This is the published version:


Available from Deakin Research Online:

http://hdl.handle.net/10536/DRO/DU:30040111

Reproduced with the kind permission of the copyright owner.

Copyright : 2004, CAUTHE
DISASTROUS EVENTS AND DESTINATION IMAGE

Olga Junek  
School of Hospitality, Tourism and Marketing  
Victoria University  
Olga.Junek@vu.edu.au

Wayne Binney  
School of Hospitality, Tourism and Marketing  
Victoria University  
Wayne.Binney@vu.edu.au

Marg Deery  
Center for Hospitality and Tourism Research  
Victoria University  
Marg.Deery@vu.edu.au

ABSTRACT

Many disastrous events worldwide have impacted on the image of tourist destinations. The subsequent downturn in tourism numbers and tourism spending has been directly blamed on those events. Arrival numbers and hotel occupancy rates have shown an immediate downturn following disastrous events in recent years. A comprehensive crisis management plan should incorporate guidelines to manage the return to the pre-disaster stage and re-positioning of the destination to re-establish its image.

The destination image models discussed in the literature, to date, have not included crisis management as one of the important considerations for a destination. This paper advocates changes to tourism destination image models that recognise the importance of crisis management and its subsequent impact on destination image. Tourism industry planners and marketers need to have access to reliable theoretical frameworks that incorporate all aspects of destination image to guide strategy formulation. The suggested improved model incorporating crisis management status - the preparedness for and the ability to deal with a disaster at any level - is more likely to provide this opportunity.

KEYWORDS: destination image, disastrous events, crisis management

INTRODUCTION

A review of the destination image literature, particularly that of Baloglu and McLeary’s (1999) comprehensive model led the authors to analyse the impact of global disastrous events on tourism patterns and travel flows. Firstly, the question arises of how these events impact on destination image and whether the resulting changes affect the destination in the short or long-term. Secondly, it is noted that changes in destination preference often result from disastrous events presenting numerous challenges to all destinations, especially those heavily dependent on tourism. Finally, this paper examines examples showing the importance of crisis management during a “disaster”. In particular, it examines how destinations have dealt with negative events and, illustrates the salient factors of crisis management. Due to the disastrous events of the last three years, it has become increasingly important for destinations to formulate a crisis management strategy to be able to react quickly and competently to any disaster or crisis that may arise at that destination. Knowledge that the destination can cope with disasters and/or crises can influence visitors’ perception of the destination.

It is suggested that a new model of destination image -including a crisis management strategy- is needed, as one of the factors that influence potential tourist perceptions of that destination. Accepted models of destination image have included safety and security as factors contributing to the image of the destination. They have not included a crisis management strategy amongst those factors. The recent events have highlighted the need for a competent and effective crisis management strategy that not only covers the period immediately after the disaster, but also the future. This strategy will help to ensure that visitors begin to perceive the affected destination in a positive light due to its readiness and apparent effectiveness in putting a crisis management strategy into action.
DESTINATION IMAGE

Understanding how a destination is perceived is vital to the marketing of that destination. Baloglu & McLeary (1999) present a very comprehensive discussion of the formation of destination image, however, there are several studies that examine destination image. Amongst the most important are those that discuss the relationship between image and visitation intention (Mayo 1973, Hunt 1975, Scott, Schewe and Frederick 1978) and Milman and Pizam 1995). Other authors examine the impact of previous visitation or familiarity on destination image (Ahmed 1991, Chon 1990, Hu and Ritchie 1993) and the significance of geographic location and image (Ahmed 1991, Crompton 1979, Hunt 1975). Echtner and Ritchie (1993) and Driscoll, Lawson and Niven (1994) focus on the measurements of destination image, whilst. The components of destination image are discussed by Dann (1996) and McKay and Fesemairer (1997). Echtner and Ritchie (1991) suggest measurement of the consumer's base image of a destination (an image that is formed without visiting or being exposed to commercial forms of information) in order to develop the most appropriate marketing strategies.

