



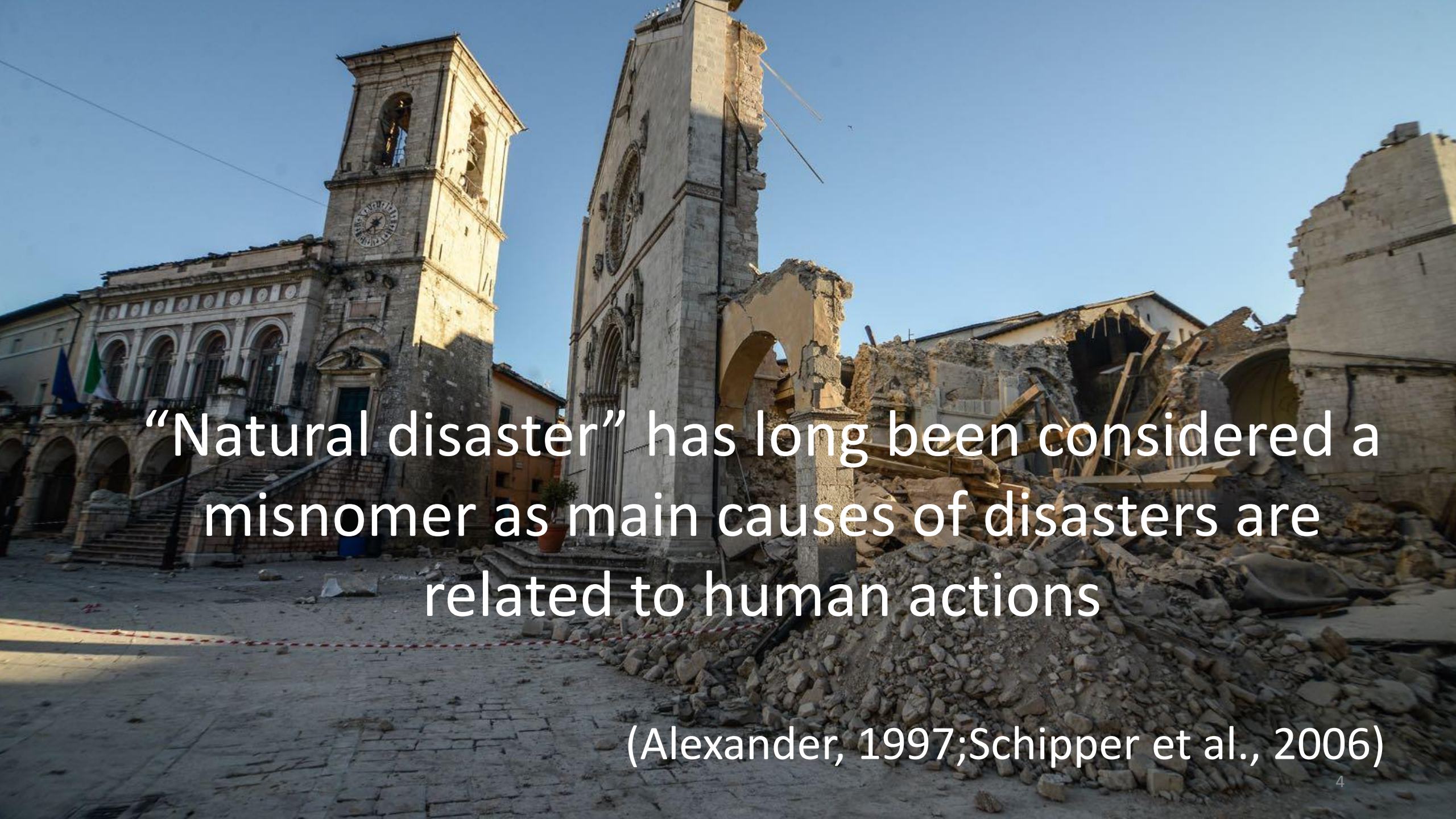
16/03/2017

Università degli Studi di Perugia

**“TOURISM INDUSTRY & DISASTER MANAGEMENT:
Implications and Opportunities
in the post-disaster stage”**



Natural disaster?



