Ministry formally demands from the Government that it allocate additional funds to address the crisis (if needed).
- 2- Holding of a daily meeting with the team of immediate response group is required followed by summaries about the crisis to the Ministry staff and tourism sector representatives and this is followed by sending an e-mail to foreign representative offices and foreign embassies in the Kingdom.
- 3- Mini press conferences are held every day with the media.
- 4- Updating the emergency page on the website whenever new information arrives is essential.
- 5- The Committee shall meet with the public and private tourist sectors whose task it is to study ways of restoring confidence in the Jordanian tourism product offerings.

Helping victims

Helping tourists located in the place where the crisis is vital and the competent official authorities and the tourism sector, are needed where immediate response groups in coordination with all the security services, civil defence and the Ministry of Health and Hospitals follow-up on all that is related to saving people, such as ambulances and evacuation of the tourists in the area of the



crisis. The support from the tourism sector directly is needed with an immediate response group responsible and their duties must include:

1. Find alternative places for tourists to stay if need be.
2. Securing food and drink, especially for children and the elderly.
3. Calling families of the victims and those affected, and their friends.
4. Organizing of a place for tourists to stay until the end of their tour if they don't wish to be in a first offered place.
5. Permanent contact with tour operators abroad and assuring them that tourists coming to Jordan through them are safe and can complete their tour as planned.

Conclusion

Communication skills are the key to successfully manage any crisis, though successive tests show that the first 24 hours of the event is decisive, the first message when the crisis happens must be quick, as the media are constantly looking for more details about the incident. It is thus necessary to resist any desire to speculate and hence the importance of speed in delivering the required message and providing further information on an ongoing basis is vital so as not to have a picture based on pure speculation and fake news.

A successful communication policy of crisis management needs to be based on the following concepts:

Honesty and transparency: coverage of the known and not unknown aspects of the event, to build greater credibility in the world of the tourism industry and in the minds of potential tourists without any fabrications and lies.

No-media blackout: preventing the media from covering the event also means denying the right of the Jordanian tourism sector to clarify its views.

Not to speculate: speculating would undermine the credibility and this applies to speculation about the losses to of the tourism sector as a result of the crises, so unauthorized information about this topic must also be accurate and truthful.

Avoid absolute assurances: when the safest time to visit a tourist destination is the time following the incident it is essential not to issue statements giving absolute assurances in content like "Jordan is the most secure tourism destinations" because doing so would have a reverse influence and it is much better to give information on actions taken to overcome the crisis and make Jordan a safer tourist destination than fabricate safety which is not apparent.

Follow-up what is issued by the media: tourism promotion agency follow-up media to make sure no inaccurate news about the crisis is released to avoid the recurrence of such news in other media.

Show the broad picture: large maps and many statistical figures must be used to give the impression that the crisis is limited and has relatively few negative effects, and at the same time, highlighting the positive aspects of the Jordanian tourism sector as the importance of this industry



in supporting the national economy, increasing demand for Jordan as a distinct tourist destination and the developments and investments in this sector are all essential to sustainability.

The human dimension: the first letter authorized to the media must include information about what has been done to help those affected by the event, taking care not to make the talk about the damage and negative effects on the tourism sector draw the attention away from the humanitarian dimension of the subject, and because tourism is mainly a humanitarian activity there is a huge need to show adequate empathy in this area.

Use of the Internet: the use of site and e-tourism as much as possible is required to contact potential tourists and the tourism sector in general and to update information on the crisis on the site as another option for media.

The spokesperson's remarks: the spokesperson (Minister) must appear from time to time in the media to talk about the latest developments of the crisis, taking into account holding press conferences or interviews on television., He or she must emphasize that the tourism sector continues to operate as usual.

Establishing an information Centre: in case of any incident outside the capital, one should be able to use any Office of the Ministry of Tourism and Antiquities in close proximity to the scene as an information centre, and this can also help journalists to receive correct news.

After ending the crisis actions , a joint meeting between public and private tourist sectors is needed. It is their task to study ways to break the negative effects of the crisis and to work as quickly as possible to restore the confidence of partners in the world, by assuring them that tourist movement has returned to its normal daily activities, and this cannot be achieved without the effective participation of the private tourism sector, which tends to complain about the failure of the Government's continuing obligations to address the damage caused by a crisis in order to get support or compensation from the Government. Such constant complaints are harmful and serve to prolong the crisis.

