

Minimizing the negative effects of terrorism on Motion Europe

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Abstract

Although both the concepts of terrorism and tourism were already developed around 6 A.D., the relation between these two concepts only became of interest to researchers around the 1980's. During the mid-80's, international terrorism peaked and the effects on the tourism industry became a serious concern. Terrorist attacks can do serious damage towards the image of a destination. Due to the perceived risk of tourists this can result into less arrivals and influence the economy at the destination. The mass media impacts this perceived risk even more as these terrorist attacks are often extensively covered. Not only is the local travel and tourism industry suffering from the damage that terrorism can cause, often there are large numbers of stakeholders outside the affected area who depend on the local economy and tourism industry. Motion Europe, a tour operator based in London, is one of these stakeholders. The company focusses on inbound travel to Europe and provides programs for educational groups from America as well as Business travel programs for companies from Asia. They were, as many others, affected heavily by the 9/11 terrorist attack in the U.S. Programs got cancelled and clients kept away the year after. Therefore this report will be focused on the negative impacts terrorism causes the company Motion Europe and how to minimize these negative impacts. With help of literature research and interviews it has been determined that Motion Europe is affected by terrorist attacks in several ways. Programs can be cancelled, there is a slight drop in educational programs to Europe, suppliers have stricter cancellation and payment conditions, there is a shift to destinations outside Europe and attacks resulted in a constraint in business growth. These negative impacts are partly caused by the risk perception of clients and the impact the media has on this perception. Unfortunately for the company people make their decision on how they perceive the risk rather than actual numbers. In order to minimize the negative effects Motion Europe should focus on the safety and security at the destinations, think about developing a crisis management plan, work on their communication with clients via social media and diversify in destinations.

Research

Bachelor Thesis:

Minimizing the negative effects of terrorism on Motion Europe

Motion Europe Ltd.
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Stenden University
International Leisure management
Bachelor Thesis
29 May 2017

Authenticity Statement International Leisure Management

Statement

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2. This thesis has not been used previously by myself or by others, as part of an earlier application for obtaining a degree or diploma
3. The thesis is a research conducted by myself.
4. All citations in this thesis are conformed to APA standard as well as the source of each quote.

Authenticiteitsverklaring Leisure Management

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Date/Datum: 29 MAY 2017

Preface

My name is Céline Schreurs and I am an International Leisure management student of Stenden University of Applied Sciences located in Leeuwarden, the Netherlands. For the final year of the study, a thesis needs to be conducted in order to test the knowledge acquired during the study. The subject has to be linked to topics or fields discussed in the 4 years of education. [E.g. operations, experiences, marketing, sustainability, environmental influences]. It is required that the student conducts field research. The student may choose to conduct a research for a company in the leisure industry. Through this research report it is intended to give advice to Motion Europe, on how to minimize the negative impacts of terrorism.

During the period that the research will be conducted, I will get more insight in the phenomena's tourism and terrorism and how the former is affected by the latter. Also knowledge about the subject crisis management in the tourism industry will be acquired. Lastly, I will be able to show that I have the required skills to be an International Leisure Manager.

First of all I would like to thank Luca Masseroli, for giving the opportunity to design a research for Motion Europe. Secondly, I would like to thank Mr. Materson Chipumuro, Dr. Jeroen Wolbers and Ms. Angelique Nijmeijer for their time and for sharing their knowledge. Lastly, I would like to thank Willem Boersma for his helpful feedback and support during the research.

Thank you very much,

Céline Schreurs
London, May 2017



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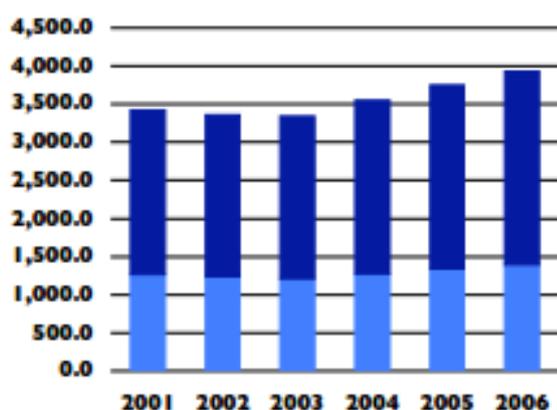
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Introduction

In this first chapter of the report the research will be introduced. An introduction into the topic and the company will be given and the motivation for the research will be explained. In this research there will be a focus on the company Motion Europe, a tour operator in London, and how they are influenced by terrorism.

Introduction of the Topic

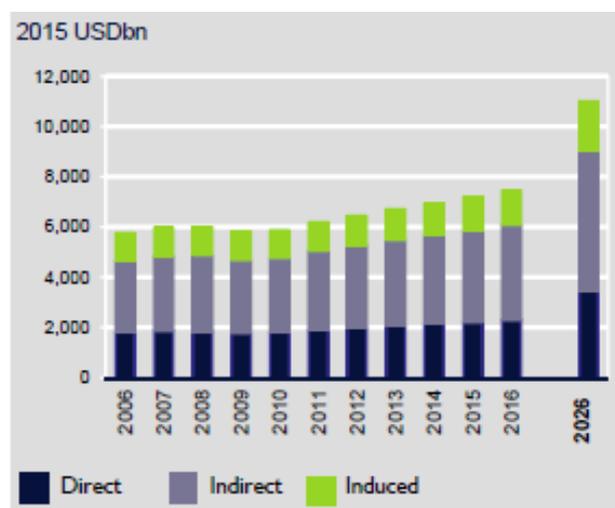
The tourism & travel industry is growing rapidly worldwide. In 2015 the industry contributed 7,170.3 billion USD to the world GDP, which is 9.8% of GDP (World tourism and Travel Council, 2016). In 2006 this was only 1,754.5 billion USD to the world GDP, which was 3.6% of GDP (WTTC, 2006). Now it is even forecast that the contribution towards GDP will rise by 4.0% by the end of 2026. The industry also generates 9.5% of the total employment (WTTC, 2016). There are some countries that even depend on this industry, for example Macau where the industry in total contributes for 87.1% of the country's GDP. Other examples where the tourism industry makes a significant contribution to the GDP are the Maldives (78.1% of total GDP), but also Iceland (23.3% of total GDP) and Spain (15.2% of total GDP) (WTTC, 2016).



1.

Figure 1: Direct & Indirect travel & tourism industry contribution from 2001 – 2006

Source: WTTC (2006). *World travel & Tourism: climbing to new heights*. London: WTTC



2.

Figure 2: Direct, indirect and induced travel & tourism industry contribution from 2006 – 2016

Source: WTTC (2016). *Travel & Tourism: Economic impact 2016 world*. London: WTTC

This growth stimulates people to start up their own company in the tourism industry. Luca Masseroli is one of them and founded Motion Europe in 1997. As Destination Management Company, Motion Europe supports travel agencies worldwide arranging accommodation, transportations as well as activities, excursions, restaurants and other services in Europe. A tour operator that strives for reliable and dedicated service for their customers. Their customers are divided into two different groups: the groups and FIT (Full independent travelers). Group travel is the backbone of the business and ranges from smaller business trips from Japan or China to educational programs for 30-40 students from the United States.

Although tourism can indeed bring a lot of prosperity, as a service industry, it is also vulnerable to risk factors such as diseases, natural disasters, political instability and terrorism attacks. The impact of one of these risks can be substantial and lead to a drop of the industry in the country affected by the crisis (bysyuk, 2010). This might even result in a long-term drop of the national economy.

One of these human-based threats to the tourism industry seems to be happening more frequently in the past three decades. During the mid-80's, international terrorism peaked and the effects on the tourism industry became a serious concern (Sonmez, 1998).

Pizam and Smith define terrorism as "a systematic and persistent strategy practiced by a state or political group against another state, political or social group through a campaign of acts of violence, such as assassinations, hijacking, use of explosives, sabotage, murder and the like, with the intent of creating a state of terror and public intimidation to achieve political, social or religious ends" (Pizam & Smith, 2000, p.1)

O'connor, Stafford & Gallagher (2008) state that "terrorism has more effect on the travel industry than any other industry" (O'connor, Stafford & Gallagher, 2008, p.6). The fact that tourism centers have high visibility and therefore receive wide publicity, only stimulates these negative effects (Sonmez, Apostolopoulos & Tarlow, 1999).

Motion Europe had not even existed for 5 years when they already had to face the impacts of a terrorist attack that shocked the whole world. In 2001 the company suffered from consequences regarding the attack on 9/11. In those first years, the company was mainly focusing on the American outbound travel and after the attack the American tourism market collapsed. The airline industry suffered a loss of over 100 million U.S. Dollars (bysyuk, 2010). For Motion Europe this meant that almost half of the trips planned were cancelled. It meant that all the services with the suppliers had to be cancelled, even when Motion Europe was already in cancellation charges. The attack on 9/11 cost the company almost 200,000.00 UK£. Although the company survived, this terrorist attack caused them serious losses. This experience is one of the main motivators for this research. The directors of Motion Europe would like to know how they can handle the negative impacts terrorism causes.

Motivation

Several case studies show that terrorist attacks cause problems in the tourism industry. Please find below a list of some terrorist attacks that had a negative influence on the tourism industry. Please note that this list is far from complete.

- 9/11 attack on the Twin Towers in New York & Pentagon in Arlington County, USA (2,966 deaths)
- Bali bombings, Bali in October 2002 (202 deaths)
- Shooting attack at tourist resort in Sousse, Tunisia in June 2015 (38 deaths)
- Paris attacks in Bataclan Theatre, November 2015. Paris, France. (137 deaths)

The terrorist attacks in Tunisia in 2015 left the country in a state of emergency says the country's tourism minister (as cited in Kim, 2015). In June there was the shooting attack at the Imperial Marhaba tourist resort in Sousse and three months later 21 tourists' were attacked at the Bardo National Museum in Tunis. This resulted in a reduction of one million foreign visitors in Tunisia in 2015, which is a loss of 20%. (Kim, 2015).

Also the terrorist attacks in Bali in 2002 caused a drop in tourism. The image of the island shattered and tour operators withdrew their holiday packages. It took the tourism destination at least two years to get back to the level of tourists prior to the attack (Koroma, 2011).

Another example are the attacks on 9/11. According to Bennet and Bray “this has been the most influential act of terrorism affecting the travel and tourist industry in the 21st century” (Bennet & Bray, n.d., p.5). On short term the effect of the attack resulted in a 2 billion U.S. dollar loss in the U.S. tourism industry. Moreover, the employment rate in the U.S. tourism industry went down with 5% in the year after the attack. In total the U.S. tourism labor market lost 335,000 jobs. (Belau, 2003 and Blake & Sinclair, 2002).The outbound travel resulted in a decline of 6.7 million departures (bysyuk, 2010). Below, please find a graph of overseas arrivals to the U.S. from 1983 to 2007.

Overseas Arrivals to the US

(quarterly seasonally adjusted values)

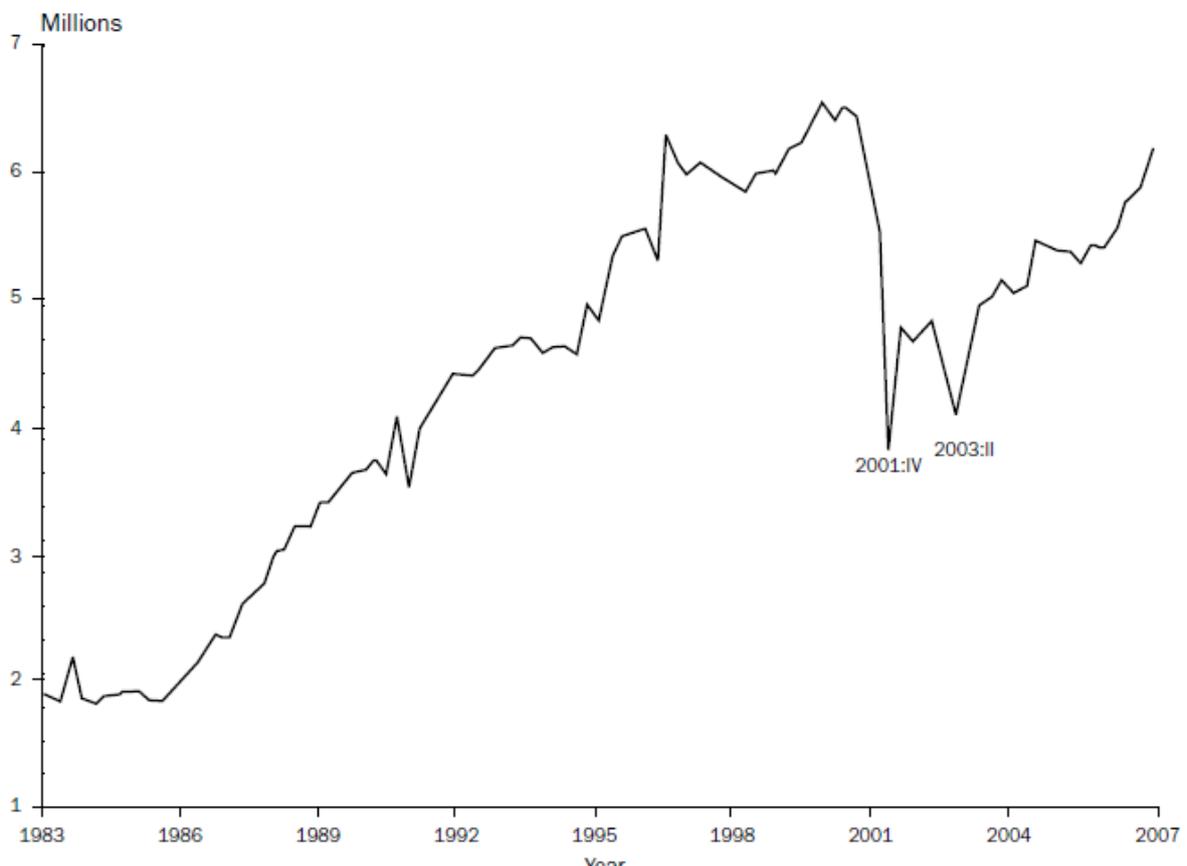


Figure 3: Overseas arrivals to the U.S.

Source: Cornwell, D., & Roberts, B. (2010). *The 9/11 Terrorist Attack and Overseas Travel to the United States: Initial impact and longer-run Recovery*. Office of Immigration Statistics, Department of Homeland Security.

In the graph can be seen that it took the U.S. tourism industry seven years to get to the same point where it was in 2001.

The 9/11 terrorist attack did not only affect the U.S. tourism and travel market, but had its effects worldwide. Short after the attacks there was a downturn of over 10% in the tourism industry worldwide. By the end of 2002, this resulted in a loss of more than 6 million jobs, which was 8.6% of the total jobs in the travel and tourism industry in the world (Belau, 2003).

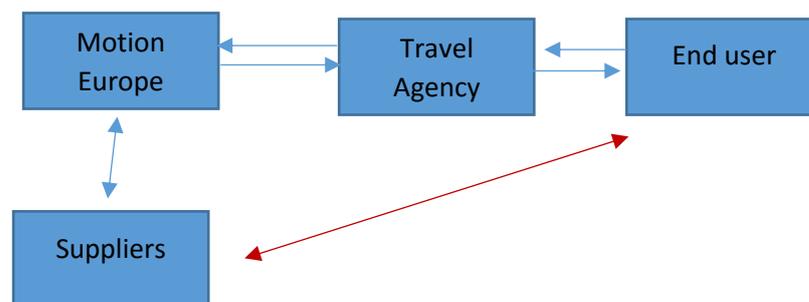
A specific example of this were the arrivals of international tourists to the UK in 2002. Bennet and Bray (n.d.) state that “there was a decrease in international tourists in the UK with a 12% decrease in visitor numbers to Westminster Abbey, 20% at the tower of London and 16% at the Tate Britain” some of the most popular tourist attractions in London (Bennet & Bray, n.d, p.6). Also in Ireland there was a drop of 5.5% of international arrivals in the immediate aftershock of September 11 (O’connor, et al., 2008).

To conclude, not only the local travel and tourism industry is suffering from the damage that terrorism can cause. Often there are large numbers of stakeholders outside the affected area who depend on the local economy and tourism industry.

As can be seen in the above paragraphs, terrorism can have significant effects on the tourism industry. It does severe damage to the image of the destination and jobs can disappear due to a decrease in customer demand. Motion Europe is a tour operator who largely depend on the markets and customer demand from North-America & Asia. In the early years of the company, American travel agencies were their main clients. After the event of 9/11, almost half of the tours planned were cancelled. As the threat of terrorism is growing, it is important for Motion Europe to know how to handle when such a crisis occurs again. Therefore, the following research will focus on the destination management company, Motion Europe, and how to protect themselves from the negative effect from terrorist attacks.

The Company

Although nowadays Tour operators often sell straight to the clients, Motion Europe does business via Travel Agencies. The end client put a request down at the travel agent, who in turn contacts Motion Europe to provide an offer. This makes the travel agent the direct client of the company. The figure down here is a very simple way of the line of work. The blue indicates the way that Motion Europe works. The red line indicates the line of communication that often is preferred by suppliers nowadays. This is the reason why it becomes harder for Tour operators to survive in the market.



Motion Europe acts as a wholesaler to many travel agents based outside of Europe.

- 50% of the work comes from North America (10% Canada / 40% USA)
- 25% from China
- 10% from Vietnam, Thailand, Japan and other far eastern countries combined
- 05% from Brazil
- 10% from all other markets worldwide

Distinction between group travel and individual travel:

- 90% of our overall turnover is produced by group travel
- 10% individual travel

As can be seen in the figure, Motion Europe works via travel agents to reach the end client. To be able to give proper recommendations to be implemented by Motion Europe, it is important to keep this business model in mind.

Due to the growing market and the increased amount of organizations, travel agents, operating on behalf of the end institutions (companies or universities) are under pressure to bid against larger numbers of competitors and for this reason price becomes the primary gage for selection. This forces Motion Europe to focus on price and thus lower conditions. The risk nowadays is that they eventually get squeezed out of the competitive market. This is also part of the reason why Tour Operators or Destination Management Companies decide to contact the end user instead of working via travel agencies.

Due to the high competition and the fact that the company needs to focus on the price, it is important to take into account the growing fear of terrorist attacks. The company has already suffered from consequences regarding the attack from 9/11 and cannot afford to let it have such an impact again. The threat for terrorism is growing and this has had its effects on the tourism industry.

Preliminary research

Based on the preliminary research it can be concluded that there are no specific models that describe how individual tourism organizations should deal with terrorism. It does however show that terrorist attacks are often approached as a crisis in organizations that are influenced. Therefore, a look was taken to crisis management and how an organization can deal with crisis, nature based and human based, in an organization.

In the preliminary research it became clear that many researchers have defined crisis and how to handle it. Many models have been developed to help organizations dealing with a crisis. Most researchers implement the crisis lifecycle in these models. However, there are three important models that are often used in literature. These are Fink's 4 stage model, Mitroff's 5 stage model and the general three stage model. Both Fink & Mitroff describe different stages for an organization to deal with a crisis. Both models have a big overlap and would be suitable to use as a base for this research. However, there is one model that is most widely accepted and that is the three-stage model. There is no single researcher or scholar linked to the creation of this model. However, as explained in the theory most models, also Fink's and Mitroff's models, fit naturally in this model. It seems that this three stage model is the basic frame for companies to use when a crisis occurs.

These stages are divided in three different time frames: pre-crisis, crisis & post-crisis. As it becomes clear from the literature that a company can take steps to minimize the impact of the crisis in all of these stages, it has been decided to use this three stage model as a basis for this research. Although this model is not specifically designed for organizations to deal with terrorism, it does help organizations to provide a structure to deal with crises and therefore can be used as an outline for this research. A closer look to the preliminary research can be taken in the next chapter. Now that a theory is chosen, the following objective and research questions can be set up.

Objective

Due to preliminary research it is determined that terrorist attacks do have its effects on the tourism industry and can cause problems for individual organizations. Therefore, it is important for a tourism organization to shield themselves from these negative impacts. This research report will be based on how Motion Europe was impacted by terrorist attacks in the past and what they can do to minimise the negative effects by a possible future terrorist attack.

The objective of this report is to give advice to Motion Europe about the steps that can be taken when a terrorist attack occurs in order to prevent customer decline and economic losses.

Problem Statement

With help of the objective the following problem statement is determined.

Problem statement: Which steps can be taken by Motion Europe to minimize the negative effects of terrorism on the business?

To answer this question, the question must be dissected into parts and answer them as research-questions based on preliminary research. In order to tackle the negative effects, it first needs to be researched in which way the company was affected in the past. Furthermore, in the preliminary research the three-stage model was described which focusses on the lifecycle of the crisis and its stages. These stages can be divided into three different phases. The pre-crisis phase, the crisis phase and the post crisis phase. The model suggests that an organization can take several actions in all of these phases to minimize the negative effects. The other research questions will be based on these three phases.

The research-questions are:

1. *How do terrorist attacks affect Motion Europe as a business?*
2. *Which steps can be taken by Motion Europe in the pre-crisis phase?*
3. *What can Motion Europe do when a crisis is occurring?*
4. *Which steps can be taken by Motion Europe in the post-crisis phase?*

Structure of the report

As can be seen in this chapter the motivation for the research was explained. Moreover, the problem statement and research questions were formed based on the preliminary research.

This preliminary research can be found in the next chapter and provides more background knowledge for the reader. There will be a focus on the three phenomena at heart of this dissertation: Tourism, terrorism and crisis management.