“Natural disaster” has long been considered a misnomer as main causes of disasters are related to human actions

(Alexander, 1997; Schipper et al., 2006)



TOURISM INDUSTRY & DISASTER MANAGEMENT

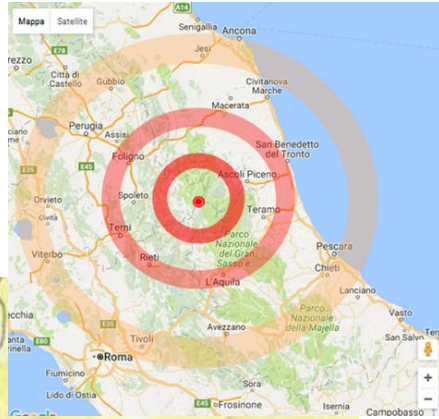
- ❖ The tourism industry is one of the most economically important industries worldwide; yet it is also one of the most **susceptible and vulnerable** to disasters.

(Pforr & Hosie, 2008)

- ❖ Tourism is often unable to rebound as quickly as other businesses, since much of a destination's attraction is derived from **its image which may be tarnished due to a disaster.**

(Cassedy, 1992)





- ❖ Many tourism operators comprise **small enterprises** and may lack the resources and capabilities to rebound quickly.

(Mair et al., 2014)

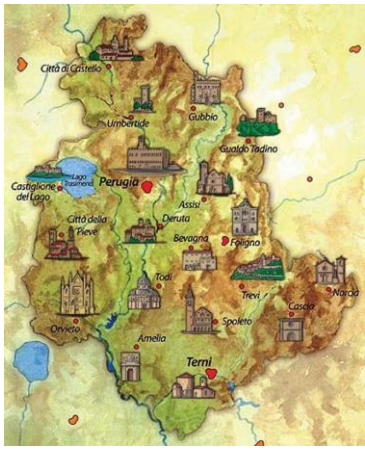
- ❖ Such events often divert tourism flows away from not only a particular destination, but also the **neighboring regions or countries**.

(Cavlek, 2002)

Effective disaster management includes three steps:

- (1) Planning and preparedness activities before a disaster;
- (2) Response to, or management of, a disaster as it occurs;
- (3) Final resolution to a new or improved state after the disaster is over.

(Ritchie, 2009)



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Destination recovery

- ❖ Destination recovery is complex and can take a **significant period of time to restore a destination** to its pre-event state, depending on the size and scale of the event.
- ❖ In some cases it is simply **not possible to restore** a destination due to damage to infrastructure and tourism resources.

(Mair et al., 2014)

Destination recovery

- ❖ Destination recovery should take **more than just an industry or economic approach** focusing on the restoration of visitor numbers and the tourism economy to pre-event levels.
- ❖ There is also a **social dimension**, where community members may still suffer psychological distress even after a tourism destination's economy recovers.

(Ritchie, 2009)

Destination image

The long-term difficulties lie in restoring the reputation and image of the destination, and as **intangibles**, these are harder to achieve



Key points: Tourists' risk perception & related behavior



❖ It is necessary to understand
tourists' risk perception.

For instance:
Quintal et al. (2010), *Tourism Management*

Risk perception to travel to Australia.
Sample: ca. 300 respondents (Japan, S.
Korea, China)



Focus: TPB, Perceived Risk,
Perceived Uncertainty



DISTANCE: The images held by those living further away from the affected destination (and therefore less likely to be personally involved) were more positive than those living nearby the city.

(Pearlman and Melnik, 2008)

❖ **Tourists' risk perception differs** considering **DISTANCE** from affected area and **TIME**.