Hudson (1999) analyses a number of models in the destination awareness and choice process, including those of Woodside and Lysonski (1989) and Um and Crompton (1990). The underpinning themes in these and other models are the presence of two or three sets of variables in the destination choice process – these may be called external and internal inputs (Um and Crompton 1990), marketing variables and traveller variables (Woodside and Lysonski 1989) or by a number of similar terms. Gunn (1972) attributed two dimensions to destination image - organic which is the tourist's impression of a destination without visiting it, and induced which is formed from visiting the destination. Potential travellers make their decision on what they know about the destination from various sources: - whether that be marketing or knowledge-based, and also on the basis of their own psycho-demographic characteristics and motivations. More specifically, travellers base their preferences and consequent buying decisions on their destination awareness and the affective associations of that destination (Moutinho 2000). Pearce (1992) and Woodside and Lysonski (1990) demonstrate that a positive perception of a destination leads to a positive buying decision.

Baloglu and McLeary (1999) note the lack of empirical research on destination image formation and they draw a major distinction between what they see as the static structure present in many of the destination image models and the dynamic nature of destination image formation. Yoon (2002) concurs that more research needs to be undertaken to fully understand destination image formation. He sees this as essential for destination marketers in being able to develop suitable images for their products. Other researchers (see, for example, Dann, 1991) distinguish between traditional 'neo-positivist' approaches to destination image and the need to adopt a more comprehensive approach in understanding the dynamic nature of destination image and resulting tourist behaviour. Baloglu and McLeary (1999) stress the importance of knowing which factors influence image perception and refer to numerous interdisciplinary studies dealing with this area.

Based on information from these studies, Baloglu and McLeary developed a new model that incorporates factors that influence destination image formation and the relationship between these various factors. This model includes three main factors - personal, social and stimulation factors that ultimately influence the three elements (perceptual/cognitive, affective and global) of the destination image factors. The extensive literature review undertaken by Baloglu and McLeary (1999) culminated in a ‘path model of the determinants for tourism destination image’ and the relationship between these determinants. An empirical study was subsequently conducted using a questionnaire as the survey tool. The aim of the study was “to test an image development model before actual visitation to destinations” (p.277). The main results of the study showed that cognitive evaluations positively influence affective evaluations and affective evaluations significantly influence the overall image of the destination. Baloglu and Mcleary's (1999) conclusion was 'that cognitive/perceptual evaluations on affect were much stronger than the effects of travel motivation' (p.90). They also acknowledge the complexity of the destination image formation process and the roles and interactions of various factors such as, variety and amount of information sources, sociodemographic characteristics and tourist motivation. Thus, this model is the most appropriate to guide the current study of destination image and crisis management.
DISASTROUS EVENTS

The interchangeability of the terms ‘crisis’ and ‘disaster’ in academic writing and the popular press, presents difficulty in clearly defining and making a distinction between these terms. Faulkner (2002) distinguishes between a crisis and a disaster on the basis of the former being preventable and the latter outside the control of the organisation or destination. In his analysis of tourism disaster management he presents a spectrum of disastrous events and crisis and illustrates each level with relevant examples. Other researchers such as Sonmez, Bachmann and Allen (1994) define tourism crisis in broader terms whereby crisis and disasters are seen as having the same result, namely reduction in tourist arrivals and tourist receipts and a change in visitors’ perception of the destination.

For the purpose of this study the term ‘disastrous events’ will be used when discussing events, either natural or man-made, that have a negative impact on the destination, both in terms of tourist visitation and resulting changes in destination image perception. The term ‘crisis management plan’ will be used in discussing contingencies, strategies and action plans to cover both disasters and crisis.

GLOBAL DISASTROUS EVENTS

Many events worldwide have impacted on destination image and subsequent downturn in visitation to that destination. Sonmez (1998) discusses in detail the impacts of terrorism and political instability on tourism, and the resulting modification of tourist behaviour. His discussion includes examples of global events and of the varying degrees of impact, both in terms of severity at the time of the event, and in terms of visitation decrease following the event. In a later paper on a similar topic, Sonmez, Backman and Allen (1999) focus on the case of Egypt following the terrorist attacks on tourists in the period of 1992-95. The authors examine the efforts of the Egyptian government and tourism ministry to increase security measures and its marketing strategy in order to attract more visitors back to Egypt. Furthermore, the need for a crisis management plan and an associated task force is emphasised. This is echoed by a number of other authors; Stafford, Yu & Armoo (2002), Faulkner (2002) and Glaesser (2003).