This is followed by the methodology. In this chapter it will be explained how the research will be conducted in order to reach the objectives formed in the introduction. A detailed description of the research method and its reliability and validity is stated.

Once the research has been conducted, the results will be written down in chapter four. By analysing the interviews and the literature review results will be worked out in order to get to the conclusion.

This conclusion will be given in chapter five of this report. Here the answer to the problem statement '*Which steps can be taken by Motion Europe to minimize the negative effects of terrorism on the business?*' will be answered by drawing conclusions from the results.

When the conclusion is drawn, recommendations to Motion Europe can be given. These recommendations derive from the conclusion in chapter five. They will be motivated and a clear outcome of them is described.

In the final chapter of this report all limitations of the research are discussed. Based on these limitations a couple of recommendations for further research can be given.

In the appendix of this report, the interviews and the coding tables can be found.

Survey of the Literature

There are three phenomena at heart of this dissertation: Tourism and terrorism and how the former is affected by the latter. The third is crisis management which can help to minimize the effects of terrorism at tourism organizations. In the below chapter first the phenomena tourism and terrorism will be discussed in more detail followed by crisis management.

Tourism

Nowadays “tourism is a global industry involving hundreds of millions of people in international as well as domestic travel each year” states Mason (Mason, 2008, p. 4). But the concept of tourism has already existed for around 3000 years (Holloway, Humphreys, & Davidson, 2009). Nevertheless, it was not until 1991 that the World Tourism Organization (WTO) came with a definition that is complete and nowadays used by a variety of studies.

“Tourism is: the activities of a person travelling outside his or her usual environment for less than a specified period of time and whose main purpose of travel is other than the exercise of an activity remunerated from the place visited” (Page & Connell, 2006, p.10).

Although there are many other definitions of tourism, they all try to describe the following three concepts say Page & Connell:

- “The movement of people
- A sector of the economy or industry
- A broad system of interacting relationships of people, their needs to travel outside their communities and services that attempt to respond to these needs by supplying products” (Page & Connell, 2006, p. 11).

From the 1960’s onwards there has been a massive growth in international tourism. Because of the growth the tourism industry is now one of the largest industries all over the world (Creaco & Querini, 2003). Nowadays the industry generates a total of 7.2 trillion dollars, which is 9.8% of the global GDP (World Travel and Tourism Council, 2015).

Tourism is one of those industries that happens everywhere and can bring various positive impacts to a region. For instance there is no doubt at all that tourism has a major effect on the economy of the various destinations (Wall & Mathieson, 2006). The industry generates 284 million jobs around the world. That accounts for 1 in 11 jobs in the global economy and is 9.5% of the total employment in the world (WTTC, 2016). Next to this tourism also contributes to the development of a region (Mason, 2008), improves economical structure and it encourages entrepreneurial activity (Wall & Mathieson, 2006). The Tourism sector forms a big part of the service sector that is strongly influencing the economy.

Albu (2016) states that “Tourism expresses freedom of travelling and can contribute to getting acquainted to different cultures” (Albu, 2016, p.1). This last part is also one of the motivations from tourists around the world to travel. Getting to know new cultures, gaining new experiences, undertake outdoor activities and spending more time with the family are some of the motivations to travel. Plog (2003) found that this last point is in the top two of most important travel motivations, whereas Vuuren & Slabbert (2011) found that spending time with family was the least important reason for travel. Although they disagree on this point, they also found that the most important motivation for people to travel for Leisure is because they want to relax and get rid of stress. (Plog, 2003 and Vuuren & Slabbert, 2011).

Travel provides people with this opportunity to forget about their daily problems and recharge their batteries (Plog, 2003).

Although Tourism is a major industry and can bring many positive outcomes to both the tourist and the destination, it should not be forgotten that 'tourism is highly vulnerable to internal and external shocks as diverse as economic downturns, natural disasters, epidemic disease and international conflicts' state Sonmez, Apostolopoulos and Tarlow (Sonmez, Apostolopoulos & Tarlow, 1999). This while the safety and security are very important in the tourism industry (Albattat & Som, 2013). According to Albattat and Som (2013) there are many researchers who argued that safety and security are the most important to tourists while traveling and the first aspect they consider (Albattat & Som, 2013). The tourism industry is easily impacted by unexpected events. One of those unexpected events that nowadays seems to occur more often is terrorism.

Terrorism

The word 'terrorism' comes from the Latin term 'terror' which means "physical violence, fear, dread deliberately generated by public violent acts, the premeditated use of certain means capable of bringing about collective peril" states Servier (2002) (as cited in Albu, 2006).

It dates back to 6 A.D. people who were against the Roman rule in Palestine organized as a group and started terrorist attacks to drive the Roman's away from Palestine (Sonmez, 1998). Although back then it was not officially described as an act of terror. The definition of terrorism only came to light in the 18th century when the French government used terror to intimidate and eliminate the enemies. Since the 1980's a lot of theories have been developed to understand terrorism. Therefore there are many definitions and it is hard to find one overall theory.

The Federal Bureau of Investigation defines terrorism as the unlawful use of force or violence against persons or property to intimidate or coerce a Government, the civilian population, or any segment thereof, in furtherance of political or social objectives (as cited by Chen & Chen, 2003).

Whereas the Defence Intelligence Agency has the following definition of terrorism: premeditated political violence perpetrated against non-combatant targets by sub-national groups or clandestine state agents, usually to influence an audience (as cited by Chen & Chen, 2003).

Nevertheless, there is one explanation that is most often used compared to the others states Sonmez. According to Karber (as cited in Sonmez) terrorism "as a symbolic act" can be analysed much like other mediums of communication (as cited in Sonmez, 1998). O'connor, Stafford and Gallagher agree with this statement and say that terrorism is a way of communicating violence and political messages (O'connor, Stafford & Gallagher, 2008).

International terrorism increased rapidly during the late 60's and early 70's; also the 80's began and ended with violence from terrorist activities. (Sonmez, 1998). It was after this period that researchers got 'interested' in the topic and its impacts. Moreover, there have been several studies about the motives of terrorists. Below a couple of these motives and studies are explained.

Terrorist attacks might be happening in order to achieve certain goals. O'connor et al., identify the following goals of terrorist attacks:

- " To act as a catalyst for a more general aim
- To force issues
- To influence political behaviour
- To make demands

- To provoke reaction (or overreaction)
- To publicise a cause” (O’connor et al., 2008, p 352).

Albu (2016) agrees with these goals, but is focussing more on the influence on the government. Albu states that terrorist actions are designed to trigger the following:

- “To demonstrate the governments incapacity to defend their own citizens
- To force governments into taking supplementary security actions, including the withdrawal of public freedoms
- And to determine the target-state citizens to put pressure on their own government” (Albu, 2016, p.3).

Terrorists’ extremists are convinced that they will never be able to reach their goals in a legal way and therefore try to reach them in forms of manipulation. They are changing people’s behaviour by creating fear, unsafety and a social division (Abu, 2016). It seems that terrorist choose the targets very randomly in order to ensure that everyone will feel at risk. As people are often over responding to these events, terrorist easily can create chaos and anxiety with a minimum use of resources (O’connor et al., 2008).

Although the number of terrorist acts seem to have decreased in the last 20 years, the attacks that happened have been more ruthless and the number of casualties increased (Laqueur, 2004). Sonmez suggests that due to the numerous socioeconomic and environmental problems it becomes easier for terrorist organizations to recruit people as they often offer better living conditions. Therefore, it is easier to organize more ruthless attacks on a bigger crowd. Moreover, the fact that there is an alarming growth in the world’s population may nurture terrorism says Sonmez (Sonmez, 1998).

In February 1993, the first terrorist attack at the World Trade Centre took place. During this attack a bomb exploded in the parking garage which killed a total of six persons and of course injured many more. Eight years later the deadliest terrorist attack in human history happened at the same place. On September 11, two airplanes crashed into the World Trade Centres and the two towers collapsed. Meanwhile 2 other planes were hijacked, one crashed into the Western side of the Pentagon while the other crashed into a field near Pittsburgh (Hall, 2002). A total of 3000 people were killed. It has left a lasting impression on the United States as well as the rest of the world. This resulted in a major influence on the economy, the lifestyles of American citizens, the national security and the tourism industry world-wide (Chen & Chen, 2003). As explained in the introduction, it took the tourism industry in America 7 years to recover and this had its effect on the economy. Furthermore, the securities at airports increased and more luggage checks and personal searches were done. New measures regarding hand luggage were taken from this point onwards and airports worldwide modernized their security equipment (Bysyuk, 2010). In the next sub-chapter the influences of the 9/11 attack on the tourism industry will be explained in more detail.

Terrorism is part of life nowadays and will continue to select vulnerable (soft) targets (Sonmez, 1998). People will experience and witness more terrorism than ever before, especially because of the media’s improved abilities to cover these events (Sonmez, 1998).

Terrorism & Tourism

Tourism is often a key component in development of a country's economy. However, it is also highly vulnerable to internal and external influences like natural disasters, epidemic disease and international conflicts (Sonmez et al., 1999).

According to Sonmez (1998), tourism and terrorism actually share a couple of characteristics. They for instance both cross the national borders and it involves citizens of different countries. Moreover, they both utilize travel and communication technologies.

There are several case studies proving terrorism has an influence on tourism. One of these examples are the bombs that exploded in Bali in 2002. There were 202 people killed which resulted in a shattered image of the island (Koroma, 2011). Due to the attacks, Bali was considered a country of political instability and tour operators quickly withdrew their holiday packages from the Island. According to Koroma (2011) "Hotel occupancy levels plunged from an average of 75% to 14%" (Koroma, 2011, p.14). It took the Island two years to reach the levels of 2002 before the attack.

Although there is a good chance that a tourism destination recovers from the impacts of terrorism, there will always be businesses that do not have the cash flow to sustain such negative events in business activity (Koroma, 2011).

Nowadays, terrorists choose more often to target tourism destinations. In general, scholars agree on the fact that terrorists have much to gain by targeting tourists. Terrorists can easily achieve strategic objectives by targeting tourism destinations (Sonmez, et al., 1999). For example:

- Destabilize the economy
- Gain media attention

Sonmez et al. (1999) state "The reasons are simple and obvious and have been demonstrated by numerous incidents: when nationals of other countries become involved, news coverage is guaranteed" (Sonmez et al., 1999, p.14). As the media is often covering terrorism events for days or even weeks, groups hope to increase their profile and send a powerful message (Wiemann & Winn, 1994)

Another reason to target tourists might be to achieve ideological objectives, which are for example clashing values or cultures. (Sonmez et al., 1999). Tourists are being targeted for the symbolic values and indirect are representatives for other 'hostile' governments. Moreover, locals who live in poverty are often forced to coexist with international tourists that live in luxury (Sonmez, et al., 1999). It can create resentment and cause people to express this resentment in form of terrorism. Another example would be tourists who show behaviour that clashes with the norms and values and traditions of the local culture. Think of consumption of pork, alcohol and wearing western dress in Egypt for example (Wahab, 1996).

However, even when tourists are not the target of terrorists, terrorism has still negative effects on the tourism industry. According to Baker and Coulter (2007) Acts of terrorism strike fear into the public and lead to a change in regular travel behaviour due to the natural human reaction to fear (as cited in Koroma, 2011).

This change in regular travel behaviour was researched by the World Tourism organizations after the attack on September 11th. The World tourism organization conducted a research to see what the exact impact of the terrorist attack was on the official tourism institutions of various countries and territories in the world (World Tourism Organization, 2001).

Although there was a good level of response, it was hard to gain the key quantitative data. However, the report concluded the following regarding the impact on the tourism markets:

- Tourists avoid countries that are involved, perceived to be involved or close to the country involved.
- If a destination is perceived to be safe, this place will be visited more by consumers
- The destinations that can be reached by land transport will have an advantage over the ones that consumers can only reach with air travel
- Short holidays within the region will grow at the expense of longer holidays overseas.
- Independent holidays will sell better than the packages
- More consumers will visit friends and relatives or have a holiday in own country (WTO, 2001)

The most affected zone was, logically, North America and the Caribbean. There were many cancellations from Europeans and Japanese as well as domestic arrivals. Europe has been affected less by the attack. Although European countries received less arrivals from the U.S. and Japan, this was compensated by the potential long-haul travellers from Europe deciding to stay closer to home states the World Tourism Organization (WTO, 2001). However, according to Blake and Sinclair there were definitely countries in Europe that had severe losses in tourists' arrivals due to the fear of terrorism: Examples are: Germany (-17%), Austria (-9%) & United Kingdom (-12%). Actually, later in the report the WTO says that big city hotels, like London, Paris and Rome who depend on the U.S. business travel market, saw 20 to 30 per cent decreases in business (WTO, 2001)

According to the WTO (2001) 'Some of the emerging Mediterranean destinations of the Middle East and North Africa are suffering from being perceived as close to the conflict or belonging to the Muslim world' (WTO, 2001). This is supported by Blake and Sinclair who report a 55% drop in tourists' arrivals in Egypt in 2002 (Blake & Sinclair, 2007).

Not only did the World Tourism Organization research the impact on the markets. It also had a look to the most affected tourism activities due to the 9/11 attacks. Below a summary of the most affected activities:

- Airlines: Domestic airlines lost over 100 million U.S. dollars (Bysyuk, 2010).
- Accommodation: around 260,000 jobs in the USA were lost (WTO, 2001)
- Tour Operators: had to adapt their products urgently
- Travel Agents: revenue dropped by 3.5 billion dollars in America. Thomas Cook had a 12% fall in winter bookings and cut 2,600 Jobs in Europe (WTO, 2001)
- Cruising: after the attacks there was a drop of 20-30 % (WTO, 2001).

Other tourism activities that were affected are conventions, meeting and incentive organisers, restaurants, taxi drivers, shops and transport (WTO, 2001).

More recent terrorism events prove ones more that they have a negative impact on the tourism industry. Examples are the shootings and bombings in Paris in November 2015, the bombings at Brussels airport in March 2016 and the military coup in Turkey in July 2016. Although technically this last event does not fall under a terrorist attack, it is political unrest. However, this political unrest together with several bombings earlier in the year has cost Turkey a fall of 41% in international arrivals in June compared to the year of 2015 (Pijpker, 2016 and Calder, 2016). In July 2016 the numbers went even further down to a fall of 47% and a fall of 53% in August compared to the year before. This was just after the failed military coup (Calder, 2016). The most decline can be found in tourists from Russia and from the UK (Pijpker, 2016 and Calder, 2016).

Also the November 2015 attacks in Paris have caused a severe drop of international arrivals in both Paris and in Brussels. The drop in March 2016 in Paris was 22% compared to a year earlier and 17% in Brussels over that same period. Although the total international arrivals have dropped, there was an increase in foreign tourists in Europe by 6% according to an article placed on 14 March, 2016 by Hadj-Djilani (Hadj-Djilani, 2016). Suggesting that the WTO is correct in their analysis of 2001 that people prefer to travel by land and will look more for shorter stays instead of long haul holidays.

As can be seen, the tourism industry in Brussels was already in a downward spiral due to the attacks in Paris, which only became worse when on 22 March 2016, 2 bombs went off at Brussels airport and metro station which killed 32 people (Wolf van der, 2016). This event caused for a drop in international tourism arrivals in the summer of 2016. In total the country received 12,6% less international tourists compared to a summer earlier. Especially tourists from Canada, Russia and Brazil decided to stay away. In Brussels the number rose even to 21,8% less arrivals than a year before, but also places like Bruges experienced a 'quiet' summer (Vermeulen, 2016 and Wolf van der, 2016). Although they did see an increase of local tourists visiting the town. Which again suggests that the theory of the WTO that more people will have holidays in their own country is correct.

There a difference between developed and undeveloped countries. Koroma (2011) explains in a research that countries with an authoritarian regime are more likely to suffer from terrorist attacks. Whereas countries with democracy, high levels of income and openness find the opposite. The economic growth in developed countries is therefore also not really impacted when a terrorist attack occurs (Koroma, 2011). However, as Llorca-Vivero (2008) states 'this is not the case when the country or region suffers from a long-term terrorist campaign' (Llorca-Vivero, 2008).

In the end the impact of terrorism attacks will vary for different forms of tourism. There are always immediate losses in a business but there will most likely also be a redistribution of tourism flows (WTO, 2001). According to the World tourism organization (2001) "In times of crisis, travellers prefer closer and more familiar destinations which have for them a safer image" (WTO, 2001, p.12).

Terrorism has become a part of life and as discussed above can have a serious impact on the tourism industry. It can negatively impact the demand at destinations and the media only boosts this by their extensive media coverage. In the below two paragraphs more about risk perception and media and terrorism is explained (Seabra, Abrantes & Kastenholz, 2014).

Risk Perception

According to Stafford, O'Connor & Gallagher "the motivation to travel will depend on the particular state of mind of a person at any one time". (Stafford, O'Connor & Gallagher, n.d., p.4). However, the whole concept of tourism is based on people getting away from their 'normal' life and to find ways to enjoy this time away. The element of risk does not come to mind when one thinks of the idea of enjoyment. One of the basic objectives of terrorism is to create fear, which means the basic need of safety and security during travel is threatened. According to Maslow's (as cited in Stafford et al.) theory it is not until people have satisfied the need for safety and security, that they can attempt to satisfy higher needs, such as self-fulfilment, for example travel (as cited in Stafford et al., n.d.). So this perceived risk of destinations can change tourists travel destinations.

Several researchers found that the threat of terrorism attacks have more influence on tourists' behaviour than any other natural or human-caused disaster. Seabra, Abrantes and Kastenholtz (2014) even explain that in the last couple of years it is terrorism that has contributed to a negative security image of the tourist destination the most (Seabra, Abrantes & Kastenholtz, 2014).

When it comes to travel, people make their decisions on how they perceive the risk, rather than actual numbers and facts (Sonmez, 1998; Rittichainuwat & Chackraborty, 2009; and Stafford et al., n.d.). This perception of safety is of high importance in the tourism industry as it has a major influence on the tourists' decision to visit a certain place (Rittichainuwat & Chackraborty, 2009). However, these perceptions of risks are often false as there is only a very slim chance of getting killed due to terrorist activity. An example is the 28 million Americans who went abroad in 1985. According to Sonmez et al. (1999) "162 were killed or injured in terrorist activities" (Sonmez et al., 1999, p.15). This means that there was only a chance of less than 0.00057% to be a victim of terrorism. Nevertheless, the next year there were almost two million Americans who decided to change their travel plans (Sonmez, et al. 1999).

As explained in the first paragraph of this sub-chapter, safety is one of the major concerns for tourists when they decide upon a destination. Due to the risk perception of visitors, providing security at a tourist destination or a certain tourist organization can become a critical success factor for the competitiveness (Seabra et al., 2014).

Furthermore, Seabra et al. (2014) found that the higher the perceived risk is, the more people look for information about a certain destination or organization. This can also be used as advantage towards a tourism organization. Due to this involvement of tourists when they are searching for information to plan their international trips, organizations can try to develop marketing strategies. Keeping in mind the importance of safety and minimizing the risk of terrorism. According to Seabra et al. (2014) "organizations must invest in good communication materials that are credible in reducing the perception of risk" (Seabra et al. 2014, p.892).

So not only the security itself can become a critical success factor for competitiveness but also the way organizations communicate this to their customers is important.

Media's role

There are external factors that can have an influence on this false perception of risk in a tourism destination. The most recognized one by researchers is the media. Both Rittichainuwat and Chackraborty (2009) and Sonmez et al. (1999) found that news reports about terrorism raise the perceptions of risk in tourists. According to Sonmez (1998) "terrorism occurs quickly and briefly and assures immediate public attention through intense and dramatic media coverage" (Sonmez, 1998, p.421). Due to the mass media terrorists are able to communicate their message and objectives to a large audience (Sonmez, 1998). However, this negative publicity can threaten the operation of tourism-related businesses in the affected tourist destination. The reputation and attractiveness of the destination is damaged and visitors perceive the destination as unsafe. This can result in a decline of tourist arrivals and thus affect the business operations for the local travel and tourism industry and economy. It is very likely that a terrorist attack causes damage for all destinations. However, the period of recovery might vary (Sonmez et al., 1999).

One of the challenges for the tourism industry is thus to learn how to manage such a crisis, when an act of terrorism occurs (O'Connor et al., 2008)

The media has a lot of influence on the public's opinion and perceptions. According to Hall "public perceptions of the relative importance of an issue are largely determined by the news media" (Hall, 2002, p.51). This is due to the fact that the media also interprets the events in a certain way and determine the amount and the type of coverage of the event (Hall, 2002). Moreover, the media market knows very well that the majority of the audience consider dramatic reports, such as terrorist attacks, more interesting than positive news (Cavlek, 2002). This interest and attention towards terrorism only influences the risk perception more. Mass media is therefore a big influence on the perceptions of tourists (Seabra et al., 2014).

According to Seabra et al. (2014) crisis management is important for managers in the light of terrorism. Because of terrorism it is important to select the correct marketing strategy as it depends on the tourists' perception of risk which in turn is influenced by the mass media (Seabra et al., 2014). In the next sub-chapter of this literature review crisis management will be explained in more detail.

Crisis Management

There is no organization in the world that is immune to crises. When one thinks about all the stories in the newspapers about for example plane crashes, explosions at manufacturing facilities and E. coli – tainted beef or turkey, it becomes clear that it is important for all organizations to have knowledge about crisis management (Coombs, 2007). Even more so for the hospitality industry, as it is one of the most vulnerable industries that can be affected by internal and external hazards (Albattat & Mat Som, 2013).