TIME: With time there will be a gradual improvement in visitors perception. Negative destination will decay over time

(Pearlman and Melnik, 2008)



❖ **Tourists' risk perception differs** considering **DISTANCE** from affected area and **TIME**.

So, is it better just waiting and doing nothing?





FOCUS ON TOURISTS

NO!

Act quickly help to prevent or minimize reputational damages.

(Mair et al., 2014)

Key point:

We have to focus on **TOURISTS**



FOCUS ON TOURISTS

- ❖ Tourists are particularly vulnerable to natural disasters, because they are **mobile, difficult to account for and not easy to reach with relevant information** (e.g. warnings)
(Becken & Hughey, 2013; Bird, Gisladdottir, & Dominey-Howes, 2010).

- ❖ Often, tourists travel in **environments unfamiliar** to them, their connectedness with the local communities is very small, they may face language barriers, they are potentially confused about traffic rules, and their predisposition towards positive holiday experiences might obstruct their capacity to absorb information related to natural hazards
(Becken & Hughey, 2013; Jeuring & Becken, 2011; WTO, 1998).



FOCUS ON TOURISTS

- ❖ Tourism is a **major user** of local infrastructure, for example airports, roads, and sewage systems.

(Becken & Hughey, 2013; Huan, Beaman, & Shelby, 2004).

- ❖ Despite the vulnerability of tourism to disasters, **the tourism industry tends to be poorly prepared** for disasters taking an almost fatalistic or at best passive approach.

(Becken & Hughey, 2013; Prideaux, Laws, & Faulkner, 2003; Cioccio & Michael, 2007)



DISASTER PREPAREDNESS

Should be tourists informed and prepared?

Yes!

CHALLENGE

Tourist preparedness increases destination preparedness.

But the destination should be able to maintain its **attractiveness.**

Disaster and emergency management plays an important role in tourism marketing. For instance, a **written management plan** is positively perceived as management's commitment to provide reasonable care to protect their guests and could successfully be used as a **marketing tool to attract and retain tourists.**

(Bach&Pizam,1996)

Likewise, tourist destinations whose local authorities and hotels have a written disaster and emergency management plan and actively implement it **recover better and faster** than do their counterparts

(Faulkner, 2001; Hall, Timothy, & Duval, 2003; Ritchie, 2004)





HOWEVER

Often, **tourism suppliers fear that providing risk-related information to tourists would undermine their tourism industry.** The result is that tourists are often found to be insufficiently informed about risks and warning systems.

(Rittichainuwat, 2012; Bird et al., 2010)



Additionally, tourism suppliers believe that when tourists visit with the assumption that the destination is safe, tourism suppliers **should not cause them worry** by informing their guests about a past tragedy at the site.

(Tarlow, 1999; Tarlow & Santana, 2002)

TO KEEP IN MIND

Tourists who receive ADEQUATE safety measures tend to rate the importance of safety measures lower than those who get insufficient safety facilities and amenities.

(Rittichainuwat, 2012)

Although most tourists **feel safe about overt safety measures. However, a stringent increase in safety measures could frighten** them because such measures could create a false perception that something unwanted has previously happened at the destination

(Rittichainuwat and Chakraborty , 2012)



www.safehotels.com



KEY ROLE:

RISK COMMUNICATION

(A) To increase preparedness;

(B) To recover the tourism industry



Risk communication

Risk communication has basically five main targets:

- raising awareness;
- educating people;
- motivating people to act;
- reaching agreements;
- obtaining people's trust

(Bier, 2000)



Risk Communication

- ❖ Several approaches can be adopted in order to reach these goals, however, **following recommended best practices in the field is not enough to ensure the success of a risk communication effort.** Many of the variables that influence success are not yet fully understood, and some are generally outside the control of the communicator and it is always necessary to systematically pre-test messages, methods and approaches (Lundgren & McMakin, 1998).