Returning to a 'normal' strategy

There are general rules to be followed when developing a plan to restore confidence in the tourism product and one of the most important features of the plan, is to be commensurate with the nature of the damage and avoid overstatement in assessing and dealing with different markets each of which may be affected by the crisis.

Allocation of additional financial resources: material losses arising from tourist crises such as loss of jobs and lower earnings of foreign currency needs immediate treatment by the government, additional allocations to compensate affected tourist installations and help them to return to work naturally as soon as possible, and sometimes depending on financial aid from international donors according to existing programmes.

Assessing the damage: the plan to restore confidence must be commensurate with the size of the negative impact of the crisis on public in tourism exporting markets and the size of the reduced demand from the Jordanian tourism product, where the outcome of any treatment plan first depend on the correct assessment of the damage which comes from monitoring and compiling of the available information about damage sustained in those markets. If this factor is omitted any assessment then depends on other factors and a necessarily erroneous assessment could cause exaggerated reactions and therefore double the damage already done.



A special plan for each market: A special plan is needed for each of the exporting markets separately, taking into account the special characteristics of that market, the degree of vulnerability and crisis impact factors.

Not to expect quick results: A crisis may take longer than expected and the procedures to restore confidence in the tourism product must be regular and continuous to the degree of market response and those responding to it.

Any new policy for post-crisis products relies on a series of procedures taking into consideration supply and demand factors in these procedures are the following aspects:

Remove the dust and start again: it is necessary to remove the damages resulting from incidents that can be seen, reopening facilities and tourist sites fast, and the rehabilitation of damaged infrastructure and returning things to normal as quickly as possible.

Financial arrangements: It is natural to measure the extent of any damage to private Jordanian tourism sector because of the crisis, and to consider the possibility of providing material support and where needed grant exemptions from taxes or contribute by providing soft loans and this is especially important for small and medium-sized companies and hotels which are the spine for the tourism industry, and do not enjoy any great advantages. There can also be financial procedures such as the rescheduling the debts of the private sector, reducing landing fees at airports and Museum entry fees and also at tourist sites.

Provide incentives for tourism partners: To maintain the loyalty of tour partners in global markets for tourism products, particularly tour operators and travel agents in tourism, material incentives could be provided depending on the percentage of the sale of Jordanian tourism product through these companies and providing updated information to distribute to likely tourists and to convince them that Jordan is a safe tourist destination after all.

Assurances for tourists: After aircraft crashes, for example, it must be emphasized that all incoming and outgoing aircraft from the Kingdom will undergo thorough examination about safety which quickly contributes to erase any negative image about Jordan's tourism product.

Often, launching a campaign to restore confidence in the post-crisis tourism product, needs additional financial resources for each market monitored separately as they are affected.

Search for alternative markets: This procedure is used most often when the response of traditional markets for efforts to restore confidence in the tourism product is slow. It is recommended that there be searches for alternative markets, even for a specified period.

Focus on markets less affected by the crisis: To bring the largest possible number of tourists to compensate for the shortfall in the total number of incoming tourists to the Kingdom, the relative importance of these markets must be focused on marketing efforts and in allocating resources and this does not only depend on the negative vulnerability factor for these crises in different markets.

Focus on tourists with private tourism interests: Intensifying promotional efforts on a particular category of tourist markets is important. Such a category could be tourists who have extensive experience and concerns about certain types of tourism, and they are the least category of tourists affected by the crisis due to their past tourism experiences that may help them to have the correct impressions about a crisis.

Focus on domestic tourism: Where tourists can offset part of the losses resulting from the crisis.



Host special events: hosting famous performers and concerts at the tourist sites that have experienced certain events, also developing special types of tourism for specific categories of tourists is also a useful strategy.

Recommendations and proposals

Providing training opportunities to all persons who have a role in the crisis management of tourism, especially in the field of communication, is vital. The intense security presence in tourist areas, hotels, and all tourist establishments, provided that it is invisible and provides qualified security men with modern defence weapons, is highly desirable from a strategic perspective. Providing training opportunities for the staff of the Ministry of Tourism in the ways of crisis management methods in tourist destinations with trainers with distinctive experience, such as people from Spain or Britain or Australia, is important. Careful selection of tourist police in terms of the cultural level and overall appearance, behaviour, knowledge of foreign languages and specific tourism information to fit their roles with the needed actions entrusted to them is paramount. Having a general national manual for disaster management in hotels, and in all travel and tourism companies is a necessary requirement in a world which is in a turbulent period due to terrorism and such acts.

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