There have been several books written about crisis management, but no one agrees on a definition of a crisis. According to Coombs (2007) “there is a general definition of crisis as some breakdown in a system that creates and shared stress” (Coombs, 2007, p.2). Due to the general description many events can fall under this. The fact that there is no one common description of crisis may have something to do with the fact that many researchers studying the crisis phenomena do not think of themselves as a crisis researcher (Boin, 2004). According to Rosenthal, Charles and ‘t Hart (as cited in Boin) crisis is a serious threat to the basic structures or the fundamental values and norms of a social system, which under time pressure and highly uncertain circumstances, necessitates making critical decisions (as cited in Boin, 2004). Although both researchers have that element of a broken system and stress in their definition of a crisis, their approach towards crisis differs.

Coombs (2007) takes the general definition of crisis and beneath that puts disaster and organizational crisis. In which a disaster is “sudden, seriously disrupt routines of systems, require new courses of action to cope with the disruption and pose a danger to values and social goals” states Coombs (Coombs, 2007, p.3). Whereas an organizational crisis is described as “the perception of an unpredictable event that threatens important expectancies of stakeholders related to health, safety, environmental and economic issues, and can seriously impact an organization’s performance and generate negative outcomes” (Coombs, 2007, p.3). So the stakeholders define if an organization is in crisis yes or no. Both types of crisis have some overlap and therefore it is wise to use the research to disaster management in order to solve an organizational crisis.

Boin (2004) however, deliberately chooses to keep the definition as broad as possible. This way it can include all types of disruption like Eco threat, natural disasters, regional wars and prison riots. Because of this wide definition, people can create their own perspective of what a crisis is and what not. Boin (2004), describes two broad types of perspectives: Operation perspective and political-symbolic perspective. Where operation perspective focusses more on the management of the crisis itself, political-symbolic perspective is focussed on how people make sense of a crisis. Although one might argue that this approach is too subjective and that it misses some objective notion, Boin (2004) has a strong point when the researcher states that “we have to understand why people perceive some events as crises even though they routinely accept and live with seemingly worse events” (Boin, 2004, p.167). Understanding the problem, helps one to find a solution that has significant impact.

Crisis management models

Paraskevas and Arendell (2006) found that ‘Crisis management scholars have developed several models of crisis management that, in their most part, achieve to explain crises but do not always offer an approach to deal with them’ (Paraskevas & Arendell, 2006, p.1563). Also Boudreaux (2005) mentions that there are many factors for a crisis manager to take in to account in order to overcome the crisis successfully. It is a challenge for professionals and organizations to make sure that all information the right information is put into a universally accepted model (Boudreaux, 2005).

When going through the crisis management literature, it becomes clear that one of the first ‘accepted’ models for crisis management was developed back in 1986 by Steven Fink. Fink noted that it is important that organizations implement efficient planning when it comes to emergency management. This will help to recognize the crisis warning signals and controlling the crisis at hand (Albattat & Mat Som, 2013). In Fink’s model the crisis is considered to be an extended event and it is divided in following stages (Laugé, Sarriegi & Torres, 2010 and Boudreaux, 2005):

- 1) The prodromal stage: Emergent clues or hints of a potential crisis
- 2) The acute stage: Crisis breakout
- 3) The chronic stage: The effects of the crisis and the efforts to get through it
- 4) The resolution stage: Finding signals that make stakeholders sure that the crisis is over

In the first stage of this model professionals take a proactive approach. The role of the crisis managers here is to try and identify a possible crisis. They can look for information in different places like industry publications, internal and external audits and government legislation (Bordeaux, 2005 and Coombs, 2007). According to Fink (1986), the actual crisis event begins with a trigger, during what he refers to as the acute stage (as cited in Boudreaux, 2005). During this stage the crisis and its damage become clear. The impact of the crisis is determined by the success of the first stage of Fink’s model: the prodromal stage. If the crisis manager fails to recognize crisis in the first stage, the crisis itself creates a reactive approach instead of the proactive intervention (Bordeaux, 2005). The third phase of the crisis lifecycle in Fink’s theory is the chronic stage. It refers to the lasting effects of the crisis and what one needs to do to get the situation back to pre-crisis standards. The last stage, resolution, marks an end to the crisis. People should not rush into this stage to insure a fall back does not occur (Bordeaux, 2005). These different stages of Fink’s crisis life cycle require different actions. Thus, crisis management these days does entail more than just one simple action (Coombs, 2007).

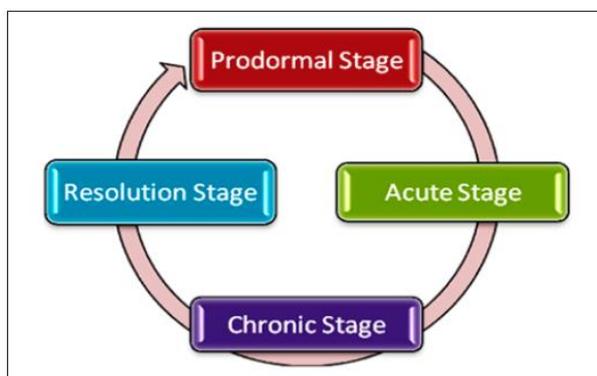


Figure 4: Fink’s crisis life cycle model

Source: Albattat, A.R., & Som, A.P.M. (2013). *Emergency preparedness for disasters and crises in the hotel industry*. Sage. DOI: 10.1177/2158244013505604

Another model that is most often used in the business literature is developed by Mitroff (2005). Mitroff sees crisis management as a cyclical lifecycle and suggests that one can interrupt the crisis cycle. The focus in the model is on prevention and learning. The model describes five different steps (Veil, 2011 and Weng, 2009):

1. Signal detection
2. Probing and prevention
3. Damage containment
4. Recovery
5. Learning

Boudreaux states that “the first two stages encompass the proactive steps an organization can take before a crisis event, where signal detection identifies the signs of possible crises within an organization” (Bodreaux, 2005, p.10). In the second stage employees of the organization think of the crisis’s known and try to determine a way to prevent them. When a crisis happens, the company needs to try to limit the damage and prevent it from spreading into other parts of the organization or its environment (Coombs, 2007). Steps need to be taken to get to the pre-crisis norm. The fourth step focusses on the facilitation of the organizational recovery. Members work to go back to normal business as soon as possible. Once the organization is recovered, it is important to implement step five. An organization should write down what they have learned from the crisis and implement this in the plan to prevent that the same mistakes are made (Bodreaux, 2005 and Coombs, 2007).

Although there are small differences between the two described models above, strong similarities can be found in the approaches. The first two stages of Mitroff’s model are very similar to Fink’s prodromal stage. According to Coombs “the difference is the degree to which Mitroff’s model emphasizes detection and prevention” (Coombs, 2007, p.8). Whereas, Fink’s model suggests that a crisis can be prevented, Mitroff’s model takes a more active approach in the identification of a crisis and how to prevent them (Coombs, 2007 and Bodreaux, 2005). As a look is taken to the last three stages of both models there are some more similarities, like the damage containment phase of Mitroff and the acute stage of Fink. Both focus on the trigger where the crisis starts with. Furthermore, both the recovery and chronic stage emphasize on actions that need to be taken to get back to the pre-crisis situation. The only difference here is the fact that Mitroff is focussing on how the crisis managers can facilitate the recovery, whereas Fink only mentions that organizations recover at different speeds. Lastly, the learning and resolution stage focus both on the end of the crisis (Coombs, 2007 and Bodreaux, 2005).

As can be seen both Fink’s and Mitroff’s model have a big overlap, there are however two big difference between both models. First of all, Fink describes the life of a crisis and its different stages with a clear end once the resolution stage is finished. Mitroff, meanwhile, discusses crisis management as a cyclical process, which means that every end is also a new beginning of the cycle. Lastly, whereas Fink concentrates on mapping the progress of a crisis, Mitroff focuses on the progress of crisis management efforts (Laugé, Sarriegi & Torres, 2010 and Coombs, 2007).

The third and last model is the most widely accepted one: The three-stage model (Bodreaux, 2005, Coombs, 2007, Laugé, Sarriegi & Torres, 2010, Boin, 2004 and Veil, 2011). The model is unique in the way that no single researcher or scholar is linked to its creation. It is not associated with any particular theorists and came to light by the several studies done on crisis management. The three-stage model provides a basic outline of the crisis development and phases. The following stages of the crisis lifecycle are described in the three-stage model (Laugé, Sarriegi & Torres, 2010):

1. Pre-crisis phase: Crises incubation period where a series of warning signals come out before the crisis event
2. Crisis event: Sequence of events in an unstable or crucial time in which a decisive change occurs
3. Post-crisis phase: Period in which the safety level is restored and learning and continuity mechanisms are initiated.

Much research and many theories have been developed in the subject of crisis management, but not everybody has placed their ideas in a model or framework. The three-phase model is general enough to accommodate other models and ideas (Coombs, 2007). Therefore, these stages are also named the macro-stages of crisis management. Under these macro levels, one can fit several micro stages. These micro stages can change based on type and impact of the crises, the media coverage and the characteristics of the company (Bodreaux, 2005 and Seeger Sellnow & Ulmer, 2003). Both Fink's and Mitroff's model fit naturally in this three-stage approach (Laugé, Sarriegi & Torres, 2010).

Pre-crisis

According to Bodreaux (2005) "the pre-crisis stage includes all the aspects of crisis prevention, issues management, planning and other proactive steps" (Bodreaux, 2005, p.11). It deals with signal detection, prevention and preparation. Crisis managers need to detect the early warning signs and analyse the information. If the signs are detected in an early stage the organization might be able to avoid a crisis. However, since not all crises can be avoided, managers also need to learn to prepare for the event, so when the crisis hits they are prepared. This can be done by coming up with a plan and test it more often to make sure there are no gaps (coombs, 2007 and Laugé, Sarriegi & Torres, 2010). Questions like 'How can an organization prepare for the unknown' needs to be answered (Boin, 2004).

Crisis-event

Coombs (2007) states "This stage begins with a trigger event that marks the beginning of the crisis" (Coombs, 2007, p.11). Once the trigger event has been recognized steps need to be taken to cope with the crisis. So this phase of the crisis deals with two different micro stages: crisis acknowledgement & crisis response. Once the crisis has been acknowledged and crisis managers have collected all crisis related information, it is important that steps are taken to minimize the damage of the crisis. This phase goes on until the main-crisis event is resolved (Laugé, Sarriegi & Torres, 2010).

Post-crisis phase

Once the crisis is over and resolved, an organization needs to think about what to do next. This is the start of the post-crisis phase. An organization needs to evaluate and think about how they can be better prepared for this the next time and check if the crisis is really over (Coombs, 2007, Bordeaux, 2005 and Boin, 2004). However, not all researchers agree with the fact that the post-crisis phase only exist out of evaluation and next crisis management preparations. Laugé, Sarriegi and Torres (2010) find that recovery is also still a part of this phase. They state "this phase consists of corrective actions to solve the problems created by the crisis. This phase takes longer than the crisis event because consequences from a crisis are extensive and hard to solve" (Laugé, Sarriegi & Torres, 2010, p.4). Next to this they also agree with the fact that this phase is mostly about evaluation and learning from the crisis event.

Crisis management tools

Nowadays there is much knowledge about crisis management. There are many papers written about it and many models have been developed. Enough information for organizations to implement the theory, one would say. However, in practice it often appears that companies don't use this information.

In 2003, Ian Mitroff released a research that was conducted together with the University of Southern California's Centre of Crisis Management. For the past two decades they monitored the crisis readiness of 500 companies in the USA. They divided the companies in two groups: crisis prone (reactive) and crisis prepared (proactive). In the two decades of the research it appeared that only 5 to 25% of the companies were crisis prepared. Which is quite unfortunate Mitroff and Alpaslan (2003) mention "as the research further shows that being prepared for crises pays off in several ways" (Mitroff & Alpaslan, 2003, p.9). One of the examples is that the number of calamities that a company has to handle reduces if they are prepared. Furthermore, does preparedness affect the corporate reputations in a positive way and are crisis-prepared companies more likely to be better stewards of the assets (Mitroff & Alpaslan, 2003).

In a research from Laugé, Sarriegi and Torres (2010) it also became apparent that in crisis situations governments are not crisis prepared. They took five events from the past, under which the Canadian ice storm of 1998 and the Gas conflict between Russia and Ukraine in 2009, to analyse in how far the governments were crisis prepared by implementing the crisis life cycle. Although they did a research based on literature only, it became apparent that it was mostly the crisis event phase that is documented. Only in a few cases could they find information and actions about the pre-crisis and post-crisis phase. From this it can be concluded that governments are handling in a reactive way. When one applies the crisis lifecycle there was enough information documented about the crisis acknowledgement, crisis response and recovery of the event, so the second phase. However, documentation about crisis prevention and preparation plans were lacking as well as the evaluation (Laugé, Sarriegi & Torres, 2010). Just like in Mitroff's study, it becomes apparent that most organizations are not crisis prepared.

However, besides the models and theoretical information there are also tools that can help organizations to become crisis prepared.

6.2.1 The Wheel of Crises

Ian Mitroff for example, developed a crisis tool kit called: The Wheel of Crisis. Mitroff (2003) explains 'the key lies not so much in drafting manuals as with developing learning processes that give executives the mental capabilities, confidence, and flexibility to envisage abnormal crises' (Mitroff & Alpaslan, 2003). There are companies that are well prepared for crises because they think about them as random. The Wheel of Crisis has seven main crisis groups listed. These are: Economic crises, Physical crises, Personnel crises, Criminal crises, information crisis, reputation crises and natural disasters. When using the tool, executives each take a turn in spinning the wheel and try to list every crises, normal and abnormal, in that group and come up with a solution. Research by Mitroff shows that if at least one crises from each group is included in a crises management plan, companies can consider vulnerabilities that otherwise might have been overlooked (Mitroff & Alpaslan, 2003).

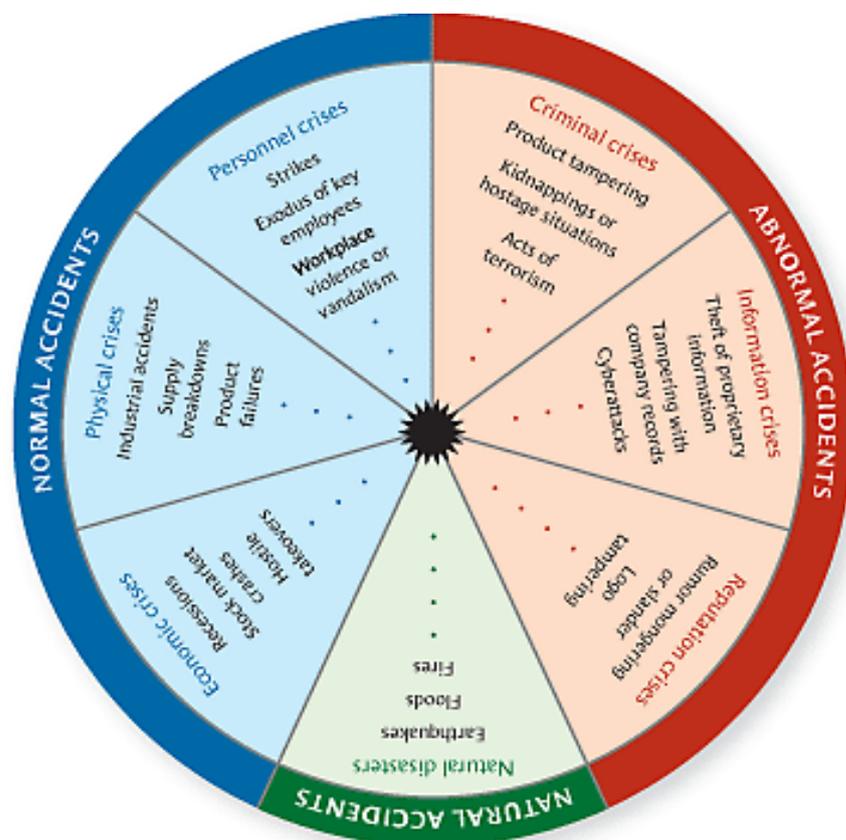


Figure 5: The Wheel of Crises

Source: Mitroff, I., & Alpaslan, M.C. (2003). Preparing for Evil. *Harvard Business Review* 81(4), 109–115

6.2.2. Crises Simulations

Another tool that can be used to prepare companies for crises are simulations. According to Boin, Kofman-Bos & Overdijk ‘Simulations improve the disaster and crisis management capacity of an organization or society. They provide a cost-efficient, controlled environment in which individuals and teams can safely experiment with procedures, protocols, and strategies – while testing suggested improvements of the coping repertoire’ (Boin, Kofman-Bos & Overdijk, 2004, p.120).

The standard crisis simulation can be very effective. A company hires a crisis expert who will run an exercise with a selected group. In the exercise a trigger event, often quite general, is brought to attention from which the crisis will evolve. The participants in the simulation will form the crisis management team and try to deal with the events that are presented to them. The expert is observing the team from another room. The actors that are presented as staff, will use telephones, bring extra news and press conferences to overload the participants (Boin, Kofman-Bos & Overdijk, 2004). These type of simulations are often based on real happenings. Although Boin, Kofman-Bos and Overdijk (2004) agree to the fact that Simulations are very effective they suggest that these standard simulations need some adjustment to prepare companies for future crises.

Nowadays, the awareness of crises is much higher in organizations. Therefore, the crisis in the simulation should be more unpredictable from the standard crisis simulation, like bioterrorism or the crash of a satellite. Moreover, as explained in the theory above, it is important to create proactive culture instead of reactive when it comes to crisis management. Boin, Kofman-Bos & Overdijk (2004) suggest to present the actual crisis in these future simulations instead of the trigger.

When presenting the actual crisis, the management team in the simulation needs to think about what trigger events could have caused this crisis and thus find the best solution.

“We already know that a good crisis simulation benefits the organization as a whole” say Boin, Kofman-Bos and Overdijk (Boin, Kofman-Bos & Overdijk, 2004, p. 121). It is a good team-building instrument and makes a stronger culture of reliable performance. However, even if there are many positive effects from simulations, there is one drawback. It is very time consuming. Time that executives and managers often don't want to spend.

Crisis Management and Tourism

The above chapter describes models and tools for crisis management to be used by individual companies based in any sector, so also in the tourism industry.

Tourism destinations

In the tourism literature one cannot find many crisis management models specifically focused on a destination as a whole. Sonmez et al. (1999) describe in their research a framework for crisis management which is focused on the destination as a whole, but not specifically for the individual businesses. They describe four points tourist destinations should consider implementing.

These points are (Sonmez et al., 1999).

- *Being prepared for crisis management:* implement crisis management plan into its overall tourism planning, marketing and management strategies
- *The crisis management task force:* develop a team or task force existing of government officials, travel and tourism professionals and community leaders.
- *Crisis management guidebook:* write down all the guidelines and actions necessary to start recovery of the destination
- *Partner with law enforcement officials:* cooperation is important for recovery of the destination

According to Sonmez et al. (1999) “Each community should align its own plan of action to its particular needs and characteristics” (Sonmez et al., 1999, p.17). Just like with individual companies, destinations should think about what types of crises can overcome the destination and what the steps are to be able to handle this crisis. This are however, only guidelines that they found in their research. Sonmez et al. (1999) also explain that the task at hand is of enormous and that their guidelines are merely a beginning of a crisis management model that can be implemented by tourist destinations (Sonmez et al. 1999).

Tour Operators

Cavlek, Matecic & Vlahov (n.d.) argue that “crises that affect companies in tourism have much greater negative effects on them than it is the case of any other industry” (Cavlek, Matecic & Vlahov, n.d., p.2). Especially when it comes to tour operating businesses, due to the fact that the possibility of a crisis is higher than most other businesses. This is because a tour operator deals with a lot of different suppliers/companies in different destinations. The responsibility of the clients experience rests completely on the shoulders of the tour operator, even when one of the suppliers screw up (Cavlek et al. n.d.). This is why it is of great importance that tour operator businesses are prepared for occurring crises (Cavlek et al. n.d.). Until 15 years ago however, most tour operating businesses did not even have written instructions on how to deal with certain crises according to Cavlek et al. Vlahov (n.d.) (Cavlek et al., n.d.).

One of the tour operators who did already have crisis management plans in place however is one of the leading operators in the world: TUI. In the research of Cavlek et al. (n.d.) they had a look into the Annual reports of TUI and Thomas Cook between 2000 and 2011. In their research they found that both organizations have switched from reactive to proactive crisis management in the last decade, just like the theory in the previous chapter also suggests is wise. One could say that this is also needed since TUI for example dealt with 17 major crises in 2010 alone, one of them the volcanic eruption in Iceland which resulted in no fly zones across Northern Europe. Frenzel (2010) stressed that the way TUI handled the ash cloud was the best possible image advertising for the TUI brand, their business model and organized travel in general (as cited in Cavlek et al., n.d.). Due to its crisis management plan, TUI handled this crisis very efficiently. This demonstrates the importance of a crisis management plan in tour operating businesses. In order to help firms build an effective crisis management plan, Aon Affinity, travel insurance and risk management company, developed an outline of a crisis management plan. In the figure below you can find this outline.

Definition

Written document developed by the Tour Operator that outlines the steps required for handling emergencies or unplanned events that occur while on tour. The plan would establish a crisis management team and include the pre-event planning; steps for execution of the plan; and post-event evaluation.