Further research:

Compare, benchmark, adapt





(A) Risk Communication to increase Preparedness

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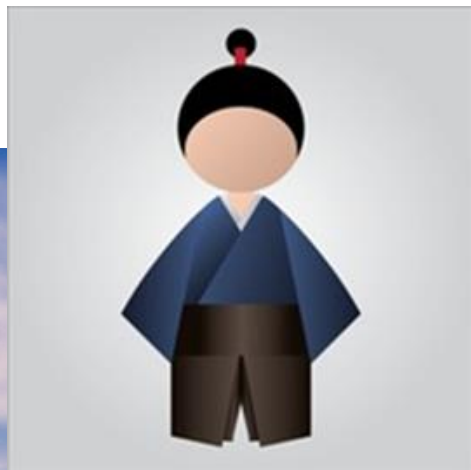
Different audiences require different approaches

(Yosie & Herbst, 1998)

Audiences: LOCAL COMMUNITY & TOURISTS



JAPAN



COMMUNITY ENGAGEMENT

- ✓ Regarding Japan, several initiatives have been promoted in order to **inform local people** and increase their grade of preparedness to natural disaster. This learning process is also supported by **technological tools** that are able to increase the efficacy of the warning systems (i.e. communication trough mobile; apps; etc.).
- ✓ Sharing information on potential disasters with residents can serve to establish a **community-based voluntary evacuation system and disaster-prevention network** before an actual disaster situation (Nakamura et al., 2016).
- ✓ Hosseini et al. (2014) showed that emergency response measures for major disasters cannot be implemented without mobilizing local people. They also highlighted the importance of community-based activities in reducing disaster risk and the necessity to involve local community members in risk-reduction activities. Armed with this awareness, **community-based disaster prevention activities and meetings** have been conducted nationwide in Japan (CDPMs)(Nakamura et al., 2016).

TOURISTS ENGAGEMENT

- ❖ Increased awareness for tourism-related disaster management initiatives:
 - (online) Technological tools are now also available for tourism (i.e. Osaka City free Wi-Fi network; Safety tips; etc.);
 - (offline) I.E. emergency drill for tourists -September 2016, Tokyo Skytree;
 - The PATA (Pacific Asia Travel Association) presented in 2015 a research study focused on the strategies that have been adopted in Okinawa in order to increase the grade of preparedness of tourism industry to natural disaster (Takamatsu, 2015).