Recent disastrous world events of the last three years (2000–03) highlight the resulting damage to the tourist industry and the subsequent recognition of the importance of future marketing and crisis management plans for tourist destinations. Some of these events are examined in greater detail.

SEPTEMBER 11, 2001

The events of September 11, 2001 caused significant downturns in tourism demand in the United States and worldwide. Air travel domestically (in the USA) and internationally decreased by –34% and –23% respectively on the previous year (Blake & Sinclair 2002). A study of US cities after September 11 showed a significant loss of jobs (536,000) and of tourism receipts ($US22.6 billion) across 100 US metropolitan areas (Lester 2002). Financial effects of September 11 were felt across the many sectors of the tourism industry within the United State and worldwide (O’Neill and Lloyd-Jones 2002; Enz & Canina 2002; Knable 2002; Enz and Taylor 2002; Litvin and Anderson 2003; and Adams, Dixon and Rimmer 2001). The United States is not only an important tourist destination, receiving over 44 million visitors annually, but also an important tourist-generating region (Beirman 2002) and, as a consequence, the events of September 11 had a wide-reaching effect on the tourism industry – domestically for the US as well as internationally. All sectors of the tourist and hospitality industries worldwide felt the impact of this event (Beirman 2002, Adams, Dixon and Rimmer 2001; Sturman 2002, Blake and Sinclair 2002; Knable 2002).

FOOT – AND - MOUTH DISEASE IN THE UK

Tourism in the UK is considered to be one of the largest industries worth $AUD 18 billion and employing 2.1 million people (International Passenger Survey in Frisby, 2002). The foot-and-mouth disease (FMD) crisis in 2001 caused a major downturn in visitor demand and associated visitor spending. It is estimated that overseas visitors decreased by 30% in March 2000 and by 20-25% in April 2000 on the previous year’s figures (British Tourism Council, Press Release 7.03.01 in McConnell & Stark, 2002). The impacts of the disease were not only felt within regional areas but also in the major cities. The combined effects of September 11 and FMD resulted in a 10% decrease of visitors to London and an 11% decrease in visitor spending (Hopper, 2002). Many events were cancelled and a number of tourist attractions, parks, gardens, zoos and national parks were closed (Beirman 2002). The financial losses
resulting from FMD were attributed to the reluctance of visitors to come to Britain as well as the restrictions on access in regional areas of England and Wales (Sharpley and Craven 2001).

BALI

The two bombs, which exploded in Kuta in October 2002, were not only responsible for 185 lives being lost but also for a massive downturn in visitor arrivals. In the two weeks immediately following the attacks visitor arrivals decreased by 80% and hotel occupancy rates were down from 73% to 20% (United Nations Economic and Social Commission for Asia Pacific Seminar (UNESCAP) Seminar 2003). Tourism had started to recover in 2002 and had increased by 40% on the post Bali bombing period, when the events of 2003 - the war in Iraq, SARS and the bombing of the Marriott Hotel in Jakarta - further impacted on tourism flows. (Visitor Comparison, Bali Tourism Authority 2003)

The disastrous events of the last two years have had a major impact on the Indonesian economy. The affect has been felt not only in Bali, but also in the neighbouring regions such as East Java, West Nusa Tenggara and Yokjakarta (Indonesia's Country Report, 2003). The Indonesian government has embarked on a series of programmes aimed at restoring tourism to Indonesia. These include commitment to combat terrorism, co-ordination between various Ministries (Tourism and Culture, Health, and State Police) and intensification of the promotional and marketing campaigns. The formation and operation of the Bali Recovery Task Force by PATA following the Kuta bombing has been an important component in the recovery process for Bali tourism (Bali Task Force 2003). As well, the Ministry of Culture and Tourism sees an important role in communicating to actual and potential visitors the security measures undertaken to deter terrorism. It also encourages tourism operators to plan, to conduct relevant staff training and to be prepared for a potential disastrous event (Indonesia's Country Report, 2003).