A. Pre-Event Management

- Create a written plan that prepares for the most likely scenario and worst case scenario;
- Establish a pre-designated Crisis Team that will execute the plan and handle all communication needs;
- Evaluate the Plan by meeting regularly to determine if changes are required or if additional resources are needed;

B. Key Features - the Plan should include:

- An updated listing of advisors and professionals such as Insurance contacts; Industry contacts; Legal advisors; Public relations/media contacts;
- Standard Operating Procedures for handling State Department Advisories;
- Standard Operating Procedures for collecting emergency contract and Medical Information.
- A call center for handling the expected influx of inquiries from family, clients, customers, vendors and the media.
- A designated spokesperson who will be the "voice" of the company in dealing with the authorities, media, family, customers and vendors.
- An emergency fund for additional expenses;
- Prepared media statements and press releases;

C. Post-Event Management

- Keep communication lines open;
- Maintain a "bedside manner";
- Refund carefully - avoid admission of guilt and mark the refund accordingly;
- Work with suppliers - they, too, have a stake in the outcome of the event;
- Contract the travel insurance providers and assist in the coordination of emergency services;

Figure 6: Crisis Management – Plan Outline

Source: Cavlek, N., Matecic, I., & Vlahov, A. (n.d.) *Evolution of crisis management in tour operating business*. Zagreb: University of Zagreb.

Methodology

To reach the objective mentioned in the introduction of this report, a qualitative research method will be used. Qualitative research is not based on numbers but is involved with the collection and analysis of qualitative information (Verhoeven, 2011). So with qualitative research it is more about indications and clues rather than actual evidence. Qualitative research is about developing a theory (Feijt, 2016).

In this research a look will be taken into minimizing the negative effects due to terrorism on the tour operator Motion Europe. As no other researches have been done for this particular company in combination with terrorism, a new theory should be developed and therefore the best fit will be qualitative research.

With use of preliminary research it can be concluded that there are no specific models that describe how individual tourism organizations should deal with terrorism. However, it did become clear in the survey of the literature how terrorism can influence the tourism industry and how this is connected with the media and risk perception of the tourists.

Therefore, in order to answer the research questions and problem statement, the information is collected with help of the instruments: *Literature research & Interviews*.

Literature Research

Literature research is in general part of the project. Before starting a project it is a good idea to check if research has already been done on the subject and it helps with defining the problem of the project (Verhoeven, 2011). In case of this project, quite a lot of research has been done in the phenomena's of tourism, terrorism and how the former is affected by the latter. Also crisis management is a subject that has been researched quite a lot. All the information in the literature review helped with providing a structure for this research and for orientation in the problem area. However, it can also be used as theoretical support for the research project. As became clear in the literature review risk perception and media are two things an organization should take into account when dealing with the effects of terrorism. This knowledge will be taken into account when analyzing the results. Lastly, the literature research helps with putting together the interview questions.

Interviews

The second instrument that is used to reach the objective of the report are interviews. Although the theory explains the connection between tourism and terrorism it does not have a specific model that describes how individual tourism organizations should deal with terrorism. In order to get this information, field research needs to be done. As the research is about a specific company, in this case Motion Europe a tour operator, interviews will be used to reach the objective of this research. Interviews are often used when the size of the population is small. Moreover, they are used to gather information about a particular subject (Verhoeven, 2011). Which is the case in this research.

Advantages of this instrument are:

- It is useful to obtain detailed information
- High response rate
- Answers can be clarified when necessary (Evalued, 2006).

However there are also some disadvantages to this method:

- Time consuming
- Answers can be interpreted in different ways (Evalued, 2006)

For this research topic it has been chosen to use semi-structured interviews. During semi-structured interviews the researcher has a list with questions and subjects, but the respondents are still free to contribute where they feel necessary (Verhoeven, 2011).

In order to be able to answer the problem statement, it should first be determined how Motion Europe was affected in the past by terrorist attacks. Once this is found out, it will be possible to give specific and tailored advice for the company Motion Europe. How the company was affected by terrorist attacks will be answered in the first research question. There is only one topic that needs to be discussed for the first research question and therefore it is decided to use the unstructured interview. This way the interviewee gets the opportunity to fill in his or her own experience and perception of the impacts. This is important to know as it will help the researcher determine what the employers at Motion Europe have experienced most trouble with. It can also help the researcher to focus on these areas when answering the rest of the research questions.

As discovered in the literature there are no specific plans or models that determine how a tourism organization can limit the negative effects from terrorist attacks. However, the three stage model discusses 3 phases in which a company can take several actions throughout the whole lifecycle of the crisis. These phases are divided in actions to be taken during pre-crisis phase, crisis phase and post-crisis phase. Therefore, the other three research questions will be answered with help of a semi-structured interview. The interviews will be structured in such a way that it highlights these three phases. Also, once the researcher knows the outcome of the first research question, these points can be implemented in the list of interview topics for the other three interview questions. This way the interviewer addresses the problem points and is able to get direct answers. However, there is still enough freedom for the respondents to contribute whenever they see fit.

This last point is important because the topics that will be discussed consist of new information. The interviewee's will have experience in the field of crisis management and how to handle when a crisis occurs. As it has been discovered that there are no specific action plans for tourism organizations that need to be taken when a terrorist attack happens, it is important to give the experts the space to contribute what they feel is relevant. Another reason why it has been chosen to develop interviews is because it is a complex subject that needs concrete examples and explanations. When there is confusion during the interview, the interviewee has the possibility to ask for clarification. This would not be possible during a questionnaire.

Reliability & Validity

One of the limitations of interviews is that the information can be interpreted in different ways. In order to limit this, the interviews will be recorded. This way the interviewer has access to the conversation after the interview has taken place and the results can be reviewed in an objective way. Moreover, it will limit the chance that the communication is misinterpreted. Another way to make the research more reliable is to collect data from one organization twice. Therefore, there will be multiple persons interviewed from the same company. This way different insights and perceptions can be gathered.

The three phenomena at the heart of this research, crisis management, terrorism and tourism, have been researched extensively before and much scientific and relevant literature has been found. Therefore, literature research is a valid instrument to use as theoretical support for the research project. Nevertheless, in order to answer the problem statement, the research requires specific information about the impacts of terrorism on the company Motion Europe and how to minimize these specific impacts, which cannot be found in the literature. Specialists in these areas are needed to obtain detailed information about the subject and reach the objective of this research. Therefore interviews are a valid instrument for this research.

Matrix

| | Unstructured Interview | Semi Structured Interview | Literature research |
|---|------------------------|---------------------------|---------------------|
| How do terrorist attacks affect Motion Europe as a business? | X | | X |
| Which steps can be taken by Motion Europe in the pre-crisis phase? | | X | X |
| What can Motion Europe do when a crisis is occurring? | | X | X |
| Which steps can be taken by Motion Europe in the post-crisis phase? | | X | X |

Data collection

In order to answer the research questions, there will be a total of six to ten interviews held. Due to the fact that interviews are time consuming it is not realistic in the given time to have more interviews and conclude this research. According to Verhoeven (2011) "An interview that takes an hour will easily take a few hours to process. As we have noted, statistical generalization is not important, but theoretical generalization is. So a limited number of interviews makes sense" (Verhoeven, 2011, p.143). Moreover, interviews can yield useful and detailed information when executed properly.

With quantitative research there is in general a definite answer and a good sample size can be determined prior to the research in order to ensure the reliability of the research. However, with qualitative research this is not the case. Here the saturation point is more difficult to define. With qualitative research it is more important to get in depth information rather than actual numbers. If an interview is very rich in information this can be more important than a couple of short interviews with less data (Turner, 2016). In general researchers say that the saturation point in qualitative research has been reached as soon as there are no new perspectives to the research questions (Turner, 2016). Therefore, for now a number of six to ten interviews is set based on the time available. However, this number might become less or more depending on the interviews held.

Please find down below a list with interviewees that would have sufficient knowledge or experience to help answer the research questions.

1. Luca Masseroli (Director & founder of Motion Europe)
2. Second employer/employee of Motion Europe
3. Dean of Disaster Management Education at Stenden South Africa
4. Professor of Disaster Management Education at Stenden South Africa
5. Hotel Manager
6. Professor in Crisis management
7. Manager of a travel agent
8. Manager of a tour operator

The first two interviewee's will help to answer the first research question. As for the other three research questions people with expertise of crisis management need to be found. Therefore, it has been decided to look for persons that teach in this field. Since Stenden University has a Disaster Management Course in South Africa, professors can be contacted for an interview. However, since Stenden is not the only school that teaches in Disaster Management it might be interesting to look for professors who teach crisis management at different Universities to get a more complete insight in the theories of crisis management. Next to the crisis management experts it is also wise to see if other tourism organizations suffer from the impacts of terrorist attacks and how they handle the situation. Motion Europe can learn from both experts in crisis management as well as their suppliers and competitors. It has been decided to look for teachers and experts not only in the UK but in Western Europe in general as Motion Europe is not only operating in the UK but also in countries like the Netherlands, Belgium, France, Italy, Spain, Switzerland etc.

Interview Questions

In this paragraph the interview questions for each research question will be determined and explained.

How do terrorist attacks affect Motion Europe as a business?

As explained in the previous paragraphs, this research question will be answered with an unstructured interview. The interview will only have one topic and that is to find out how terrorist attacks in the past have affected Motion Europe. Therefore the only two questions that will be asked are the following

1. *Did you ever experience any negative impacts on Motion Europe due to Terrorism attacks around the world?*
2. *If so, please kindly explain the negative impacts that Motion Europe have experienced due to terrorism attacks.*

With these two points the research question can be answered. Since it will be the employers of the company that are interviewed, the researcher will gather first-hand knowledge about the company and therefore the answers will be reliable. Any extra questions will be asked based upon the answers given by the interviewee.

Which steps can be taken by Motion Europe in the pre-crisis phase, the crisis phase & the post-crisis phase?

For the other three research questions (displayed above in one question) experts in the field of crisis management will be interviewed. As experts will have knowledge of the complete crisis life-cycle, the same type of questions will be asked in each interview in order to answer the three research questions. However, since the interview will be held with both teachers and managers of a business the questions will be phrased slightly different in each interview so it will be applicable to the situation at hand. As explained in the second paragraph of this chapter a semi-structured interview will be used to answer the last three research questions, so the interviewee's are still free to add information where they feel necessary. Please note that the interview questions to answer this research questions will be asked based on tourism companies in general. As the interviewee's won't know the company Motion Europe very well they won't be able to give specific answers. With help of analysis by the researcher it will be determined which points are relevant for the company Motion Europe. The data analysis will be described in the next paragraph.

1. How can tourism companies prepare themselves for a crisis such as a terrorist attack?

This first question is based on the first phase of the crisis life cycle. In the theory it has been found that companies can already prepare themselves against the negative impacts of a crisis before the crisis even occurs. In order to know what Motion Europe should do in this phase, it is important to know the possibilities for tourism companies. It has been decided to not list further sub questions for this first phase like described in the literature review in order to make sure the interviewee keeps objective and is not leaded by the interviewer.

2. What can tourism companies do ones a terrorist attack has occurred?

The second question is based on the second phase of the crisis lifecycle. With this question it will be determined how Motion Europe can handle when the crisis is occurring.

3. Which steps can tourism companies take in the aftermath of a terrorist attack?

The third question will be based on the last phase of the crisis lifecycle. Ones the crisis has been handled it is important to evaluate according to the theory. With this question one can find out which ways of evaluating there are and how to use them.

4. How can tourism companies minimize the negative effects that occurred from the terrorist attack?

This question is based on the problem statement of this research. Although the problem statement can be answered with the answers from the research questions, it has been decided to ask this extra question to stimulate the interviewee's to re-think their answers already given on the first three questions and check if there are any points missing. In case any mistakes are made in the analysis of the literature, this question can help to complement the research results.

5. *How can tourism companies minimize the negative effects from the media?*

Although this question will most likely not answer one of the research questions, it still has been decided to list it due to its important factor when it comes to terrorist attacks. According to the literature Media is one of the motivations for terrorists to attack. Due to the media coverage they get it is likely for a tourism destination that they experience negative impacts. By determining which negative influences the media causes tourism companies exactly, a more comprehensive recommendation can be given to Motion Europe. Moreover, according to the theory media has a big influence on the risk perception of tourists.

With these five standard questions it is believed the objective of this research can be answered. Since it is a semi-structured interview these questions are just guidelines and follow up questions can be asked based on the answers given by the interviewee's.

Data Analysis

In the last paragraph of the methodology it will be described how the data gathered with help of the interviews will be analysed in order to answer the research questions.

First of all the interviews will be recorded so it is possible to analyse the data. Once the interviews have been conducted a transcript needs to be made of them. This means that the oral interviews will be typed out word by word and put in one text. After the interviews have been transcribed they need to be analysed which is done with the help of coding.

'Coding is a method that enables you to organize and group similarly coded data into categories or "families" because they share some characteristic – the beginning of a pattern' states Saldana (Saldana. 2009 p. 8). So coding is basically the process of discovering interesting patterns from the transcripts. Researchers write down and explain how they come to these interesting patterns and results. In order to come to the results there are different steps that need to be taken. These are: open coding, axial coding and selective coding (Feijt, 2016).

The first step is open coding in which the transcripts will be read thoroughly and text is cut out that might be of importance for the research according to the researcher. The quotes selected will be summarized in a couple of words. By reading through all interviews the researcher will get to know which points are of importance. These two steps together with the source will be put in an excel table so that there will be a clear overview of the source, the quotes and the open coding.

The second step is axial coding. Once the open coding is done, it is likely that the researcher will see similar codes being repeated. With axial coding these similar codes will be grouped and put together in a new category (Feijt, 2016). This step will also be added to the coding table.

In the last step the researcher will go through all the interviews and quotes first selected once more and determines if there are other categories that need to be added. In this phase it is often discovered that there are groups/categories that are not mentioned enough in the interviews and therefore do not belong in the final selection. This is called selective coding (Feijt, 2016). Also this last step will be put in the coding table.

With help of the complete coding table patterns will emerge and can be used to answer the research questions. For each research question, there will be a separate coding table.

Results

In this chapter the results of the research questions will be displayed. With help of a coding table the interviews have been analysed and patterns have been discovered. The process of this analysis can be found in the appendices of this research report. The results to each research question will now be discussed one by one.

How do terrorist attacks affect Motion Europe as a business?

According to Cavlek, Matecic & Vlahov (n.d.) “a crises that affect companies in tourism have much greater negative effects on them than it is the case of any other industry” (Cavlek, Matecic & Vlahov, n.d.). This is especially the case for tour operators since they need to deal with a lot of different suppliers/ companies in different destinations (Cavlek, Matecic & Vlahov, n.d.).

By analysing the interview taken with the director of Motion Europe, Luca Masseroli, it can be seen that Motion Europe as tour operator is indeed affected in several ways by crisis which is in this case terrorism. Through analyses of the results six clear points in which Motion Europe is affected by terrorist attack came to light.

1. Cancelled programs

Due to terrorist attacks in the past Motion Europe had to cancel programs that were supposed to run. This means that they actually had a loss in income. It must be said however, that this especially happened after the 9/11 attacks in the U.S. Luca Masseroli states “There was a situation where the first two weeks everything got cancelled. Absolutely everything. But then all the stuff that followed in the next in the following two months I would say it was a case of 50/50 where some people decided to run it any way, but many of them just simply had to give up” (L. Masseroli, personal communication, 03 August, 2016). At that point in time the company had a strong focus on educational programs from the U.S. 50% from the total income depended on that.

As researched in the literature review due to the terrorist attack on 9/11 the tourism industry in America went down and took 7 years to recover. After the attack people were more afraid to go flying and according to the literature Airlines lost over 100 million U.S. dollars. The World Tourism Organization found that destinations that can be reached by land transport will have an advantage over the ones that consumers can only reach with air travel (WTO, 2001). This is what Motion Europe also experienced after that attack. As their business focusses on inbound travel to Europe, their clients had to come by air. Due to the fact that people got scared of travelling, Motion had to cancel programs after the 9/11 attacks. However, as explained above, the analysis shows that nowadays programs are generally not cancelled due to terrorist attacks. Nevertheless, they do affect Motion Europe in different ways.

2. Drop in new business

The biggest drop in business does still relate to the events in 2001. Luca Masseroli says “The fact that of course being a company that was mostly working on educational program. That was a concern for any parent thinking what are we going to do here. So of course everything what was supposed to run between January and June, which would have been our busiest period for the following year, I would say probably a drop off 75%, three quarters drop. Only a quarter of that did run in 2002” (L. Masseroli, personal communication, 03 August, 2016). The analysis shows that parents of students were scared to let their children go and had a high perception of risk after the 9/11 attacks. However, also nowadays the director of the company sees a drop in Educational programs. They do see a small drop in new programs and hear from professors that organize the tour that they find it difficult to find enough people who would like to join (L. Masseroli, personal communication, 03 August, 2016). Due to attacks happening more often in Europe, the company experiences a decline at certain destinations which is caused by the risk perception of the travellers. According to the secondary sources the tourism industry in developed countries does not necessarily decline when an attack only happens ones. However, if a series of events happen it has an impact on the area. Analysis of the interview shows that due to the attacks in France and Belgium in the last two years, Motion Europe does see a decline in the number of tours going to these destinations. In the literature review it is explained that people make their decisions of destination on how they perceive the risk at that particular destination rather than actual numbers and facts. If attacks in an area happen repeatedly this has a big influence on the perception of risk. This is also what Motion Europe experiences according to the primary data gathered. Next to that an external factor can play on the perception of risk. The media has a lot of influence on the publics opinions and perceptions and according to Hall “public perceptions of the relative importance of an issue are largely determined by the news media” (Hall, 2002). Although this has not specifically been researched for this paper, it is likely that the media coverage of the attacks have had influence on the perceived risk and therefore on the drop in new business in certain destinations for Motion Europe.

3. Shift in destinations

Another way in which Motion Europe is affected by terrorist attacks discovered in the analysis is the fact that they see a minor shift in destinations. The company sees for example a drop in France and Belgium, due to the series of events. As seen in the literature review numbers in Paris were indeed down in 2016 compared to the year before. The same happens to Brussels. In a way this is not necessarily bad for Motion Europe as they focus on the whole of Europe. Nevertheless, the fact remains that clients often see Europe as just Europe. Everything is close to each other in the mind of many client’s. Luca says “It is true that many of the universities especially in the states and Canada that are organizing trips are now looking at destinations such as South America or the Far East” (L. Masseroli, personal communication, 03 August, 2016).

However, as explained in the previous point those numbers are still small. Although some destinations have declined, other destinations like Irelands, Spain, Italy and the UK are still running on the usual numbers.

4. Stricter policies from suppliers

The next way that Motion Europe has been affected by terrorist attacks can be found in the collaboration with the suppliers. When 9/11 happened, the world was so shocked and everybody just wanted to help each other according to Luca (L. Masseroli, personal communication, 03 August, 2016). At that point there was only one hotel that did not give any money back, but all the other suppliers were very understanding and although they would make the loss, they agreed to giving Motion Europe their money back for the cancelled programs. So in this case Motion Europe did not actually lose the money of the planned programs. However, after that event, the policies with suppliers became stricter. Luca Masseroli states “the policies that the hotels had for the years that followed changed. Because they started thinking hey this kind of thing can happen. And when it happens we are going to lose money big time. So than they thought, next time this happens we are going to have to make sure that people understand” (L. Masseroli, personal communication, 03 August, 2016). Analysis shows that suppliers make it nowadays very clear that if another terrorist attack changes people’s mind to travel they are not willing to help this much anymore. The responsibility is more shifted to the travel agents and the tour operators (L. Masseroli, personal communication, 03 August, 2016). Which means that Motion Europe as a company also needs to be stricter with the policies towards the travel agents and the travel agent in turn needs to be stricter with the client. The secondary data shows that the terrorist attack at 9/11 indeed impacted tour operators and travel agents, but only by analysis of the primary data it becomes clear that these stricter policies are one of these impacts.

5. Diversity in target groups

In the analysis it also became clear that due to the terrorist attack in the U.S. in 2001, Motion Europe has seen a shift in target groups. This is not a negative impact, but actually turns out to be a good solution. In 2001, the company was still in its infancy and had the flexibility to switch to different target groups. The drop in Educational business forced the company to look to different clients and in a way ‘saved’ the company. According to Luca Masseroli “the company changed from 50% leisure and 50% educational. To what it is for us today, probably I would say 40 % educational, 40% business travel and 20% leisure programs. And in the reality that are probably 50% business programs that are hiding behind an aspect of pure travel to the purpose of actually securing a visa to Europe I guess. But this is how it affected us effectively” (L. Masseroli, personal communication, 03 August, 2016). That business travel however, does not come from the U.S. Most of the business travel is generated from clients in the Far East. The director experiences that the Far East clients are somewhat more resilient towards the attacks. They are in a way more accepting of the events that are happening and have a lower perception of risk and therefore keep travelling to Europe as a destination. In the analysis of the primary data it clearly shows that this shift in target groups is one of the impacts on the company Motion Europe due to terrorist attacks. However, as explained above, this is not a negative impact, but a positive one. In the secondary data there are only negative impacts on the tourism industry found. In this way primary and secondary data contradict each other.