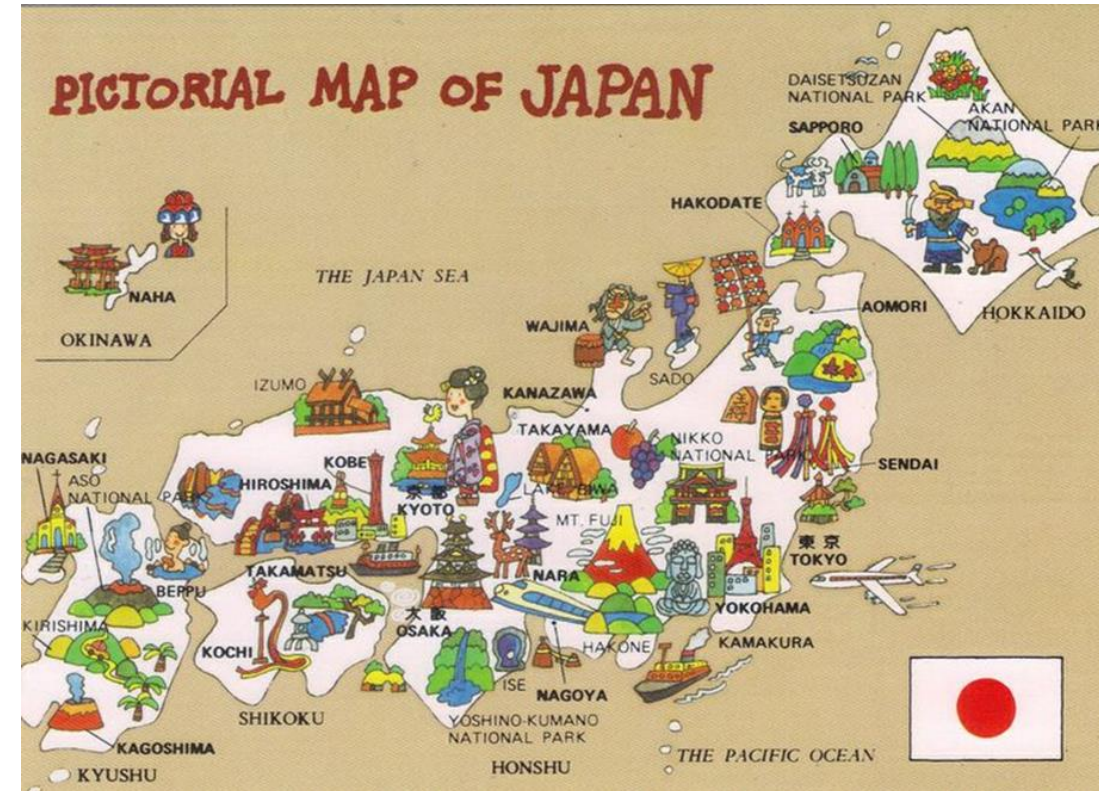
HOWEVER

- ❖ We are in presence of unconnected initiatives;
- ❖ It seems impressive that in the “White Paper Disaster Management in Japan 2015” tourism industry and risk-communication to tourists are poorly taken in consideration;
- ❖ In the “White Paper on Land, Infrastructure, Transport and Tourism in Japan 2015” there is no mention of risk communication to tourists.



TIME TO IMPROVE

- ❖ Japan is an important tourism destination;
- ❖ Due to the presence of tourists, the number of the people exposed to the disaster-related risk drastically increases during the last two decades. And these numbers are expected to increase during the Olympic Games 2020



INCREASING AWARENESS

Japan seeks fire, earthquake safety strategy for foreign tourists

NATIONAL OCT. 15, 2016 - 06:23AM JST (11)

TOKYO —

The Japanese government started discussions Friday on a strategy for guiding foreign tourists to safety in case of fires and earthquakes, as it prepares to host the 2020 Olympics and Paralympics in Tokyo.

A panel under the Fire and Disaster Management Agency will compile the strategy around March 2018, which will then be provided to municipalities, stadiums, airport buildings and other major facilities.

The panel will consider installing digital screens within such facilities and displaying emergency earthquake alerts and escape routes in multiple languages.

Currently, there are no official guidelines on notifying foreigners of disasters or evacuation procedures, with facilities largely left to their own device.

JAPANTODAY, 15/10/2016



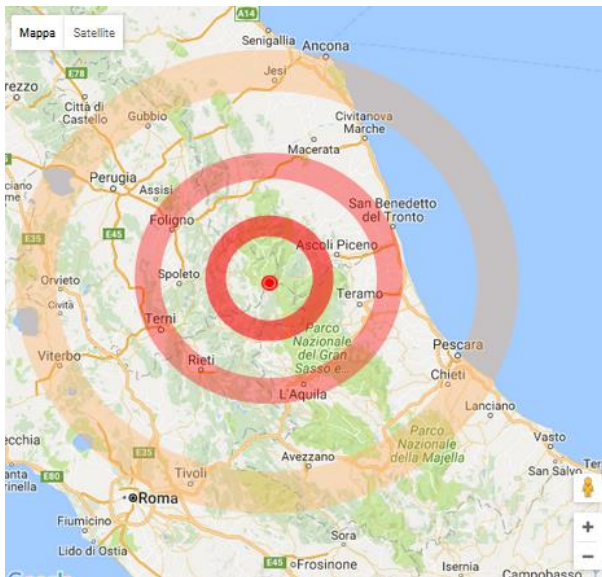
Is UMBRIA a tourism destination?