WAR ON IRAQ AND SARS

The combination of the war in Iraq and SARS in the period between March 2003 and June 2003 has caused a steep downturn in tourism visitation globally, especially in the Asia Pacific area. Research conducted in Australia by the Australian Tourism Export Council (ATEC) (2003), the Department of Industry, Tourism and Resources (May 2003), and the Australian Tourism Commission (ATC) (March 2003) shows a marked decline in travel and associated spending, particularly within the international outbound sectors. Overseas arrivals to Australia decreased by 10 % in April and by 20.9% in May 2003 compared to the same months in 2002 (SARS Tourism Downturn 2003). The effects of SARS in China were even more drastic with Beijing Airport experiencing a 30.8 % fall in passenger movement in April 2003 and estimates of a $US4.8 billion loss in the tourism industry (Zhou 2003). Many other Asian economies experienced major losses due primarily to the SARS virus (The Specter of SARS 2003). According to Richard Stirland, General Director of AAPA, the impact of SARS on airlines exceeded that of September 11 (SARS 'devastating' for Airlines 2003)). Many of the Less Developed Countries (LDC) in the Asia Pacific area felt the decrease in inbound tourism caused by these two events impact strongly on their economies and employment levels (UNESCAP Seminar 2003).

CRISIS MANAGEMENT

The severe impact of these events has highlighted the increased necessity of tourist destinations to formulate and adopt a crisis management plan. Faulkner and Russell (1999) offer significant insight into differentiating between crisis and disasters and their respective roles within the tourism system. They see a need to view the tourism system as a chaos-complexity model rather than the traditional Cartesian-Newtonian model, which was adopted from early management theory. If this viewpoint is accepted, there is a need for the tourism industry to be prepared for potential crisis and disasters. Further, Beirman (2003) emphasises the need for co-operation between various stakeholders, such as tourism authorities, tourism operators, the media and the government to prepare for, and implement contingency plans for disasters.

Faulkner (2002) attempts to fill the gap in conceptual and theoretical frameworks for crisis management in his detailed discussion of crisis and disaster management. His discussion of crisis management includes examination of community and destination reactions to disasters and crises. He emphasises that an important aspect of crisis management is the role of the media and its influence on the post-disaster success of a destination. This aspect is also emphasised by Hall (2002) in his examination of the ‘issue-attention cycle’ in respect to terrorist attacks of September 11. Quanterell (1996) observed that media communication was rarely a well-planned element in existing crisis management plans in the US.
Thus, it becomes apparent that media communication is an important part of any crisis management plan for tourism.

Faulkner (2002 in citing authors such as Cassedy (1991) and Drabek (1992, 1995), acknowledges the need for clearer strategy guidelines and plans for disasters and crisis. He also notes that there appear to be many gaps and limitations within existing crisis management plans, namely informal rather than formal guidelines, not addressing many different types of disaster/crisis, lack of staff education, especially with new staff and misconceptions about the effects of crises.

There are two distinct stages in the recovery of a destination after a major disaster or crisis has occurred. The first stage is the return to normal operational business life. This includes attention to aspects such as transport, accessibility, business operations, media and other communications and return to normal, every day life for the local community. The second stage is the recovery of the destination in terms of visitation and the image that is present in the visitors' minds. It is the second stage that needs to be carefully planned and managed to ensure the return of visitors to the affected destination. Faulkner (2002) believes that this second stage is more likely to take longer, but he also believes that it can be alleviated if visitors perceive that destination as being ready for any future disasters and it being able to deal with the crisis in the most appropriate way. Re-marketing or re-positioning the destination should include a focus on the safety and security of the destination. An inclusion of a crisis management plan within the overall marketing plan will help alleviate some of the safety concerns potential travellers may have.