6. Constraint in business growth

The last way in which Motion Europe was affected by terrorist attacks found in the analysis of the primary data is the constraint in business growth. Before going in to more depth about this statement, it should be mentioned that since the start of the business in 1997, it definitely has grown. However, like the analysis shows it might not have grown to its full potential. As explained in the previous points, the perception of risk has had an influence in the choice of destinations with Motion Europe clients'. This perception of risk is influenced by the recent terrorist attacks in Europe, but also by past terrorist attacks in America. The analysis shows that the perception of risk due to terrorism did not only have influence on Motion's clients. Also the director, Luca Masseroli, was influenced by this. Luca states "we have never thought: you know, we are a team of 10, let's make it a team of 100. We could, because I have seen it being done by other friends that had other companies before. But that requires some type of investment and I thought: you know what if another bomb goes off somewhere, it could kill off everything again. So that fear back in September 11th, it stayed with me" (L. Masseroli, personal communication, 03 August, 2016). During the interview, this point is repeated several times. Due to the impacts 9/11 had on the business, the director of the company kept a fear and this kept the company from investing which an organization needs in order to grow. It must be pointed out that this cannot be said with total certainty, but there is a chance that Motion Europe would have been a much bigger company at this time if the impacts of the 9/11 attack would not have been that great. Again, it should be stressed that this cannot be concluded with certainty as many other factors play a role in expanding a business with success. Nevertheless, due to that fear it withheld the company for trying to expand and invest. Now the secondary data clearly shows that risk perception of tourists play an important role in the choice of the destination and therefore, can affect tourist business and destinations greatly. However, it does not show that this perception of risk also influences managers of tourist companies and therefore impacts the company itself. This point came from the analysis of primary data only.

Which steps can be taken by Motion Europe in the pre-crisis phase?

According to Bodreaux (2005) “the pre-crisis stage includes all the aspects of crisis prevention, issues management, planning and other proactive steps” (Bodreaux, 2005, p.11).

With help of interviews with crisis management professionals it has been found out what tourism companies can do to get prepared for a crisis. By analysing these interviews, the most important steps that Motion Europe can take have been determined. Please find these steps below.

1. Prepare a crisis management plan

First of all the analysis shows that Motion Europe can set up a crisis management plan in the pre-crisis phase. The literature review points out that an important point in the pre-crisis phase is preparing and planning for a crisis (coombs, 2007 and Laugé, Sarriegi & Torres, 2010). According to the analysis Motion Europe would need to set up scenario's and describe step by step how they would be handled and what the company would need to do to prepare themselves and put this in the crisis management plan (J. Wolbers, personal communication, 06 October, 2016). One of the scenarios can be: a terrorist attack happens at the airport in London while there is a group that needs to depart a couple of hours later from that airport. What is Motion Europe going to do? Step by step it should be worked out what the course of action would be if this happens, but also very importantly, how the company can prepare for this. During the analysis of the interviews, the importance of creating a crisis management plan was emphasized multiple times by both Dr. Wolbers, teacher at the master program Crisis Management at VU Amsterdam and Ms. Nijmijer, head of crisis management TUI. It must be said, however, that in a crisis management plan not only terrorism focussed crisis should be described. This is something that both the primary and secondary data state.

In the literature review however, it was explained in some more details. It was found that the crisis management plan should contain the most likely scenarios as well as the worst case scenario. A way to come up with the correct scenarios can be with help of the Wheel of Crises, developed by Ian Mitroff. This wheel describes seven main areas of crisis. When using the tool, executives each take a turn in spinning the wheel and try to list every crises, normal and abnormal, in that group and come up with a solution (Mitroff, 2003). Research shows that if at least one likely scenario and one worst case scenario of each group is included in the crisis management plan a company is able consider their vulnerabilities in a sufficient way.

Ms. Nijmijer, head of crisis management TUI, also says that as company they work with a crisis management plan which includes steps to follow, but the approach/actions taken are always slightly different as every crisis is different. Ms. Nijmijer emphasizes that preparation is very important when it comes to crisis management. Make sure as company that the right steps and people are in place so when a crisis occurs the company can act as fast as possible (A. Nijmijer, personal communication, 21 October 2016). This is something that came both out of the analysis from the primary data as well as the secondary data that was researched.

2. Hire crisis professional

The second point that Motion Europe can implement according to the analysis is hiring a crisis manager for the company. It is not only important to have a plan in place, but also that the company has the right people in place to be able to handle and prepare for a crisis. The analysis of the interviews show that the best way to guarantee that a crisis is handled in a proper way is by hiring

people that are knowledgeable and experienced in the field of crisis management. Mr. Chipumuro, teacher at disaster management Stenden South Africa, explains that companies should employ people that are trained to deal with terrorism and work with department agencies to minimize the negative effects from terrorism (M. Chipumuro, personal communication, 15 September, 2016). As plans do not always work the way it is planned it is important to get somebody at the company who is able to improvise during crisis situations (J. Wolbers, personal communication, 06 October, 2016). Ms. Nijmijer also points out that for a long time being crisis manager at TUI was only a part-time job but since it is very restless in the world at the moment, especially due to political unrest, it became a full time job a couple of years ago (A. Nijmijer, personal communication, 21 October 2016). Therefore, now might also be the time for Motion Europe to get a crisis manager. The secondary research also shows that in general it are crisis managers that should be in charge of the crisis management plan and handling the crisis.

3. Collaboration with organizations involved

By analysing the interviews, a third step that Motion Europe can take in order to prepare themselves for a crisis was discovered. This is by cooperation and collaboration with organizations that will be involved once a crisis is occurring. The first group Motion might think to involve in collaborations are the suppliers that are used for programs. Motion Europe often uses the same suppliers in the same destinations and therefore the company might think about contacting them and discussing the actions that will be taken once a crisis occurs (like a terrorist attack). Analysis shows that Motion Europe can also prepare themselves by being more selective in the suppliers that they work together with. TUI for example has extra hired extra security in their hotels since the terrorist events in Europe in the last couple of years and TUI UK has helped with increasing the security at Sharm el Sheik airport (A. Nijmijer, personal communication, 21 October 2016). That last point might be a bit too big of an operation for Motion Europe as it is just a small company. However, Motion Europe can choose by themselves which hotels are offered to clients. By working together with hotels that have enough security and hotels that show they are prepared for a crisis, Motion Europe can limit the damage in case a crisis does occur. Mr. Chipumuro also states "If it were me travelling to a foreign country, I would like to sleep in a safe hotel" (M. Chipumuro, personal communication, 15 September, 2016). Also the literature review suggests the most important point for tourist, according to Maslow's Theory, is safety. People cannot satisfy higher needs such as self-fulfilment, for example 'travel', if they do not feel safe and secure. Since the main motivation for travel is to get rid of stress, according Plog (2003) & Vuuren and Slabbert (2011), safety is of high importance. Because without feeling safe, people cannot get rid of stress. Both the secondary and primary data show that safety is an important point for people to take into account when travelling abroad. However, whereas the literature review just points out this fact, the analysis of the primary data shows a way how to implement more safety, like by working together with organizations involved.

Of course Motion Europe should not only think about the hotels and their security, but the same counts for suppliers like restaurants, coach companies, entrances of attractions and companies that are used for business visits for the educational program.

By working together with suppliers that provide proper security, Motion Europe can try to limit the risk perception of client's and can get a critical advantage compared to its competitors.

4. Hire communication professional

Another point Motion Europe can implement is hiring a communication professional according to the analysis of the interviews. Nowadays, news travels so fast that is hard to keep up with everything that happens in the world (A. Nijmijer, personal communication, 21 October 2016). By hiring a communication professional Motion Europe would be able to monitor everything that happens in the world and especially Europe. The analysis shows that by monitoring all the happenings, the organization will be able to communicate this to the clients and advise them about the destinations in a more thorough way and create competitive advantage. In a couple of interviews it is pointed out that this can be done via Social Media so Motion Europe can reach all clients in once in a fast way. Also TUI has since two years a separate social media team who monitor everything 24/7. With help of that team the organization is able to spot a crisis sometimes even before it occurs says Ms. Nijmijer (A. Nijmijer, personal communication, 21 October 2016). This way the organization is sometimes even able to stop the crisis from happening and if not they are at least properly prepared. Since Motion Europe is quite small, a team might be too much, but one professional communication employee might already be enough to make a difference. Dr. Wolbers says that it would be a good investment for a company to hire a young professional as they are often more used to social media (J. Wolbers, personal communication, 06 October, 2016). The media has a lot of influence on the publics' opinion and perceptions of a tourism destination (Hall, 2002). Therefore, it can be a good idea to also use this media tool to influence people's perception about the destination in a positive way. Also, secondary data shows that when people have a higher risk perception, they are more likely to get information about that destination (Seabra, Abrantes & Kastenholtz, 2014). Although the literature review does not point out exactly that companies should hire a communication professional, as this is just applicable for Motion Europe, it does show that investment in good communication instruments is important to reduce the perception of risk.

However, please note that the analysis of the interviews emphasizes that it is of great importance that the message that Motion Europe shares is honest.

5. Diversity in destinations

The last step Motion Europe can take to prepare themselves in the pre-crisis phase is by diversity in destination. Analysis of the interviews shows that focussing on multiple destinations can help minimize the effect of terrorism. When a certain destination is not as popular anymore, clients can go to different destinations where Motion Europe organizes tours. As tour operator the company is focussing on inbound travel to Europe. So in a way they are already diversifying in destinations quite a bit. However, it might be good to set an extra focus on countries where client's perception of risk is low and where they feel safe. Ms. Nijmijer for example says that TUI sees a big drop in holidays to Turkey, but there is a growth of 30 to 35% to Spain and Portugal and the Capeverdian Islands (A. Nijmijer, personal communication, 21 October 2016). Motion Europe already offers tours to Spain and Portugal, but might also want to start looking at destinations in Europe that they do not focus on such as at the Capeverdian Islands. This way, even by keeping the focus on inbound travel to Europe, there is still an opportunity to diversify more. If future terrorist events keep happening in countries as France, Belgium and Germany (in general popular destination for Motion Europe) and numbers go down, they will be prepared to take care of these customers by organizing their tours to a selection of other destinations. The literature review shows indeed that people travel to destinations where they feel safe, but does not specifically mention that diversity is the answer. This came to light by analysing the interviews held with professionals in the tourism and crisis management business.

What can Motion Europe do when a crisis is occurring?

In the literature research it has been researched that the actual crisis phase deals with two different micro stages: crisis acknowledgement & crisis response. Once the crisis has been acknowledged and crisis managers have collected all crisis related information, it is important that steps are taken to minimize the damage of the crisis (Laugé, Sarriegi & Torres, 2010).

Interviews have been taken with crisis management professionals and by analysis these the most important actions to take for Motion Europe in a crisis can be written down as follows.

1. Put crisis management plan in action

The first point that came out of the analysis is putting a crisis management plan in action. It must be mentioned however, that at this point ME does not have a crisis management plan and therefore this point is not relevant to the company at this point. However, the fact that this came out of the analysis proves the importance of a crisis management plan. This is suggested in the results at the previous research question. Once a company has a crisis management plan it is easier to handle a crisis since the steps that need to be taken are already written down and do not have to be thought of. Ms. Nijmijer from TUI also says that it is basically the first step to take ones a crisis occurs. They are putting the crisis procedure in action, think about what the crisis entails and what the actions are going to be in this specific situation. Although there are steps in the plan which the company can take as guideline, the performance is every time a little bit different (A. Nijmijer, personal communication, 21 October 2016). In the literature review no specific theory was found on what people should do ones they have to deal with a crisis, except for trying to minimize the damage of the crisis. That is also what was found in the interviews, but with help of a crisis management plan.

2. Communication of process information towards clients

An action that Motion Europe already can take even without the crisis management plan is communication. The analysis of the interviews shows that when a crisis happens, one of the first things that is going to happen is that clients are going to call the company if they are in any way involved. At TUI for example they set up a whole call centre to catch up with those phone calls and to answer questions (A. Nijmijer, personal communication, 21 October 2016). This is not applicable to Motion Europe as the company is much smaller, however, if client's are involved they are most likely going to contact Motion Europe as they are the emergency contact for when groups are travelling. Because people want to know what they can expect and what is happening as soon as possible. In the analysis it became clear that in order to deal with this the company will need to decide what they want to tell their customers and make sure all employees know about it so there is one clear message. A suggestion would be to communicate via social media like the website as this way the company can distribute the message in a fast way. The interviews taken show that it is not possible to wait anymore for traditional media as at that time it will already be all over the internet. One important thing to keep in mind though is that Motion Europe should keep communicating process information instead of actual facts. Because in general the first information for example, number of casualties, is always wrong (J. Wolbers, personal communication, 06 October, 2016). An example of process information would be: There were casualties, it is not clear how many, updates will follow as soon as possible (J. Wolbers, personal communication, 06 October, 2016).

By communicating process information in an early stage of a crisis the company might be able to control what message is sent out and partially how people receive the message. Once traditional media comes into the picture it is very likely they will influence the viewer in a negative way. The media market knows very well that the majority of the audience consider dramatic reports, such as terrorist attacks, more interesting than positive news (Cavlek, 2002). So by acting fast and with process information, the company might limit the damage the traditional media is going to do.

Unfortunately there is not much more that Motion Europe can do to control the public's perception of risk. Both Dr. Wolbers and Mr. Chipumuro say that this is public opinion, if people do not feel safe they will not come to the destination and there is nothing a company can do to change this. This is something that came out of the analysis of the primary data. However, the secondary data does suggest that with media tools an organization might be able to reduce the perception of risk. However, in the literature review this is stated as a point of preparation against terrorist attacks and not when the company is already dealing with the crisis.

Dr. Wolbers says the one thing Motion Europe could do during the crisis phase is giving process information and inform the client honestly. One last point though is to stretch the importance of the word: honest. If just after a terrorist attack the company is going to promote that particular destination to control the loss of business, people will not believe it anyway and the company might put their name in jeopardy (M. Chipumuro, personal communication, 15 September, 2016). So again, focus on process information.

3. Collaborate with organizations involved

The last step that came from the analysis of the interviews is cooperation and collaboration. Motion Europe might think about working together with organizations involved in order to try to limit the damage in the crisis phase. The first group the company should look to is their suppliers that are involved with the crisis. The company should try to work together and send, if possible, the same message as the suppliers to the public. As a team the organizations are always stronger and have more influence on the public's opinion than when everybody works separately. They should however not only work together with their suppliers. If a terrorist attack happens on a destination where one of the client's travel or are going to travel, Motion Europe is not the only one that will be affected. More companies, like other tour operators, will be affected by this as well. If a certain destination really is receiving less tourists and a tour operator receives less clients because of this image it is not the responsibility of one company to try to improve the tourists numbers. Only together with others this will happen. Motion Europe alone is too small to achieve anything, but might think about working together with others to deal with the crisis at hand for their own benefit.

Which steps can be taken by Motion Europe in the post-crisis phase?

According to the literature an organization needs to evaluate and think about how they can be better prepare for a crisis the next time and check if the crisis is really over in the post-crisis phase (Coombs, 2007; Bordeaux, 2005; Boin, 2004).

Interviews with professionals in crisis management have proved that there are a couple of things organizations should do in this phase. By analysing the data, the following points were found to be applicable to Motion Europe.

1. Focus on destinations where clients feel safe

The first point has been discussed in the results of question 1 and 2 as well, but in the aftermath of the crisis the company will most likely experience that there will be a shift in destinations. Just like found in the interview with Luca Masseroli and in the literature that there has been less interest in Paris and Brussels. Therefore, it is important to be flexible and be able to change the client's destination. Dr. Wolbers says in an interview that people will not feel safe after a terrorist attack at a certain destination and a drop can't be prevented. In Brussels for example there is still more police and soldiers on the street (J. Wolbers, personal communication, 06 October, 2016). The analysis of the interviews shows that it is a good idea to focus on destinations where clients feel safe. In the end both the literature and the interviews state that people would rather change destination than cancel the complete trip.

2. Keep involved with clients after the crisis

By analysing the interviews another important point was discovered. Not only is it important to keep communicating with client's during the crisis, but also afterwards the contact is important. This point is applicable for most tourism companies but also for Motion Europe. Maybe not in the form of a press release and extensive social media platforms like the ones of TUI or Malaysian Airways, but in a more personal form as the company is just small. Once the crisis has happened it is important to keep on informing clients about it. It depends of course in what way ME needs to implement this after care as every crisis is different. In the aftercare phase ME is not in contact directly with the end client anymore, but with the agents. Nevertheless, it is still important to keep checking with the agent how things went with the end client and in case of emergencies maybe send small presents. At this stage the crisis has already happened and there is nothing the company can do about it, so the best thing to do is try and support where they can. Sometimes it is just the thought that counts. Dr. Wolbers says if an organization knows how to handle this phase well people can still have a positive experience with the company even in the worst case scenario (J. Wolbers, personal communication, 06 October, 2016). In the literature review most researchers say that this stage is important just for evaluation, but Laugé, Sarriegi and Torres (2010) find that recovery is also still a part of this phase. This also came from the analysis of the interviews.

3. Get feedback and implement this in the crisis management plan

Another point that came from the interviews is getting feedback. This can be done in two ways according to Ms. Nijmijer from TUI. At TUI for example they get around the table at multiple times during the crisis and after the crisis to go over the process and to write down improvement points. But also the feedback from clients' is very important for TUI. In the end it is all about how the client has experienced the whole event, so it is important to listen to them (A. Nijmijer, personal communication, 21 October 2016). Motion Europe can also implement this in the company and discuss how the crisis was handled. As company it is always good to have a feedback moment and check upon how things were handled and how things can be improved. As the company does not have a crisis management plan this cannot be implemented in the plan. However, it is wise to write it down somewhere in case a certain crisis repeats itself. The second point is getting feedback from clients. In the case of Motion Europe, travel agents are the clients. If the travel agents do not come with feedback points themselves it might be wise to ask for it. If they are willing to share their experiences it might even be a good idea to get around the table with the travel agent involved (via skype). Both Motion Europe and the travel agent are responsible for the experience of the end client and therefore discussing together how things can be handled better in the future can result in a better experience for the end client and the agent itself (the client of Motion Europe). The literature review also states that evaluation is an important part of the post-crisis phase.

4. Collaborate with professional organizations that deal with victim aid

The last point that came from analysing the interviews is collaboration with organizations that deal with victim aid. In the interview with Ms. Nijmijer it came to light that TUI works together with those organizations in case of emergencies. They help TUI to talk to client's who had to deal with a loved one that passed away for example says Ms. Nijmijer (A. Nijmijer, personal communication, 21 October 2016). Now, this might not be as relevant for ME as for a big tour operator such as TUI who has many programs travelling around the world. However, from the interviews it became clear that the people at TUI get courses in which they get trained in how to talk to grieving clients. Now luckily Motion Europe has never had to deal with this, but if the terrorist events from last couple of years keep happening in Europe, it might be one of the end clients of Motion Europe at some point. Since Motion Europe is the first contact of emergency while the clients are travelling they will be the first one that get the client on the phone. In this situation it would be good to be able to deal with a customer that is most likely in panic. Victim aid organizations can help ME prepare for this. Now this point came out of the analysis for the post-crisis phase but in case of Motion Europe it might be more applicable to the pre-crisis phase preparations. This point was not mentioned in any of the secondary data but came from the analysis of the primary data.

Conclusion

This research report is focused on the topics terrorism and tourism and how tourism companies, with help of crisis management, can reduce the negative effects of terrorism. In this report a particular focus on the negative effects of terrorist attacks on the company Motion Europe, a tour operator based in London and focused on inbound travel to Europe, has been researched. With help of a literature review and interviews several points on how to minimize the negative effects of terrorism on the company ME were discussed. In this chapter the conclusion will be drawn based on the results from the previous chapter and the following problem statement will be answered.

Which steps can be taken by Motion Europe to minimize the negative effects of terrorism on the business?

In order to know the steps that can be taken to minimize the negative effects of terrorism, the negative effects from terrorism on the company had to be researched.

Based on the results it can be concluded that the most negative impacts on the company were caused by the terrorist attacks of 9/11 in the U.S. This attack caused a big amount of cancelled programs for the company. In the first two weeks everything got cancelled and in the months to follow half of it did. After the terrorist attack on 9/11 the American travel industry collapsed and citizens were afraid to travel. At that point in time the company focused 50% on educational programs from the U.S. and the rest was leisure. This is why Motion Europe experienced such a big amount of cancelled programs. Next to the cancelled programs, the 9/11 terrorist attack caused the company a loss of new educational business in the coming years. In 2002 they only run 25% of the amount of programs compared with the year before. Another way in which terrorist attacks have impacted Motion Europe in the past is that it caused suppliers to come with stricter policies. Back in 2001 it was the suppliers that mostly suffered the losses of 9/11 terrorist attack and at that point they realized they should cover themselves better. Since then the payment and cancellation conditions have been stricter and the responsibility is shifting more towards tour operators like Motion Europe.

This is an impact that now still keeps to influence Motion Europe in a negative way as suppliers have not come back from their renewed cancellation and payment conditions. Therefore the company nowadays has to be stricter to its clients' as well. If people would want to cancel their trip close to the departure date due to terrorism, it is up to Motion Europe to decide if they let the clients pay the cost for that or if they suffer the loss themselves. Suppliers are very clear and strict about their conditions.

Furthermore it can be concluded based on the results that recent attacks in Europe have caused Motion Europe less damage than back in 2001. The recent attacks have not caused any cancelled programs yet. This might be due to the fact that people nowadays rather change their destination instead of cancelling the whole trip. At this point in time the company has 40% educational programs, 40% business travel and 20% leisure. Whereas in 2001 Motion Europe lost a big amount of new educational business due to the terrorist attacks, it can be concluded that nowadays this are only small amounts. The company does experience that agents, especially those focused on the educational side from the U.S., find it harder to get people to join a tour to Europe but this does not result yet in such a big drop. However, it does lead to the third impact that the company has to deal with, which is a change in destination. Although it is a small number at this point, the company sees that agents in America and Canada look now also at destinations such as South America and the Far East.