Question:

How risk communication to tourists has been planned, realized and improved in the local area?



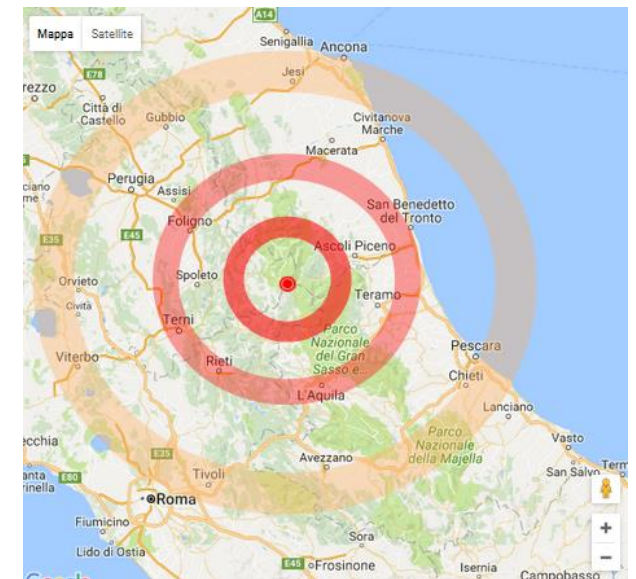
- raising awareness;
- educating people;
- motivating people to act;
- reaching agreements;
- obtaining people's trust





Further studies could:

- ❖ Analyze community-engagement and tourists-engagement initiatives promoted in the earthquake-affected area in order to increase the grade of preparedness;
- ❖ Identify best practices;
- ❖ Compare, benchmark, adapt.





(B) Risk Communication to recover the tourism industry



TOURIST BEHAVIOUR JUST AFTER DISASTER

When tourists perceive there to be too much physical risk involved in travelling to a destination, **it seems clear** that they will cancel their travel plans.

(Wang, 2009)

It is normal. Do not despair.

WHAT WE KNOW:

TOURIST BEHAVIOUR JUST AFTER DISASTER

❖ **More cancellation;**

(Huang & Min, 2002)

❖ **More last minute booking;**

(Hystad & Keller, 2008)

❖ **More self-drive visiting friends and family (VFR) travel;**

(Fall & Massey, 2005)

❖ **Tourists from different countries also react** different to disasters;

(Eugeno-Martin, Sinclair & Yeoman, 2005)

❖ **Disastrous event does not necessary influence the views and behaviors of those who display a sense of loyalty** towards a destination.

(Walters and Clulow, 2010; Walters and Mair, 2012)

MANAGERIAL IMPLICATIONS

- ❖ The **speed of the response** to the disaster is key to facilitating the recovery process (e.g. Mao, Ding, & Lee, 2010).
- ❖ However, the speed of response depends on the level of **preparedness** of the destination, (Anderson, 2006; Volo, 2008).
- ❖ Further, a rapid response must be **supported by government and industry funding** (Armstrong & Ritchie, 2008) in order to be effective.
- ❖ It is recommended that destination managers work towards building **cooperative relationships with the media both in the preparedness and recovery phases** of the disaster to ensure the media is mindful of this in the construction of their reports (Wahlberg & Sjoberg, 2000).

MANAGERIAL IMPLICATIONS

- ❖ It may seem that **offering discounts** would be a quick way to get people to come back to the destination. Indeed, special offers have been used in many disaster-affected areas, and they do have the potential for short-term gains (Ladkin et al., 2008).
- ❖ **However**, it is important to remember that discounting may not always be the best strategy, and may bring its own difficulties (i.e once the price has been discounted, operators may find it almost impossible to return to full prices; i.e. low prices may simply attract low spenders).
- ❖ Other marketing strategies?