DEALING WITH DISASTEROUS EVENTS

In his very comprehensive study of restoring destinations after disastrous events, Beirman (2003) discusses a number of disastrous events from the 1991 Croatia-Yugoslav war to the 2001 September 11 attack. His account of the events then leads to a critical analysis of post-disaster marketing and re-positioning of affected destinations. Prideaux (2004) examines the response of the Australian government to disastrous events in the tourist industry. He emphasises that there is no framework and protocol in place to deal with such events and as a result, the reaction of the government has been on an ad-hoc basis. The ability of destinations to be prepared for and deal with disastrous events competently draws attention to the importance of having a crisis management plan at several levels. This is highlighted in the discussion of post-disaster management of recent affected destinations.

UNITED STATES

The events of September 11 “represented an unprecedented event in the annals of international terrorism” (Beirman 2003 p.50). Due to the extent of loss of human lives, as well as damage to the World Trade Center, the immediate aftermath presented many problems and challenges for the US authorities. All flights were immediately cancelled, bridges and tunnels were closed, and the country was put on heightened security alarm. Other responses included law enforcement activity, disaster relief and increased security measures (Blake and Sinclair 2002). Legislation was also passed to enable airlines to operate in face of this major disastrous event (Air Transportation Safety and System Stabilisation Act) (Blake and Sinclair 2002).

In the second phase of recovery after September 11, the Travel Industry Recovery Coalition (TIRC) was formed to lobby government for more support in helping the recovery of tourism (Blake and Sinclair 2002). Blake and Sinclair (2002) demonstrate in their research on the September 11 disaster that crisis management can be "effective in offsetting the adverse effects of the crisis"(p.17) and show comparative figures to support this statement. They conclude that policy responses to a crisis are necessary and these may take many different forms. One of the most effective measures to alleviate the decrease in travel they claim, are government subsidies for the airline industry. Furthermore, the inclusion of a number of different types of government supporting policies within the crisis management plan is established by their research. These policies need to be based on a thorough risk assessment and included in any contingency plans formulated by the government and tourism industry. Beirman (2003) acknowledges the benefits gained from Mayor Guliani's efforts after September 11 to encourage tourists back to NYC. A strong leader, who not only shows competence and courage in bringing a destination back to normal, but who can also motivate future visitors is of vital importance to the marketing of that destination.
UNITED KINGDOM

The outbreak of the foot-and-mouth disease (FMD) in England in 2001, resulted in a number of measures designed to bring the disease under control in the shortest possible time and to return agriculture and tourism back to pre-FMD conditions. The reaction of the government in formulating and carrying out these measures has been criticised by some as over-reactionary and politically motivated (Sharpley and Craven 2001). The role of the media was also seen as contributing to the decrease in tourism, due to the graphic images of burning and slaughtered cattle broadcast around the world (Frisby 2002, Sharpley and Craven 2001). The British Tourist Authority (BTA) set up an Immediate Action Group (IGA) to coordinate marketing activities and promotions to encourage visitors back to Britain. Their main objectives were to minimise negative media reports and to promote Britain in a positive manner to potential international markets (Frisby 2002). The crisis management plan developed by the BTA during the FMD crisis highlights the importance of coordination with media, constant monitoring and updating of web site information, positive public relations and a sound communication strategy. Criticisms of a reactive rather than a pro-active response to the crisis by the BTA have emerged in a survey of tourism representatives at the national and local levels (Ritchie, Dorrell, Miller and Miller 2004). This could be attributed mainly to the lack of a crisis management plan before the crisis.

AUSTRALIA

Australia's first major experience with a disastrous event - Port Arthur in Tasmania where a lone gunman killed 35 people - also highlights the importance of media management in times of crisis. Furthermore, cooperation between the government and tourism operators emerged as equally important in restoring visitor confidence in returning to Tasmania (Beirman 2003). Faulkner and Vikulov (2001) discuss the floods (a natural disaster) in Katherine, Northern Territory, and emphasise the need for a well-developed and regularly reviewed disaster management plan. Despite the effective response to this disaster by the various stakeholders, Faulkner and Vikulov (2001) assert that there are many lessons to be learnt from this disaster for other tourist destinations, including the formulation of a comprehensive crisis management plan.