Lastly, terrorist attacks impact Motion Europe by creating fear and therefore constraint in business growth. Because of terrorism and what it can cause in the tourism industry the director of the company always stayed a bit afraid of investing too much money to let the business grow. It is seen as too much of a risk by the director. Due to this risk perception, the company never had the chance to grow to its full potential.

It can be concluded from the results that there are a couple of reasons why tourism companies in general and in particular Motion Europe experience those negative impact from terrorist attacks. The most important reason is because of the perception of risk that grows with its customers. People won't go travelling to a destination where they do not feel safe. With the increasing amount of attacks in countries like France, Belgium and Germany this perception of risk is only growing. Unfortunately for the company people make their decision on how they perceive the risk rather than actual numbers. It is such a small chance that one gets killed in an act of terrorism, but because the attacks seems so random it scares people off. Then there is also the mass media that often covers these terrorist attacks very extensively. Since the media has a lot of influence on the public's opinion and perceptions, this only strengthens the perception of risk of certain destinations.

However, in the previous chapter several solutions have been found for Motion Europe to deal with this risk perception and the attention of the media and the negative impacts they cause the company. By analysing the results it can be concluded that Motion Europe can take the following steps to minimize the negative effects of terrorism on the company.

- From the results it can be concluded that risk perception and safety are one of the most important points in the travellers' decision to go to a certain destination. Therefore, this is the first point that Motion Europe can promote to minimize the negative effects from terrorist attacks. By providing security at the tourist destination, the company can create a critical success factor for competitiveness. The way Motion Europe can add security to the tourist destination is by critically choosing the suppliers they work with. Motion Europe should focus on collaboration with suppliers that have security in place and are prepared for a crisis. This means that suppliers should have a proper crisis management plan and emergency plan in place. Moreover, there should be security guards and security means like camera's in place. By promoting this point to their clients, travel agents, they might be able to lower the perception of risk with the end client and get more interest in trips to Europe.
- The second step Motion Europe can take to minimize the negative impacts due to terrorism is by keeping open communication with the clients. For Motion Europe that means trying to work more with their social media platforms both in preparation before a crisis and in the crisis phase itself. Research showed that destinations that have a high risk perception are more searched for online to get information. Motion Europe can use this by investing in good communication instruments and coming up with a marketing strategy to reduce the perception of risk. This social media platform can also be used by monitoring the happenings in Europe and updating their clients about for example the safety. At this moment they mostly have contact with clients via email and phone, which is okay when organizing the tour for them and sharing information about that particular tour. However, in case of events like terrorist attacks client's like to be kept informed. At that moment it is too much work to email everybody with constant updates. It would be easier to be able to communicate the information via a platform their social media platforms to inform clients about the situation. This way Motion Europe can also control the message they send out and are not completely dependent on what the mass media sends out.

- In order to be able to deal with the negative impacts from terrorism, preparation is very important. Therefore, it can be concluded that Motion Europe would benefit from setting up a crisis management plan. In this crisis management plan scenarios, like terrorist attacks, are described and all the steps the company should follow if they are affected by these events in any way. When terrorist attacks happen, it is difficult to prevent a drop in numbers, but if the company is at least prepared for it and has a plan that can be put in action they can try to minimize this drop. Next to this the crisis management plan might take away some of that fear for investment. If the company is well prepared for a crisis, the chances that they will survive the crisis is much more likely. If the only reason that no big investments were made is due to the fear another terrorist attack like 9/11 will happen and everything that it will set off, than making sure that Motion Europe will be prepared for the crisis is the best way to get away that fear.
- Lastly, in order to minimize the negative effect from terrorism Motion Europe can diversify in more destinations. The agents that work together with Motion Europe are agents that are already working with them for a long time as they know that Motion Europe delivers good quality. They are the one that come with a request for a certain destination. However, it does not mean that these agents only offer tours to the end clients to Europe, in which Motion Europe is specialised. Most agents cover more destinations, but of course only come to Motion Europe if they want to run a program to Europe. Within Europe, Motion Europe already diversifies a lot. However, by starting to cover other destinations outside of Europe the company will be able to generate more business. They should focus on destinations where clients feel safe. Although with proper marketing strategies the perception of risk can be slightly minimized, it is still difficult to influence. So, in order to cover themselves from a drop in business focussing on destinations where clients do feel safe minimizes the negative impact of terrorism.

So to summarize and conclude, Motion Europe can minimize the negative impacts of terrorism on the business by promoting safety and working with hotels and other suppliers that have proper security, they can set up a social media platform to keep clients informed and try to reduce the perception of risk by providing information, the company can prepare a crisis management plan and be well prepared for when a terrorist attack happens and they can diversify in destinations and focus on destinations where clients' feel safe.

In the next chapter of this research report recommendations will be given to Motion Europe.

Recommendations

Research has been conducted and conclusions have been drawn. With help of these conclusions, recommendations to minimize the negative effects of terrorism on Motion Europe will be given. Please find them below.

1. Customer research: where do clients feel safe?

In the conclusion and the results of this research it became clear that risk perception is one of the most important factors for clients' to determine the destination of their holiday. In order to minimize the drop in business due to terrorism, Motion Europe should find out at which destinations clients feel safe. Even if the company decides to keep their focus on Europe it can be a great benefit to know in which countries in Europe clients' feel most safe. By gathering this data the company can turn their focus on these countries and provide more competitive quotes. The research should start with Motion Europe's biggest clients (no names will be stated due to confidentiality). These are clients that already come to Motion Europe for years and are happy with their service. They might be willing to help Motion Europe with their research as it will also benefit the agent in the end. If with their help Motion Europe focusses on more destinations that are popular with the end clients, they know that they have a tour operator that they can trust that is operating the tours. The director of Motion Europe, Luca Masseroli, knows most of the clients well and has a good relationship with them. Therefore it is suggested that he would conduct the research and with help of interviews or questionnaires gathers the information from the agents. Happy end clients' means happy agents.

2. Get to work together with suppliers who provide security

In the conclusion of this report it became clear that one of the steps Motion Europe can take to minimize negative impacts of terrorism is by providing safety and security at the destination. Safety is an important factor for travellers and by ensuring security at the destination, the company can get an important competitive advantage. When selecting the suppliers for a request of a client, the company always takes into account the clients wishes. With the wishes they start searching for the correct suppliers. For example in the hotel department a request is often send to 50 or so hotels based on the client's wishes. When hotels come back with an offer a list of questions is asked to guarantee the wishes of the client will be met and to ensure quality. In this list with questions it is easy to add a question like: 'Does the hotel provide security guards and how much?' OR 'Can you please provide the emergency plan you have in place'. This way Motion Europe can check if suppliers provide proper security measures or not. The company should focus on points like security guards, emergency plans, crisis management plans and security camera's. In the offer to the client the company always puts in a description with information about the hotels selected and can add the security information. This way agents will know that the company takes security seriously and can promote this to the end client. This of course also applies to venues, restaurants and many more services Motion Europe offers.

3. Training in crisis management

The next recommendation to limit the negative impacts of terrorism is by getting prepared. In the results and the conclusion it became clear that preparation for a crisis is the most important step. As Motion Europe is only a small company with nine employees it is suggested that one of the directors will do a training in crisis management rather than hiring a crisis manager. This is less of an investment, but still provides the company with information about crisis management and how to prepare for a crisis. With this knowledge the company will be better prepared for any negative impacts terrorism is causing.

4. Write a crisis management plan

This recommendation is a follow up from the last point. Once crisis management knowledge has been gathered, it is important to put it in writing. In the conclusions it became clear that the best way to get prepared for a crisis is by writing a crisis management plan. By thinking about crisis scenarios and writing down the steps the company should follow in case these events happen they are getting prepared. The crisis management plan can be written with help of the Wheel of Crisis, developed by Ian Mitroff. When a terrorist attack happens, it is very likely the destination will become less popular but if Motion Europe is prepared for this they can try to minimize this drop. As already mentioned before Motion Europe is a company of nine employees and in general everybody's time is already taken up by the daily operations. Since the company often offers interns a chance to learn and get experience in the tour operating business, it might be a good idea to get a crisis management student for an internship. The student might be able to help with developing a crisis management plan. It is probably not going to be a perfect plan as the student is still learning but at least there will be already a basis which saves the director time. With the gained knowledge of the crisis management training, the company can finish the crisis management plan. Once a crisis management plan is developed it might also lower the perception of risk that the directors are experiencing themselves and provide enough confidence to invest in the company which will help it grow.

5. Training in communication or hire communication specialist

In the results and the conclusion it came to light that communication is an important factor in crisis management and in reducing the perception of risk. To minimize the negative effects terrorist attacks are causing the company it is important for Motion Europe to keep an open communication with process information towards its clients. In order to do so it is suggested for the company to hire a communication specialist who will be monitoring the happenings in the world and especially Europe that might have an impact on groups that are operated by Motion Europe. This way the company will be able to anticipate on a crisis rather than react to a crisis. If hiring a communication professional is too much of an investment the company can also think about taking a course themselves. Another suggestion would be by working together with communication students who are looking for an internship. Motion Europe already works with a lot of interns and might think about hiring a communication student to help the company with managing the social media platform. This way the company can check if it is something for them. Which form of the recommendation they choose is up to the company, but it is definitely recommended to get that social media platform going again. They recently updated the website which looks good, but the last Instagram post was in 2013 and their last twitter message in 2014. These platforms are a good option to get information to the client's about the situation in case of a terrorist attack, but also about the general safety in a country. Once the platforms are set up properly, marketing strategies should be developed in order to reduce the risk perception and for the promotion of new destinations.

By implementing these recommendations the company will be able to minimize the negative effects that terrorism causes. They will be able to get prepared for a crisis and create a critical competitive advantage by focussing on safety and destinations where the risk perception is low.

Discussion

In the final chapter of this research report a reflection on the research will be given. The limitations will be described and suggestions for further research will be made. Please note that this research document will be presented to the company Motion Europe and it will be up to the directors if they take any action based on the outcomes.

Limitations

During the research it became clear that there are two limitations that might have affected the results and the conclusions.

First of all the data that has been used regarding the terrorist attacks and how this influences the tourism industry is mostly from attacks happened at least five years or more ago. Although the literature does state some facts about more recent attacks such as in Paris or Brussels and even the coup in Turkey, these impacts on the tourism industry are based on the numbers of summer 2016. Summer 2016 is the first summer after each one of these attacks happened and therefore it is logical that tourism is down. As the data of longer term effects is not available yet, it might be that the recent attacks have less, more or even different effects on the tourism industry than attacks in the past. This will remain unclear.

The second limitation of this research could be the number of interviews. In the methodology it is explained that six to ten interviews will be held as basis. In the end the researcher has held a total of four interviews. Guidelines for qualitative research indicate that a saturation point is reached when no new data comes to light. Although in each interview in this research the same themes came up in the answers, which is also showed in the analysis, there were also some new perspectives discussed. Therefore, it cannot be said with certainty that the saturation point was reached.

Further research

This research was focused on Motion Europe and how they can minimize the negative impacts terrorist attacks cause. In order to fully minimize the effects the recommendations should be implemented. In order to do so more research might be necessary to achieve the goals.

First of all, as described in the recommendations, it should be researched in which way the end clients' perceive risk and at what destinations they feel safe. Only once this is clear Motion Europe can focus on these destinations and in this way minimize the effects of terrorism.

Furthermore, a closer look should be taken into developing a crisis management plan. It is recommended to the company to prepare a crisis management plan. In this research there is a basic outline given for a crisis management plan and tools are described. However, more research should be done into crisis management plans in order to implement the recommendation properly.

Lastly, it became clear in this research that communication is an important factor for Motion Europe to minimize the effects of terrorist attacks. However, to fully benefit from this point a research in marketing should be done for Motion Europe and a (online) marketing strategy plan should be developed.

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Appendices

Interview script Motion Europe

Interviewee: Luca Masseroli

Position: Director

Date of Interview: 03 August 2016

Interviewer: Celine Schreurs

C = Celine

L = Luca

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| C | Well, thank you very much first of all, for doing the interview. |
| L | I don't know, thank you Celine |
| C | So, today I wanted to talk about the impacts on Motion Europe regarding terrorist activities. First of all, did you ever experience negative or positive impacts from terrorist activities in the past on the company? |
| L | <p>Yes of course. The first instance of course was back in September 11th 2001, when we had the greatest impact. And that was not only effecting us, but it was effecting all sorts of agents. Agents that were operating to Europe at least and also of course to the U.S. It affected us quite greatly. In the years that followed nothing of the same scale has happened again. There has been an impact by other happenings, but it has never been as great as in 2001. The fact is that in that occasion particular we really saw the consequences. Something mature had happened and we had to change immediately.</p> <p>When instead what's happened in the years that followed, other and new attacks that were of a lesser importance has affected the market in a less clear way. In these cases we can see consequences but it is more difficult to analyse the actual number of losses of revenue when instead of course it was clear when the attack in 2001 happened.</p> |
| C | Can you maybe name some of the concrete impacts that happened due to the attacks at 9/11? |
| L | <p>Yes, I was looking at the paper work that we had at the beginning of September of 2001. Back then we had approximately 50 programs all lined up and were either being operated or going to be operated in the coming weeks following the begin of that September and as that happened of course everything had to stop. So initially, we had to contact all the properties at all the hotels. All the hotels for all the programs, naturally asking them and explaining the fact that clients were not in a position to travel. In the following few days or weeks they could not physically fly out. The airports were closed. So there was no way to get out. And then of course we also contacted those suppliers that were for programs a few weeks after. That again were affected because there was a turmoil in that point of time. People did not know what to do anymore and what could have happened anymore. So back then there was doubt from the agents on one side and the organizers on the other even further to think well what are we supposed to do now? Are we still going to travel in let's say October and November if we can travel of course. And they could, so that was the other big question. There was a situation where the first two weeks everything got cancelled. Absolutely everything. But then all the stuff that followed in the next in the following two months I would say it was a case of 50/50 where some people decided to run it any way, but many of them just simply had to give up. What followed lets say between the 3 months and the six months after, which is the beginning of 2002. January, than we saw the actual drops of course in number of anything that would have actually been operated at that point in time. Because we were affected for various reasons. The fact that of course being a company that was mostly working on educational program. That was a concern for any parent thinking what are we going to do here. So of course everything what was supposed to run between January and June, which would have been our busiest period for the following year, I would say probably a drop off 75%, three quarters drop. Only a quarter of that did run in 2002. So this gives you an indication of lets say that the first two to three weeks we got cancelled of course absolutely everything. The next lets say two months, completing the year we run probably at the very most half of what we could have run, but probably less. And then everything that instead was still possible to</p> |

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| | cancel for clients, we had no problems cancelling with the suppliers either, but there was a 75% drop in that first half year of 2002. People found it much easier to just simply say hey you know what, since we can cancel, forget about it we can do it another time. Or they changed the destinations. |
| | Okay, did that also happen a lot, the change of destinations? |
| | Yes, I mean for us of course it was something that sometimes was not necessarily clear back in 2001. Because when the change of destination was not anymore in Europe, it would simply be a cancelled program for us as we only run programs in Europe. But this is being more clear in the last few years when the attacks have happened more often in Europe and people have chosen different destinations altogether. So back then it was an issue of understanding of what was going on. Now from our side, I don't know if you want me to expand further on what we did? |
| | Yes, please. |
| | Because back then of course our intention was to protect the clients. So what we did was to simply try to get all the agents all the money back of any possible involvement cancellation policy. So there were clients that were supposed to fly in, I remember, the next day to Turkey. And it was the actual hotel that was the first one to say we understand very very well. Don't worry we will give you back all the money. This was the immediate actions that effectively only had to lose. Because clearly by giving us back the money, they stayed empty. |
| | Yes exactly |
| | There was no way that they could have actually recouped that money, but the intention was: God, what happened is being so incredibly terrible that everyone was so shocked to the point of being brotherhood or friendship. Or this kind of desire to help each other. To go for what's right against what's wrong and you know that type of desire. So at that point in time everyone felt like: you know what, we all help each other. So basically of those that say 50 programs that I mentioned before that were supposed to run in those three months that followed. Only one hotel in Switzerland was recorded for me as the one property that I never forget, that refused to give us back the money. But everyone else was simply. Even if they were coming later and even if the clients could have travelled, they could have travelled but they chose not to travel. Everyone accepted to refund the money or to accept to postpone the date to a later period. They always gave us the opportunity and the chance to change. |
| | Ow, that is great |
| | Then of course things from the following year were simply possible to be cancelled anyway so it didn't effect it anymore. But the policies that the hotels had for the years that followed changed. Because they started thinking hey this kind of thing can happen. And when it happens we are going to lose money big time. So then they thought, next time this happens we are going to have to make sure that people understand. We can simply not help everybody, because we are a business like anyone else. So on the hotel policies it's not that if there is so much more now that is being stated in the policies. At the end of the day even back then they always told us on the policy. In case of anything that is out of our control, an earthquake, war or anything of this nature, there is nothing we can do. The contract need to stick. It is not that you can cancel because there is an earthquake, that is the problem. So you cannot cancel in theory if in case of something like this. Even if you cannot travel to the destination, unfortunately. Now, clearly the hotels and all the other properties chose to not reinforce this statement. They all cooperated. They did overwrite the policies that used to be back then. But they made it kind of clear that in the years that would follow, if something like this happens, they would not be willing to help this much. They try to shift a little bit of responsibility also on the travel agents. Travel agents making clear to the clients, that hey if this something like this happens again, you have to consider carefully that you may not all get away with it. |
| C | Which is of course also understandable, because it happens more often and hotels also suffer a lot of losses. |
| L | Yes, exactly. |
| C | So, I have read some papers on this subject and also specifically on the 9/11 attack and what I saw there is that for example the American tourism industry really took 6/7 years to come back to the point where it was before 2001. How long did it take you get back the old numbers? |

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| L | <p>Well for us the numbers stayed and increased constantly throughout the years. But what changed was the origins of where it came from. Until then we used to operate a very good leisure program for the Americans. We used to have very good programs during thanks giving for example. Now those agents that used to specialise in that, as you said it took years to recover and by the time they recovered there were internet solutions. It was also a coincidental situation where internet offered alternatives to people. And so what happens is that some consolidators, bigger companies, took advantage. They actually made the effort to invest in the new technologies and to find a solution so that they could actually assemble groups. Let's say if they could not get a group of 50 from new jersey's by organizing in an electronic way, in a better way online, they could get 3 people from Colorado, 4 people from new jersey, 3 people from another state, put them in a group of 50 and still send a group of 50 out. But those agents, were sadly enough, were consolidators that used to work with much bigger companies. So people like us linked to companies that were reasonably big, but they did not actually follow this pattern and lost their business. Effectively those companies, for us at least, did not generate anymore. They kind of died with September 11th. Many closed, many stopped working the way they used to be. Because they were used to the old fashioned way. They might have runned a business for 30 years before, but they couldn't adapt, they couldn't change quickly enough. So this is one aspect that is interesting enough. Because it is actually linked to the technological development at the same time. When instead of course for us, indirectly we managed to maintain the volume of work. Because we changed a little bit the type of work that we handled. Part of it is was the leisure programs that was around 50% of what we did. But the other 50% that was educational that got affected it seriously, recovered reasonably well enough let's say in the years that follows. Because the programs from the Universities coming over they had to be arriving. So maybe for a couple of years there was less business for us, but then it kind of picked up again. And of course corporate business travel was the other, the third element that was most important. So what we did back then we looked a little bit to the far east for instance where corporate clients were coming from China, we tried to develop the other markets like Thailand, Vietnam. So basically we invested a little bit more our interest in that direction and in fact it helped us to kind of maintain the business through the years. Being a small company, the growth could simply be created by directing ourselves towards other agents. Because the true reality in a company such as ours, is that our true limitations are our team. If we had a bigger team, we can handle more, we can grow more. The fact is how large is the team to receive it. Otherwise if you do a good job, you can actually market yourself and get them all busy. So effectively that is what we did and each single year we kept growing even during that period. But we changed from 50% leisure and 50% educational. To what it is for us today, probably I would say 40 % educational, 40% business travel and 20% leisure programs. And in the reality that are probably 50% business programs that are hiding behind an aspect of pure travel to the purpose of actually securing a visa to Europe I guess. But this is how it affected us effectively</p> |
| C | <p>So basically before the attacks you did not focus as much on the Asian markets, like we do now. It was more the American market with the leisure and educational side?</p> |
| L | <p>Yes correct. There was more of that. Because to be honest the company was in the infancy was only 4 years into the run, 3,5. So we were still developing in markets and it was still early days. So my very first start was with the US. The first clients were from the US and this is of course why most clients were from there. But I had other contacts in other areas and we tried to develop those more. So, the diversification effectively that answers I hope to.... It just of course helps to kind of stabilize.</p> |
| C | <p>Yes, so obviously after the attacks clients did not want to travel immediately or postpone. Do you see such big effects on the company with the more recent terrorist attacks or has the impact changed?</p> |
| L | <p>Well, it definitely still is affecting us. Let's put it this way: it is worth looking at the different nature of business that we have around. For instance, on the educational side we realize very clearly that yes an attack in Paris or in Belgium as we have seen in the last few years has reduced the interest on those destinations. And sadly enough it is the hotels themselves that are telling us that they are not getting as much business as they are used too. They are eager to get more business from us. So clearly there is a drop in volume to those destinations. When instead other destinations are still running on the usual numbers. But then again, we don't realize probably fully the effect of it. It is true that many of the universities especially in the states and Canada that are organizing trips are now looking at destinations such as South America or the far East. Thinking that they have perhaps,</p> |