MANAGERIAL IMPLICATIONS

- ❖ More than offering discounts, operators should consider offering **“VALUE-ADD”** (i.e. including meal)

(Carlsen and Hughes, 2008)

- ❖ Try to increase loyalty (i.e. **relationship marketing**) and facilitate positive **word of mouth**.

(Mair et al., 2014)

- ❖ Promote networking and collaboration within tourism industry. Only **collectively** it is possible to generate a recovery process.

(Ciocco and Michael, 2007)

(B) Risk Communication to recover the tourism industry

ROLE OF MEDIA

There was a sense that when a disaster strikes, **initial media reports are more informative** (also useful to **collect funds**) but as time goes by, the media need to find a story to keep the public's interest this is where **SENSATIONALISM can arise.**

(Frisby, 2002; Ciocco & Michael 2007)



Blaming messages:

Not only unhelpful for the community, but they can **tarnish the image of the destination for several years** following the incident.

(Peters & Pikkemaat, 2005)

HOWEVER, AT THE SAME TIME...

Capitalizing on **emotions** through marketing messages has proven to be effective (Hurricane – New Orleans)

(Chacko & Marcell, 2008)

Solidarity-type messages as well (Hurricane – The Maldives)

(Carlesn & Hughes, 2008)

The use of **celebrities** to promote particular messages has been effective in several situations (i.e. Bushfires – Victoria, Australia)

(Walters & Mairs, 2012)



...IS IT A GOOD STRATEGY OR A BAD STRATEGY?

[Regione Umbria](#)[Home](#)[B.U.R.](#)[Bandi](#)[Avvi](#)[Regione Umbria](#) > [Home](#) > [Notizie](#)

regione umbria lancia a festival sanremo la nuova campagna di comunicazione turistica. paparelli: "tutti gli operatori pubblici e privati coinvolti per il rilancio del settore"

(aun) – perugia, 7 feb. 017 – "La Regione Umbria ha deciso di lanciare la nuova campagna di comunicazione turistica 2017 dal palco del Festival di Sanremo perché riteniamo che questo evento, simbolo della canzone italiana nel mondo, sia la vetrina televisiva più importante da cui far partire un messaggio positivo che parli al grande pubblico per dire che 'l'Umbria è una terra sicura ed accogliente e ricca di tesori da scoprire". Lo ha dichiarato il vicepresidente della Regione Umbria con delega al Turismo, Fabio Paparelli, nel corso del seminario organizzato dalla Regione a Villa Umbra e dedicato in particolare al mercato turistico tedesco.

"Il progetto – ha spiegato – nasce dalla collaborazione virtuosa tra l'Assessorato regionale al Turismo, la rete dei Consorzi Turistici e la Fondazione Cassa di Risparmio di Perugia che ha finanziato la realizzazione dello spot che andrà in onda nelle tre giornate centrali del Festival, a part



- ✓ Following recommended best practices in the field is **not enough** to ensure the success of a risk communication effort.

(Lundgren & McMakin, 1998).

- ✓ Every disaster is **unique**, and every post-disaster recovery-marketing strategy needs to consider both the nature of the disaster and the location where it took place.

(Mair et al., 2014)

Need for further research





ROLE OF MEDIA

Case studies including media **NEGATIVE** effects:

- ❖ Hurrican Katrina – New Orleans (Pearlman & Melnik, 2008);
- ❖ Black Saturday bushfires – Victoria (Walters & Mair, 2012);
- ❖ SARS/Tsunami – Malaysia (Ghaderi et al., 2012)
- ❖ Avalanche – Austria (Peters & Pikkemaat, 2005)



ECONOMIA



**Terremoto,
Federalberghi Umbria
diffida Mediaset. Ingv**



HOW TO MANAGE IT?