The year 2001 brought not just one major disastrous event for the Australian travel industry, but in fact three. The collapse of HIH insurance impacted financially on many small- and medium-sized businesses by forcing this business to seek public liability insurance elsewhere, and at a much higher cost (Prideaux 2004). September 11, followed by the collapse of Ansett, Australia's second biggest domestic airline, caused major changes to travel patterns and volume - for outbound, inbound and domestic travellers. Prideaux (2004) acknowledges the difficulty of the government in responding to these crises but at the same time draws attention to some of the deficits within the government's response. These include a lack of adequate risk assessment and the absence of a contingency plan addressing the risk assessment.

Whilst not directly affected by two of the disastrous events of 2003, SARS and the war in Iraq, Australia experienced a large decrease in its inbound and outbound tourism sectors. As many tourism businesses were affected by the two events, Australia's response was based on considerable research in order to focus on the most effective marketing strategy (NFS Market Research 2003). Research showed that many people had changed their travel plans, decided to postpone their holidays and to travel domestically, rather than internationally (Colmar Brunton 2003). Research and coordination between government, the Australian Tourist Commission (ATC) and tourism operators emerged as important elements in the post-crisis environment. Emphasis within the most recent ATC marketing campaign – ‘See Australia’, has been on encouraging travel to domestic destinations to offset the downturn in international visitor numbers.

ASIA

All Asian countries have been affected to some degree by the disastrous events of the last three years. This became evident at the recent seminar on 'Crisis Management in Tourism' at Lombok, Indonesia, organised by UNESCAP (United Nations Economic and Social Council for Asia and Pacific). The more developed countries such as Malaysia, Thailand, Singapore and Hong Kong have realised, if retrospectively, the importance of crisis management plans and task forces. They are currently in the process of implementing these actions. Concurrently, new marketing campaigns are under way in an attempt to assure tourists that it is safe to travel to these destinations once again. In the specific case of Bali, safety and risk measures have included increased security by the presence of a larger and more overt
police force at airports, hotel and shopping centres, and increased personal identification checks (Indonesia's Country Report 2003). Tourists need to be made aware of these measures to alleviate their fears of risk and danger and to change their perception of the destination.

Despite the increased security measures, the second stage of returning to normal life has taken a much longer period of time than anticipated. This has been partly due to the two events of 2002 - the war in Iraq and SARS - causing further decrease in travel (UNESCAP Seminar 2003). Additionally, the issuing of travel advisories by a number of governments, including Australia and New Zealand, against non-essential travel to Indonesia, has further hampered efforts to re-position the destination. The Less Developed Countries (LDCs) such as Laos, India, Bangladesh and Vietnam have also focused their combined efforts of the government, tourism authorities and tourist operators on countering negative publicity, improving tourist security, and restoring tourist confidence to their destinations.

Government and tourism representatives at the UNESCAP seminar (Lombok Sept 11-12, 2003) stressed the importance of crisis management plans at many different levels - for individual hotels, attractions and destinations as well as for the whole country. This crisis management plan needs to be developed and documented, and simulated at regular intervals and furthermore, staff need to undergo regular training to be well versed in their role should a disaster occur. The marketing or promotional strategy should include some reference to the crisis management plan so that visitors have the reassurance of the destination being able to cope in a disaster. The airline industry has had contingency plans in operation for many years and it has become apparent that other sectors of the tourist industry also need to formulate these plans.

TOWARDS A NEW DESTINATION IMAGE MODEL

Disasters are unpreventable; nevertheless, they still demand competent management to lessen the impact on destination image, to restore normal tourism operations and the tourist's perception of the destination. Therefore, tourism industry planners and marketers need to have access to reliable theoretical frameworks that incorporate all aspects of destination image to guide strategy formulation. As previously discussed, the factors affecting destination image in Baloglu and McLeary’s (1999) model deal with three main aspects that contribute to destination image namely global, affective and cognitive aspects. Within these aspects safety and security are elements that contribute to the tourists’ destination choice.