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| | <p>only perhaps, a little less to worry about. Sometimes it is also just an issue of not being blamed for it. Let's say if something happens in France, it happens again and you are thinking well this could happen all over the world. So you organize a program as a professor and you are going again to France year later. Something happens, they point all the fingers saying that you knew that something was happening in France. And now you are going to France again and you run it anyway and here it is. So instead if something happens in France, you think, you know what, I won't get blamed if we go to Brazil. So you know what, I put in Brazil. So if something happens, and it could still happen in Brazil the same ways it could happen in France, but at least I say: hey there was history of it behind. So look, don't point the finger at me. I was pointing in that direction just to avoid what used to be the natural trend in the recent years, which was Europe. So effectively, not to be kind of a scapegoat, some people are thinking: Hey you know what, let's go to the other destination. So now everyone is saying, at least the police is saying in the last few weeks, the next big one should be the UK. This is what I have heard from, what I think was the med or Scotland yard, a couple of days ago. And that makes you think we got to be careful.</p> |
| | <p>Now you were asking me before, how did it affect us. To be honest it did affect us because through the years I have always contained the development of the company. Usually you think: I invest more money in a company because I am thinking, you know what, we are going to do great and you know we are doing well, so why not invest the money. So we have always tried to do something. But we have never thought: you know, we are a team of 10, let's make it a team of 100. We could, because I have seen it being done by other friends that had other companies before. But that requires some type of invest and I thought: you know what if another bom goes off somewhere, it could kill off everything again. So that fear back in September 11th, it stayed with me.</p> |
| C | Yeah, I understand. |
| L | <p>It killed probably my true potentials. Because I never forgot how that simply got everything out of order. But then again, coincidentally this is also the time of year and time of life where travel is expanding massively. New markets have been generated all over. Coincidentally, for this counter balance, this negative influence is counter balanced by the fact that there is so much more demand form other places. So the Chinese are coming up, south Americans are coming. So of course the market is saturated anyway. So our company would have survived no matter what, by simply tapping in to different markets.</p> |
| C | Do you see a drop in numbers because people are maybe choosing more for South America or Asia as destination instead of Europe or do you try to compensate that with other markets? |
| L | <p>On the educational side, yes we do see a drop in numbers. We see the numbers in general are reasonably small, sometimes, depending on the program, but it happens. Some professors say they find it difficult to find enough people to come on board. The reasons could be many. One it could be the price of course. The cost of the packages and the parents find it difficult to fund this cost for their children. And on the other side there is also the fear, because people think like: why should I send my kids to countries where there is some kind of concern, let's just focus on something else. Let's just find other experiences, in future hopefully they go. So that is one of the reasons. Now on the business side of things instead it of course does not have this much of an effect. So one way to kind of try to overcome this of course is to point attention in to the direction of business travel. Because if you work with business travel they have got no choice. They have got to travel. Their market is driving their needs and they have to. Now it could be affected in somehow and someway , but at the end of the day in my understanding at the end of the day, they have to operate and so for those type of clients we see no difference. Especially if the business travel is from the far east. Because the far east is somehow a little bit more resilient. They are more, say accepting these kind of issues. It can happen and they carry on they probably trying to be a bit more practical in what they can do. And even we must admit we are not exposed to business travel from North America in the same proportion, so we are not really in the position to kind of make a statement. But I think in general the far east the attitude has always been what it is from china at least. We know Japan is a different way to work with, and we are not operating very much from japan in this point in time, very little. But from the people that we work with we know for instance that Japan is dramatically affected by these facts. I hope it can at least help with your research, but last week I was speaking with a hotel chain, millennium maybe, and she said to me that Japan was definitely being affected, massively by this. They got serious cancellations being released back for anything they had in January. Even, even, if it was not in the UK, but they got cancellations for the UK for events that happened in France. And this</p> |

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| | <p>was very recent. So this proves again that for instance Japan that is a country that is truly much more similar to the US in the way they have developed. Of course the family oriented, toss, and at the same time the technology, awareness and education. Lot of things in Japan are naturally much more consolidating than in china that is still developing. So japan is much more conservative in that respect and they say: you know what, I keep my kids back home.</p> |
| C | <p>Yes, that is maybe also a thing that a lot of people see Europe as one and not as separate countries. So must be difficult to decide to go to a different destination in Europe, because it still feels close.</p> |
| L | <p>Exactly, when you are out there, no matter where you are you are that far from Europe. Europe is just Europe. It does not matter where it matters it is just all. And it is true as well at the end of the day.</p> |
| C | <p>Yes, so do you see a different reaction between the clients back than in 2000/2001 and now? Are they going to travel easier now although there are terrorist activity?</p> |
| L | <p>I would say that probably people are more accepting it as part of life. It is a reality and a possibility like anything else. So I suppose it became a part of us now the fact that we know it could happen. And some people will just simply refuse to travel of course. And think hey forget about it. It's like people say, I don't like flying. And they simply say you know hey what I am happy where I am. So of course there will be situations like that. But people have kind of accepted this possibility these worrying and they know that it is just a small percentage, small proportion that it could affect you, personally and directly. Clearly it is not likely to affect us. But of course what happened back then, 2001. What happened on September 11th was absolutely incredible. When you saw those towers come down and you looked at them. We were in touch with people in Philadelphia and they were saying to us: whats going on? You realize that my god, this is something.. that is... you know it did really shock people to a point that of course. Even with the best of intentions, they just thought, oh my god no more. But now something that big has thank god not happened at least. It is likely to happen again. If people really put their mind to it, they can absolutely do anything. There is no way that we can actually put a stop to this and you can blame people but how can you do. So it is just, I suppose, something like that not having happened recently thank god at least people think that they can keep kind of go. Because the possibility that it may involve them is small. But instead back then, I knew people in new jersey that were saying: hey, I knew somebody. I knew somebody that died there, I knew some firemen that died, I knew that guy that used to work there. Everybody seemed to know somebody. So than they thought: It really touched me closely. So than people started thinking you know what, now instead its affects is not that people even know very much people that are affected by these bombings, because of course it are lesser numbers and so. They are not as likely as to feel in deterrent, probably psychologically. But certainly it has an impact and it will stay with us. Because it clearly shows that in France and Belgium right now, the numbers are down. And the only way to kind of overcome this, to try to prepare yourself for the future is to be distributing your destinations to a larger and varied number of destinations. To kind of adjust to more solutions effectively. If you operate all of Europe of course, it means that you can handle, you may have groups that are gonna go into Italy or Germany or Ireland or Scotland versus going to a destination that is down at the moment, so effectively you kind of distribute a little bit. But of course if someone is operating at world level, if they are sending people all over the world, of course it is even better. Because than they can actually perhaps focus a bit more on those destinations. We are limited to Europe, but then again we are fortunate enough, because there are people that are focussing on incoming in to Belgium and they are really struggling. And so I suppose its leaves at doing what we do.</p> |
| | <p>Yeah, you at least have a shift to Scandinavia and southern and eastern Europe.</p> |
| | <p>Yes exactly, we diversify and that's a divarication in the nature of the destination. Than the divarication is also in the nature of the origin of where the clients come from. As of today we have got in our margin, I would say in our numbers, North America is still probably 50% of what we handle. But we have got the 5% from Brazil and 20/25% from China and 10% from Thailand, few percentages from Vietnam, Australia. So, we are kind of diversified.</p> |
| C | <p>Okay, let me see what information I am still missing. Ow, yes that is also something what I like to ask. After the September 11 attacks, you expanded to different markets as well. But did you also use any marketing tools to try to get back the clients from North America?</p> |

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| L | <p>Well, I must admit that at that point in time. As I said, I did not invest in the right direction. I should have invested massively on technology at that point in time. But perhaps we were again in our infancy, we didn't have many fans. But if we had invested in tools I say a fully on the individual traveller. I would say individual travel, electronically linked offering platform to people from/for a retailing individual travel. We may have actually gone in the right direction, cause I think that was what the tendency should have been. You have seen companies such as hotel beds, welcome beds, last minute.com. All of those that have lift massively. Of course they are different companies from us, but we are a wholesaler selling to travel agents. But many that were wise enough, that thought, you know what if I start offering to the clients, to individual clients. If I electronically organize myself, I may overcome and improve. And effectively go with the following/flow of technology to the extent of massive investments. Because what happened back than is that larger companies created. There are now probably 10 very big companies that retail directly to the clients. That have bypassed anything. And many companies in our position for instance had to close down, because they could just simply not continue anymore in between. So some smaller companies that invested, little bit in technology selling individually bookings online and offering these two. In regardless of the fact that there were companies that were much bigger than them, have managed to actually do well through the years and year by year they have added on to this. Because we did not go the electronic way and because we did say: we stick to searching for new agents that will actually basically follow the same path and that we used to specialize in all of Europe. Than we suppose have actually not followed the most sensible direction. If we are talking about money, that would have probably done better for us. So that was down to the fear of investing in to something, instead perhaps we should have used the wisdom to invest any way. I don't know if I am answering your question.</p> |
| C | <p>Yes, you do. And this is probably gonna be the last question: If such a big event like 9/11 would happen again, how would you react? Would you react in the same way as you did back then? Or would you take other actions?</p> |
| L | <p>Well, yea the first thing what we have changed in the last years is that we remind our travel agents clients, we remind them of the fact that we got lucky back then in a sense. Everybody was helpful and we need to help the properties give the money back and all of that. I always try to remind of the fact that if clients are in a position to travel and if the airports are open and if in the future something major will happen, but clients will be able to fly out of their city and reach destination, properties are not very likely to just simply help. We saw 100% help by the hotels back then, but I would think that most likely, both the hotels and other suppliers as well, coach companies, they would be forced to (I would think probably 50% of them) may not show any helpful approach I suppose. They would simply say: well if you can't travel, we understand, we will let you cancel, we will refund you the money or give you vouchers to come in some other times. But if you can travel, I am very sorry but you are locked in to this contract. So what we are trying to do is to tell our clients: please remember this. We are afraid of this. It may not go this way, they may be all very nice and helpful, but we would prefer to just warn them, that this could happen. So just to be prepared with that at least. We need to kind of face it that way. But unfortunately how can we all advise, try to prepare ourselves for something like this. As we said, we diversify, we tried to diversify the markets, but apart from that. Let's say a course of action in case of an emergency, in case something happens. Yes, we see that for instance the educational programs especially the travel agents put an emphasis on emergency solutions, so in case of an attack or if something else happens we have places of reference. For instance we have foreseen for instance some organizations asking us to organize satellite phones for instance. That shows if you are going to a major destination, to major cities like London, Amsterdam or Paris and you are bringing them a satellite phone. Clearly does not make any sense, you are not going to Africa.</p> |
| C | <p>Haha, no.</p> |

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| L | <p>So if you are in a major city with a satellite phone that does not allow you to pick up a signal within a building and even in the street it often does not allow you to pick up the signal if you are not in the right direction of the satellite. It means that that university, that organization is actually considering the possibility of a disaster. And they thinking, this is one of those things that they can put in place. And that cost money but then: it's like saying hey we have one solution, that is one way to be in contact with us in case of a major problem. Another thing that we see for instance, that refers to this, in case of an emergency they make reference to an emergency plan in how to reach the next closest point of meeting. Like when you have a fire alarm in the building, usually they say, well in case of the fire alarm a fire drill, we all meet on the street at so and so address. Usually not just outside your building that is on fire. In the same way it is actually handled by these organizations. They are saying, we are staying at these hotels and these are the places that is probably not a few blocks away, will be our place of meeting, where we all meet when something happens, whatever happens. So they have put in place some minimal way to kind of show that they will be ready and organized if something happens. They are giving out numbers and contacts. But at the end of the day, of course there is very little what we can do. We are telling people, stay away from crowded places, we are telling people, to especially kind of speed up a little bit the process at the airports. In the past people would take some time to change some money and go to the toilet. Now perhaps they say: you need the bathroom, yes okay, but if you don't let's get on the bus and think of other issues later. Just get away from that busy airport, let's go to our destination that is less likely to be affected. This type of thing.</p> <p>But to be honest, often I try to think but for us it is really difficult to try to. And of course as a company, we should think well we need to invest more into corporate clients. But corporate clients or educational, we have actually seen a shift in fact of companies, smaller companies such as ours that have actually directed their attention towards those kind of businesses. Educational travel in the last 5 years has actually flourished for. Many companies have actually started tapping into the educational market. They did not... 20 years ago when I first worked in educational travel, people were not really taking this too seriously. It was just a niche that was somehow, a reality for some. But now it is very different. Now people are full aware and there is so much competition. Just to show you how people shifted their attention. Because they thought, yes educational can be affected by these kind of happenings, but on the same time it is an organized institution that is organizing something. So, it is not just simply going out to collect people from agencies or you know just going to Paris, to enjoy Paris. These are people that are in higher educational level and they want to learn perhaps from business or whatever. They may choose not to go, but in theory really if they want to grow, they should go. And of course than you have business to business travel, that makes perfect sense, that has to go.</p> |
| C | <p>Yes, you are right. Okay, I think I have enough information for now. I don't know if you have any more questions or anything you would like to add?</p> |
| L | <p>Well I, right now, I can't think of something else. But I would say if you don't mind maybe in the next days or so, if something comes to mind that could actually meaning full for you. To expand on this, I will let you know if you don't mind.</p> |
| C | <p>No, that would be great, thank you. Thank you very much.</p> |

Interview TUI

Before each interview, the questions were already sent to the interviewee's to prepare themselves. Angelique Nijmijer, already answered them in short to be able to focus more on the details in the interview itself.

- 1) Heeft TUI in het verleden verlies geleden door Terroristische aanslagen?

jazeker

- 2) Zo ja, kunt u uitleggen welke verliezen en wanneer [e.g. daling van aantal geboekte reizen, daling van winst etc.]

De eerste 1-7 dagen na een grote calamiteit zie je de boekingen achteruit lopen of zelfs stil komen te liggen. Soms alleen voor de bestemming waar de calamiteit was, denk aan Cuba met de laatste orkaan, en soms voor een heel gebied. Midden oosten is minder in trek (Arabische lente, aanslagen, coup) waardoor de boekingen naar Turkije, Tunesië en Egypte hier zeker onder te lijden hebben.

- 3) Welke voorzorgsmaatregelen neemt TUI nu tegen terroristische aanslagen?

Security in onze eigen hotels is verscherpt en zelfde bij onze eigen airlines maar verder zijn we afhankelijk van wat een overheid ter plaatse doet. Soms geven we wel advies, bijvoorbeeld UK is betrokken geweest bij het verhogen van de veiligheid van Sharm el Sheik airport.

- 4) Hoe handelt TUI nu wanneer er een terroristisch aanslag wordt gepleegd op 1 van de bestemmingen waar TUI opereert?

Dat is te veel op even op papier te zetten maar voornaamste is dat onze calamiteitenprocedure in werking wordt gesteld en het kern crisis team wordt opgeroepen.

- 5) Welke stappen/handelingen voert TUI uit in de aftermath van een aanslag?

Vooraf nazorg aan staff en klanten is voor ons heel belangrijk. Afhankelijk van de ernst en grote van een calamiteit worden klanten gebeld, eventueel een bijeenkomst georganiseerd en wordt er aan staff professionele hulp aangeboden.

- 6) Hoe beperkt TUI de verliezen n.a.v. terroristische aanslagen?

Andere bestemmingen uitbreiden en met eigen airlines kunnen we dat zelf beslissen

- 7) Hoe minimaliseert TUI de effecten van negatieve publiciteit door terroristische activiteiten?

We zijn actief op social media en proberen z.s.m. in te spelen op calamiteiten en informatie te verschaffen. Door open en eerlijk te zijn kom je het verst maar het valt niet mee want men is razend snel tegenwoordig en wij willen wel van feiten uitgaan en dit kost tijd om te verzamelen en verifiëren.

- 8) Is er in de afgelopen 15 jaar veel veranderd met betrekking tot het handelen na een terroristische aanslag? Zo ja, wat?

Voorheen waren het incidenten die eens in de zoveel jaar voorkwamen, verder was algemeen geaccepteerd dat bijvoorbeeld IRA en ETA aanslagen pleegden maar er niemand minder naar Spanje of UK op vakantie ging. Na 9/11 is dit veranderd en worden de risico's anders ingeschat maar ook de hoeveelheid acties heeft de wereld fors veranderd. Bij TUI is het lang een parttime baan geweest maar nu een volledige afdeling met voldoende FTE om 24/7 te kunnen functioneren.

- 9) Ziet u nog extra mogelijkheden om het crisis management plan van TUI m.b.t. terrorisme te verbeteren?

Jazeker. We zijn nu vooral bezig om met de andere source markets die onder TUI vallen meer af te stemmen en gezamenlijk op te treden als het kan.

Interview Script TUI

Interviewee: Angelique Nijmeijer

Position: Head of health, safety and crisis management of TUI Benelux

Date of Interview: 21 October 2016

Interviewer: Celine Schreurs

C = Celine

A = Angelique

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| C | Goedemorgen |
| A | Goedemorgen. Hallo |
| C | Hallo. |
| A | Ik moest echt weer even denken hoe gaat het ook al weer. Ik heb al zo lang niet geskyppt. |
| C | Dat is het voordeel van in het buitenland wonen. Je skyped regelmatig met familie. |
| A | Ja dat snap ik. We hebben natuurlijk ook wel Facetime en de Linked in. Maar via skype, ik moest even zoeken wat mijn wachtwoord ook al weer was. Maar goed, we hebben elkaar te pakken. |
| C | Ja inderdaad. Gaat alles goed? |
| A | Ja hoor prima en met jou? |
| C | Ja ook goed. Ja zeker. |
| A | Wat doe je zeg maar in London? |
| C | Ik werk op dit moment aan mijn thesis en daarnaast werk ik ook full time bij een kleine tour operator. Ik heb daar vorig jaar stage gelopen. Na mijn stage heb ik er eerst een hele tijd part time gewerkt en sinds Oktober werk ik daar full time. En daarnaast doe ik mijn thesis dan nog. Want die is nog niet helemaal af. |
| A | Maar goed, het leven en het werken in London dat bevalt je prima? |
| C | Ja, dat bevalt wel goed ja. Leuke collega's, klein bedrijf. Maar ik leer er wel veel dus dat is goed. |
| A | Ja duidelijk. |
| C | Heel erg bedankt trouwens voor het doen van het interview. Dit gaat me enorm helpen met mijn thesis. |
| A | Ik hoop het. Want ik had wel even snel een kijkje genomen naar de vragen, maar ik zag er een aantal die nogal veel tijd zouden kosten als we dat schriftelijk zouden moeten doen en dat heb ik gewoon niet. Dus als we het op deze manier kunnen oplossen dan doe ik dat graag. |
| C | Ja snap ik. Is het goed als ik het gesprek opneem? |
| A | Ja hoor dat is goed. |
| C | Ok, dankjewel. Ik had ook even de antwoorden doorgenomen uiteraard en voor veel vragen was het eigenlijk al wel duidelijk. Maar ik had wat follow up vragen op sommige antwoorden. Dus daar zou ik graag mee van start gaan |
| A | Ok, dat is goed. |
| C | Zoals bij de eerste vraag die ik stuurde: Heeft tui ook verlies geleden door terroristische aanslagen in het verleden? U antwoorde dat van 1 tot 7 dagen trekken de boekingen weer terug. Maar trekt dat dan naar 7 dagen al weer op naar het niveau waar het was voor de aanslag of blijft dat nog een tijdje wel wat lager. |
| A | Ja en zelfs eigenlijk nog wel sneller. Je ziet vaak dat op dag 1 of dag 2 dat mensen nog schrikken en misschien moeten nadenken van: goh willen we nog wel op vakantie. Maar de keuze is vaak toch wel: ja we willen nog wel op vakantie. Vaak maken ze dan wel een andere keuze als gepland. Naar een ander land. Maar op zich valt het reuze mee dat we mensen/klanten kwijt raken. |
| C | Ok, en kunnen jullie dan makkelijk de bestemming van de klant switchen? Is dat makkelijk om te doen als klant bij TUI? |
| A | Ja, dat is natuurlijk het handige van TUI omdat we een eigen airline hebben. Wij zijn niet afhankelijk van een transavia die zelf besluit waar ze naar toe vliegen en daar moet je dan nog stoelen op inkopen. Wij bepalen natuurlijk met onze airline zelf waar we naar toe gaan. Dus zoals bijvoorbeeld Turkije dit jaar gewoon minder in trek is. Dan gaan wij gewoon onze toestellen ergens anders naar |