- ❖ **Media monitoring** should be an essential part of any disaster recovery plan, allowing destinations to counteract any negative publicity to protect destination image and reputation.

(Huang, Tseng, & Petrick, 2008)



- ❖ Considering the central role of Internet: need for **further research on media & social media marketing.**

(Mair et al., 2014)

ADDITIONAL FURTHER RESEARCH

- ❖ Social media can especially be important in disaster communication (Yates & Paquette, 2011),
- ❖ and may be regarded by consumers as more interactive, authentic and credible in the recovery-marketing stage (Schultz, Utz, & Goritz, 2011).
- ❖ Although social media may be able to influence tourist decision-making, **it is unclear how best to use social media** due to concerns over its credibility and trustworthiness compared with traditional media (Tham, Croy, & Mair, 2013).

These issues should be explored in future research.

SUGGESTED MEDIA STRATEGIES

SHORT TERM

- ❖ Good management performance needs to be reported and capitalized on in media reports, as this can help to build confidence in the destination.

Tsai and Chen (2010)

From the event to the MID-LONG TERM

- ❖ Disseminating **POSITIVE NEW STORIES** can be very effective at offsetting any negative publicity caused by mass media reporting.

(Chacko and Marcell, 2008)

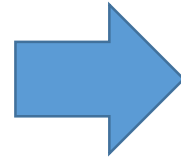


Promote PARTNERSHIP & COLLABORATION

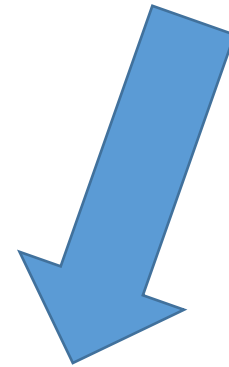




**PARTNERSHIP &
COLLABORATION**



SHARING KNOWLEDGE



**PROMOTING
RESEARCH**



ADDITIONAL FURTHER RESEARCH

- ❖ Need to understand the **information needs of key tourism stakeholders** and **how to transmit appropriate disaster communication messages** to these stakeholders;
- ❖ For instance, the travel trade need to be kept informed in order to communicate with their clients or potential clients, while potential tourists and tourists in an area affected by a crisis or disaster may need different information, and **different channels** of communication may be more effective;

(Mair et al., 2014)



ADDITIONAL FURTHER RESEARCH

- ❖ **Research is also needed to identify when recovery-marketing campaigns should start, what they should include and how their effectiveness should be evaluated;**
- ❖ **It is recommended that future research develops and tests recovery-marketing campaigns prior to disasters occurring.**

ADDITIONAL FURTHER RESEARCH

- ❖ Research **across disaster and cultural contexts** is important to identify whether strategies work across contexts (different disaster; different destination);
- ❖ Further research is needed on **how donation and funding from government can also help provide opportunities** for further destination **promotion** (rebuilding + promotion)

ADDITIONAL FURTHER RESEARCH

How such research is undertaken must also be improved:

- ❖ Future research needs to go beyond **case studies focusing on single event;**
- ❖ There are **few conceptual or theoretical studies** in the field

ADDITIONAL FURTHER RESEARCH

Quantitative

- ❖ The most popular form of data collection and analysis was the questionnaire, with most studies directed at potential or actual **visitors**;
- ❖ Fewer questionnaires included **resident perceptions and responses** to disasters in tourism destinations;
- ❖ Generally, studies provided **only descriptive statistics**, while others used more complex inferential statistical techniques.

ADDITIONAL FURTHER RESEARCH

Qualitative

- ❖ The qualitative studies on the other hand were carried out almost exclusively with the **tourism industry and government stakeholders** such as operators, DMOs and emergency personnel;
- ❖ This strongly suggests that from a tourist behavior perspective, there is a further need to **undertake qualitative research to better understand the views, opinions and attitudes of visitors and potential visitors, as well as local residents in tourist destinations** affected by disaster.

THE
END

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THANK YOU