Images and the processing of images from a psychological perspective can be explained as the mental picturing (although all the senses are used) of an object or in this case a destination in a holistic way (Echtner and Ritchie 1991). In contrast, MacInnis and Price 1987 cited in Echtner and Ritchie present imagery processing as a "discursive processing which is characterised by pieces of information on individual features or attributes of the stimuli rather than the more holistic impressions" (p.4). Both processes help in the understanding of how destination image is formed and how it can be influenced or manipulated.

Destination management must understand how destination image is formed in the minds of potential travellers and be able to influence this image formation in a positive way. Safety and security have become more important to travellers partly because of the events of the last three years and partly because the role of the media has also become more prominent in portraying these events. Events, such as those outlined, present a negative image in the traveller's mind and it is then up to destination management to alter the negative image into a more positive one. Presenting a crisis management plan and providing a perception to the traveller that the destination is well prepared and well equipped to deal with a crisis will aid in this perception. One of the most effective ways of presenting measures undertaken by a destination during a crisis is through the destination web site (Beirman 2003). The web site, if regularly updated and maintained, can give reassurance to the potential traveller of increased security measures and the ability to deal with a crisis. The preparation of a 'blind' (one that is only made public in case of a disaster) web-site should be included in the crisis management plan for a destination. This web-site would provide information such as telephone numbers of consulates and hospitals, as well as other relevant information needed by tourists and their relatives in case of a disaster.
The suggested improved model incorporating crisis management 'regime' - the preparedness for and the ability to deal with a disaster at any level - can provide the opportunity to change the tourist negative perception of a destination. Management needs to present details of the crisis management plan so that they are evident to potential tourists investigating a destination choice. As an improvement to the destination image model of Baloglu and McLeary (1999) (see figure 1.1), this information would be a vital addition to the 'stimulation factors' which include information sources, quantity of information, type of information and first and second hand experiences (see figure 1.2). That is, the tourist destination-marketing managers would make the details accessible to those seeking information. We suggest that these details be included in marketing communications such as brochures, promotional videos and websites for the destination. As well, media and government representatives need to be made aware of the crisis management plan and its place in the re-marketing of the destination. Destination management should also invite these representatives to inspect additional and/or upgraded security measures in the destination, particularly in highly frequented tourist areas. It is conceivable that this information on the crisis management status of a particular destination will become a vital aspect considered by potential tourists and thus, will contribute to the overall image of the destination. It is suggested that further research on destination image and crisis management will consolidate the exact relationship between these elements of the model and thus provide a useful tool for destination planners and managers.

![Diagram of Baloglu and McLeary's model of destination image development forces](image)

Figure 1.1: Baloglu and McLeary's model of destination image development forces
CONCLUSION

Lessons learnt from the disastrous events of the last three years point to a number of important aspects in restoring the tourist destination to normal, pre-disaster conditions. These may include the restoration of transport, rebuilding accommodation and attractions, communications and the repatriation and rehabilitation of visitors. Most importantly, however, is the need to restore tourist confidence in the destination. Furthermore, to encourage tourists to return to the destination, a marketing and re-positioning campaign may have to be undertaken, both at the time of the crisis, and after the crisis. The destination image, which may now be a negative one in the perception of the potential tourist, will have to be altered into a positive one. Destination management needs to have an understanding of how a destination image forms in the minds of the traveller, so that they can change this image. What is important is for the destination to market those components that will make it be perceived as “safe”. This may include issues such as security around a hotel or an airport. A model or framework can provide an important overview of all the factors that lead to the formation of the destination image. A crisis management ‘regime’ needs to be incorporated into this model to show the potential traveller that the destination has the necessary preparations in place should a disaster or crisis occur. Destination management can then use this information as part of its marketing campaign to encourage return visitation to the destination. A new model is proposed, based on Baloglu and McLeary’s (1999) destination image model. This model will incorporate crisis management factors including planning, training and simulation and a communication strategy.
REFERENCES