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| | <p>toesturen. Dan worden de inkopers op pad gestuurd om in, ik noem maar even, Spanje en Portugal, voor meer bedden te zorgen.</p> <p>En dan is het in een half uur gedaan om de vlucht van de ene kant naar de nadere kant om te zetten. Dan word het opgebouwd in het system en is het boek baar voor de klant.</p> <p>Dus wij zijn daar heel flexibel in, Ja.</p> |
| C | <p>Ok, ja dat is natuurlijk wel mooi. En merk je nog verschil tussen wanneer er een calamiteit gebeurt, veroorzaakt door natuurlijk geweld of wanneer het wordt veroorzaakt door de mens zoals een terroristische aanslag of politieke instabiliteit etc.?</p> |
| A | <p>Nou, we zijn natuurlijk vorige week en de week daarvoor heel druk bezig geweest met orkaan Matthew. Die precies alle bestemmingen in de Cariben aandeed waar we zaten. En vooral dan heftig op Cuba en daarna op Florida. Dan merk je dus wel dat mensen in de week daarna die moeten vertrekken, dat je die dus aan de telefoon gaat krijgen. Van is het nog wel veilig om te gaan?</p> <p>Zijn er veel schades waardoor ik niet zou kunnen vertrekken? Uiteraard proberen we daar zo snel mogelijk antwoord op te geven en mensen vooral gerust te stellen dat men gewoon kan als wij ook vinden dat het veilig is en vinden dat ze ook normaal op vakantie kunnen.</p> <p>Want wat wel belangrijk is natuurlijk, vakantie is een beleving, dus het moet wel prettig aanvoelen voor mensen om op vakantie te gaan. Een voorbeeld daarvan is een bosbrand. Dan kan het hotel nog wel overeind staan, maar als alles om jou heen zwart geblakerd is, dan vind je het niet prettig om daar op vakantie te gaan.</p> |
| C | <p>Nee inderdaad. Ok</p> |
| A | <p>Nee, dus dan zijn we ook eerlijk tegen mensen. Van ok, het hotel is te bereiken, u kunt er naar toe maar als u het inderdaad toch prettiger vind om ergens anders naar toe te gaan, dan staan we dat wel toe.</p> <p>Alleen het is dan niet zozeer dat we dan kosteloos annuleren toestaan, want dan verlies je van alles he.</p> |
| C | <p>Ja, dat is natuurlijk waar. Ok dankjewel en bij vraag 4 vroeg ik: hoe handelt tui als er een terroristische aanslag word gepleegd bij 1 van de bestemmingen.</p> |
| A | <p>Sorry ik versta je slecht.</p> |
| C | <p>Oh ja, mijn beeld doet ook een beetje raar. Is dit beter zo?</p> |
| A | <p>Ja, ik hoor je nu weer beter</p> |
| C | <p>Ok mooi. Dus bij vraag 4 vroeg ik hoe TUI reageert of handelt nadat er een terroristische aanslag word gepleegd op 1 van de bestemmingen. En de calamiteiten procedure word dan in gang gezet. Maar kunt u wat vertellen over de calamiteiten procedure?</p> |
| A | <p>Ja natuurlijk. Wij hebben het zo georganiseerd dat we met een kern crisis team werken. Dat zijn een aantal rollen die uit het hele bedrijf komen. Mijzelf natuurlijk als crisis coördinator, er is altijd iemand van communicatie bij en er word een crisis manager aangesteld. Daarnaast is juridische zaken aangesloten en onze product afdeling. En dan is het maar net of het over een verre reis gaat dus long haul of medium haul of een city trip. Dus 1 van die personen komt er ook bij zitten en uiteraard onze directie.</p> <p>Ik ben vaak de eerste aangewezen persoon die iets hoort of wordt gebeld dat er iets aan de hand is. Op dat moment zoek ik ook altijd gelijk contact met onze directie. Ik vertel hen wat er aan de hand is en wat ik verwacht wat er gaat gebeuren. Als ik denk dat het een grote calamiteit gaat worden, dan vertel ik dat ook uiteraard en dan besluiten we op dat moment al dat we bij elkaar willen komen maar dat gaat in eerste instantie altijd via een conference call. We hebben op alle kantoren zowel in België als in Nederland, eigen video/ conferentie apparatuur staan en dat kan ik vanaf huis bedienen. We kunnen dus al heel snel met 5 of 6 kantoren of mensen bellen. Nou dan proberen we natuurlijk de feiten te verzamelen en denken we dan dat het echt noodzakelijk is en dat we veel meer mensen nodig hebben. Denk bijvoorbeeld aan de Turkije coupe. Dat werd om half tien of kwart voor tien savond vermeld. Dus dan weet je al dat het enorm gaat uitgroeien en we hebben heel veel mensen zitten in Turkije. Dus op dat moment word er al wel besloten dat we inderdaad een crisis team gaan formeren en dat we naar kantoor gaan. Op dat moment roep ik al allerlei mensen op waarvan ik denk die gaan we nodig hebben. Dat zijn mensen van mijn eigen afdeling maar ook van onze flight planning afdeling. Want we hebben vluchten staan, we hebben de operations van die vluchten nodig want die moeten allerlei opdrachten uitvoeren. We hebben daar een aparte crisis kamer voor. En</p> |

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| | dan proberen we natuurlijk met elkaar in eerste instantie besluiten te nemen. Wat houdt het in en wat gaan we doen? Op dat moment zouden de vluchten nog moeten vertrekken morgens vroeg. Dus ja ga je wel vliegen of ga je niet vliegen? Dat moeten we natuurlijk beslissen. En of we niet gaan of wel gaan dat maakt eigenlijk niet uit. Je weet allemaal dat alle mensen die op die toestellen zouden moeten vertrekken, die gaan bellen straks. Dus je moet zorgen dat je een call center helemaal opgetuigd hebt want die moeten al die telefoontjes gaan opvangen. Maar die moeten natuurlijk ook antwoorden hebben wat ze die mensen kunnen vertellen. En wat wij willen vertellen moet ook op de website staan en onze communicatie woordvoerder die word natuurlijk op een gegeven moment plat gebeld door de pers met de vraag: wat gaat TUI dan doen? En zo proberen we een calamiteit volgens een bepaald stramien helemaal af te werken en aan alles te denken tot dat we het onder controle hebben en er iets loopt. En dan is het maar afwachten hoe lang het duurt. |
| C | Ja |
| A | Beetje duidelijk zoals ik het vertel? |
| C | Ja zeker. Lijkt me wel een interessante baan ook, maar het is natuurlijk af en toe ook nacht werk gewoon. Want je kunt natuurlijk niet plannen. |
| A | Naja, dat is het nadeel van calamiteiten. Ze komen altijd in het weekend, op feestdagen en nachts. |
| C | Haha, ja |
| A | Dus we draaien natuurlijk ook allemaal 24 uren diensten en we hebben ook meerdere vervangers. Want je kan niet blijven werken achter elkaar. En je ziet gewoon, toen ik dit een jaar of 10 geleden begon was het eigenlijk een part time functie, want er gebeurde af en toe eens ergens iets op de wereld en dan moesten we daar iets mee doen. Maar tegenwoordig is het dus inderdaad full time want we gaan van het 1 naar het ander. Want het is zeer onrustig in de wereld. Ook met natuurlijke rampen uiteraard. Maar vooral politieke onrust. En ja, dat is gewoon lastig. |
| C | Ja inderdaad. Je kunt er sowieso zelf niet zoveel aan doen dat er calamiteiten gebeuren. Het gebeurt gewoon. |
| A | Nee ok, maar je kan wel heel veel dingen natuurlijk voorbereiden. We hebben van te voren ook altijd al persberichten klaar staan in een bepaald format. Zodat je alleen maar hoeft in te vullen wat de datum is, welke bestemming het is en welke vlucht het betreft. Want heel vaak zijn de vragen van klanten hetzelfde. Gaat het over mij bestemming? Gaat het over mijn vlucht? Hoeveel mensen zijn er aan boord? Bijvoorbeeld, wij kampen natuurlijk ook met stakingen. Elke staking is wel anders maar wat we daar mee moeten doen is hetzelfde. Je wordt getroffen door een staking en we zullen de klanten moeten inlichten dat ze wel kunnen of niet kunnen reizen. En als ze niet kunnen, wanneer kunnen ze dan wel? Want dat willen ze dan weten. En kunnen ze nog steeds naar dezelfde bestemming ja of nee? Of kunnen wij wat anders verzinnen. Vorige week zaterdag zijn wij heel druk bezig geweest met een staking in Griekenland. Toen had de verkeersleiding aangekondigd dat men 2 keer 48 uur zou staken. Is precies natuurlijk onze herfst vakantie. Hebben heel veel dingen daarvoor moeten regelen. Nou als je niet meer op Griekenland kunt landen, dan kunnen we wel in Turkije landen. Dus we hebben allerlei ferry boten afgehuurd om van Rodos en Kos naar Turkije over te varen en daar de klanten op het vliegtuig te laten stappen. En toen was eigenlijk alles klaar na 10 uur en toen ging de staking niet door. |
| C | Oh haha. Oja. |
| A | En die route tussen Turkije en Griekenland met boten, dat hebben we natuurlijk al eens eerder bedacht. Dus het is niet zo dat je altijd nieuwe oplossingen moet bedenken maar het is vaak iets wat je al een keer hebt meegemaakt maar dan met een andere twist. En dan maar zien van hoe of wat. Goeie aan crisis beheer is natuurlijk altijd hoe je de voorbereidingen hebt. Heb je de juiste mensen en zet je de juiste stappen. En snelheid want social media is natuurlijk razendsnel tegenwoordig. Soms zijn zij sneller met dingen melden dan wij, omdat je het gewoon nog niet weet. |
| C | Nee idd. Ik bedoel als er mensen ter plekke zijn en die tweeten wat of die zetten wat op facebook dan ja. Daar kun je ook niet tegenop qua snelheid eigenlijk. |
| A | Nee dat klopt, vandaar dat we natuurlijk sinds de laatste 2 jaar ongeveer een aparte afdeling voor de social media hebben opgericht. Die 24 uur monitoren wat daar op komt. Want ja soms zijn zij inderdaad veel sneller dan wij. Hiermee kunnen we natuurlijk ook zien dat er iets negatiefs komt over TUI, waarvan die afdeling denkt dat zou wel eens heel groot kunnen worden. Daar worden wij |

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| | natuurlijk ook gelijk over ingelicht, omdat we dan misschien acties kunnen uitzetten die dat weer in de kop kunnen drukken. |
| C | Dus er is wel van te voren eigenlijk al een crisis management plan. Waar je stappen hebt waar je je aan houdt. En natuurlijk is de uitvoering elke keer een beetje anders maar er is wel een lijn. |
| A | Ja klopt. |
| C | Ok. En nadat je met een crisis heb gedeald, in de aftermath, word er dan ook feedback gegeven door klanten of gaan jullie zelf om tafel om voor feedback? |
| A | <p>Ja, dat doen we natuurlijk op meerdere momenten. In ieder geval gaan wij zelf met elkaar om tafel. Om ieder geval even te evalueren hoe we vinden dat we de crisis hebben aangepakt. Waar verbeter puntjes zijn. Want uit elke handeling komt altijd wel iets. Dus dat zetten we in ieder geval op papier en dat verwerken we dan natuurlijk weer in ons calamiteiten plannen. Maar natuurlijk ook de klant. Want daar hoor je natuurlijk achteraf van hoe zij vinden dat dingen geregeld zijn. Want waar wij natuurlijk ook als crisis team over na denken, is wat doen we dan met die klanten. Als zij inderdaad heel veel vertraging hebben, dan zorgen we er bijvoorbeeld voor dat er mensen op Schiphol staan, gelijk bij de gate. Om mensen welkom te heten, op te vangen. Soms kan het zijn dat we een klein cadeautje uitdelen als pleister op de wonden zeg maar. Is het echt een evacuatie van iets wat veel indruk heeft gemaakt, kunnen we daar met bloemen klaar staan. We kunnen ook met Schiphol bijvoorbeeld afspreken dat we een eigen hal tot onze beschikking krijgen, dus afgeschermd van pers. Want dat is heel belangrijk. Zodat dan bijvoorbeeld de familie er al is.</p> <p>Zijn mensen bagage kwijt, doordat er een brand was of een storm. Dan zorgen we dat we daar gelijk al staan met schade formulieren om het mensen inderdaad zo makkelijk mogelijk te maken. Want ja kijk, die calamiteit is dan al gebeurd. Daar kunnen wij niks meer aan doen, maar wel hoe we het dan in eerste instantie afhandelen. Nou, dan hoor je dan natuurlijk snel genoeg of klanten die prettig vinden ja of nee. Maar uiteindelijk komen daar binnen een week klachten brieven binnen, waar dan ook nog complimenten in staan. Klanten balen dan ontzettend van iets wat er gebeurd is. Maar dan lezen we wel dat men wel heel tevreden was met hoe het verder dan allemaal geregeld is.</p> <p>Nou dat is waar ik dan natuurlijk zoveel mogelijk invloed op heb. Maar nazorg kan natuurlijk ook nog veel verder doorlopen, als het echt om ernstige zaken gaat. We hebben bijvoorbeeld vorig jaar een ernstig bus ongeval gehad in Portugal waar ook dodelijke slachtoffers bij gevallen zijn. Toen hebben we inderdaad besloten om na 5 weken, toen iedereen ook terug was in Nederland en uit het ziekenhuis was om een soort bijeenkomst te organiseren. Voor alle betrokkenen, nabestaanden en familie die ze ook maar wilden die erbij waren. Om gewoon dingen met elkaar te delen en mensen hun verhaal te laten vertellen. Want dat draagt natuurlijk heel erg bij aan verwerking.</p> <p>En we hebben ook in onze afdeling klanten service een apart team zitten die alle, ik noem het altijd maar de gevoelige zaken, aanpakt. Die dus rechtstreeks ook mensen dan opbellen om ook letterlijk met hun te praten hoe het met ze gaat. En die zijn daar speciaal op getraind. Want mensen zijn natuurlijk ook heel vaak emotioneel en dat valt niet mee om daar dan op een goeie manier mee om te gaan. Want wat zeg je dan tegen iemand die een ander is verloren. Je kunt moeilijk zeggen dat ... ja de zon gaat weer schijnen over een tijdje.. nee dat werkt dan niet.</p> |
| C | Nee precies. |
| A | Dat doe ik dan natuurlijk niet alleen he. Daar hebben we een aantal training bureaus bij. Die hebben ons geholpen. Er is heel veel contact ook met slachtoffer hulp Nederland. Want zij hebben natuurlijk heel veel ervaring en de professionele hulp laten we natuurlijk graag aan andere over want daar zijn zij goed in. Maar zij hebben ons wel allerlei handleidingen en tips aan de hand gedaan. Hoe je die eerste opvang doet. Want men wil toch graag TUI daar zien als organisator. En daar kunnen andere altijd bij helpen. En ja dat wordt heel erg goed gewaardeerd. |
| C | Ok. En dat wordt dus eigenlijk heel erg veel gedaan? Is dat dan echt allemaal de afgelopen 15 jaar beetje, zeg maar na 11 september, een beetje gegroeid? Die afdeling? Of was TUI daarvoor ook al heel erg gefocust op crisis management. |
| A | Ja, nee toch meer part time wat ik al zei. De Arabische lente eigenlijk van een aantal jaar geleden dat was toch wel een beetje het kantel punt. |
| C | Ok |
| A | 11 september, daar keek iedereen alleen maar heel ongelofelijk na van hoe is het in godsnaam mogelijk dat dit kan gebeuren. Maar de Arabische lente is wel echt het punt geweest dat de afdeling |

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| | <p>is gaan groeien, omdat we natuurlijk echt mensen hals over kop moesten evacueren., uit Tunesië, uit Egypte waar geschoten werd. Op dat moment werd het eigenlijk pas een geoliede machine. En wat ons heel erg geholpen heeft dat is ook 1 van de natuur rampen. De aswolk van een aantal jaren terug. Dat was natuurlijk ook iets unieks.</p> <p>Ik had wel eens gehoord dat een vulkaan as uit spuwde, dat natuurlijk wel. Maar niet dat dat het hele lucht verkeer kon plat leggen en zeker niet in Europa. Dus toen waren we eigenlijk wel gedwongen om allerlei nieuwe dingen te bedenken hoe we dan toch mensen terug konden krijgen. Want op een gegeven moment was het dus ook: in Nederland mag niet meer gevlogen worden. Maar wel in Zwitserland en wel in Spanje. Nou we hebben natuurlijk kras. Kras heeft heel veel bussen. Toen hebben we al die bussen naar die landen gestuurd en onze vliegtuigen ook daar naar toe. Dus zo konden in ieder geval die mensen via die andere landen toch weer terug naar Nederland. En dan merk je pas hoe belangrijk het is dat we inderdaad veel meer plannen hadden klaar liggen want dit kon natuurlijk nog een keer gebeuren. En sindsdien zijn we daar eigenlijk heel serieus mee bezig en is daar een aparte afdeling voor.</p> |
| C | ok |
| A | Je kan niet altijd dingen voorkomen. Maar wel hoe je er dan mee omgaat. |
| C | Inderdaad. Ik heb ook gevraagd hoe beperkt TUI de verliezen na aanleiding van terroristische aanslagen. En dat is door uitbreiden van andere bestemmingen bijvoorbeeld. Maar welke bestemmingen zijn nou heel erg in trek nu bijvoorbeeld Egypte en Turkije wat minder loopt. Waar gaan mensen dan heen? |
| A | <p>Voor ons als je Europa bekijkt zijn inderdaad Spanje en Portugal en Kaapverdische eilanden favoriet.</p> <p>De klant ziet dat als de meest veilige bestemmingen, waar weinig gebeurt. Nou is dat natuurlijk altijd maar relatief, maar daar zie je dat er inderdaad gewoon ruim 30 tot 35 % groei is geweest in die landen. Maar ook bij ons gaan heel veel klanten richting Cariben. We hebben natuurlijk veel vluchten naar die bestemmingen. Het is wel een wat duurdere vakantie, maar dat ziet de klant ook als een wat veiliger gebied. Op een orkaan hier een daar na. Maar in ieder geval de Antillen of Mexico of Jamaica en Cuba.</p> <p>Dus daar zie je dat er inderdaad het aantal klanten stijgt. Dus we hebben wel ongeveer dezelfde aantal klanten, maar je ziet echt een verschuiving van de ene helft van de wereld naar de andere helft.</p> |
| C | Ja oké, dus klanten kiezen dan wel inderdaad vaak voor een andere bestemmingen in plaats van het te cancelen of het voor uit te schuiven. |
| A | Ja inderdaad. |
| C | Oké, ja dat waren wel de enige vragen die ik nog had naar aanleiding van de vragen die ik had gestuurd. Zijn er nog vragen die u voor mij heeft? |
| A | Nou ik ben natuurlijk wel nieuwsgierig naar je eind resultaat, maar als ik een beetje heb bij kunnen dragen. Doe ik heel graag. |
| C | Ja oké, ik ga zeker laten weten wanneer ik klaar ben en wanneer ik hem in heb geleverd. En ik kan een kopie doorsturen als u dat leuk vindt. |
| A | Ja graag. |
| C | Ja ga ik zeker doen. En heel erg bedankt. |
| A | Ja jij ook bedankt. En heel veel succes uiteraard. En als je nog resterende vragen hebt zet ze maar op de mail. Dan kan ik altijd nog zien wat ik daar mee kan doen oké? |
| C | Ja, heel erg bedankt. |
| A | Oké. |
| C | En een fijne dag nog. |
| A | Dag |
| C | Doeg. |

Interview Script VU – Jeroen Wolbers

Interviewee: Dr. Jeroen Wolbers

Position: Teacher at the Master program of Crisis management at the VU in Amsterdam

Date of Interview: 6 October 2016

Interviewer: Celine Schreurs

C = Celine

J = Jeroen

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| C | Vind je het erg als ik het gesprek opneem? |
| J | Nee, tuurlijk niet, geen probleem. |
| C | Oke, dankjewel. Als eerste heel erg bedankt voor u tijd om het interview te doen. |
| J | Ja graag gedaan. |
| C | Dat gaat mij heel erg helpen met mijn onderzoek. Zoals ik al had uitgelegd in de email gaat mijn onderzoek over toerisme en terrorisme en dan met name hoe het terrorisme, toerisme bedrijven en bedrijfsleven aantast of beïnvloed. En daarover had ik wat vragen, want ik focus me toch ook wat meer in mijn literatuur review en mijn onderzoek op crisis management. |
| J | Oke interessant. Zou je me eerst nog eens wat over je opleiding kunnen vertellen. Daar ben ik wel benieuwd naar. |
| C | Ja tuurlijk. Ik studeer dus leisure management, vrijetijd management. Dat is eigenlijk een management opleiding gericht op events en vijf sectoren. Toerisme, sport, recreatie, cultuur en events. Het is een hele brede management opleiding maar wel echt gericht op de leisure sector en waar wij inderdaad dan wel met name de afgelopen 2,5 jaar events hebben gedaan. Maar in mijn minoren heb ik me gericht op toerisme en heb ik innovatieve toerisme en community based toerisme gekozen en ik heb nu ook afgelopen jaar stage gelopen bij een bedrijf. Bij een tour operator. Dus dat is het eigenlijk een beetje. Het is een vrij standaard management opleiding. Heeft u nog meer vragen? |
| J | Nee, dat was het wel. Daar was ik gewoon benieuwd naar wat je opleiding nou precies inhield. |
| C | Jaa, er komt ook wel van alles bij kijken. Ook wel met events en crisis management. Maar omdat het een hele brede opleiding is hebben we van alles maar een heel klein deel gehad. Dus als je dan zo'n onderzoek doet dan merk je toch wel ik heb wat gerichtere kennis nodig om mijn vragen te kunnen beantwoorden. |
| J | Ja. |
| C | Dus ja, oke. |
| J | Oke nou brand los. |
| C | Ja, dus ik had de vragen opgestuurd en ik hou me een beetje aan die structuur en dan kom ik waarschijnlijk wel met vragen tussendoor ook nog. Dus de eerste vraag was: Hoe zouden toerisme bedrijven zich kunnen voorbereiden tegen een crisis. Want ik had in de theorie gelezen dat met crisis management is dat je voor die tijd kun je er wat tegen doen, tijdens de crisis en in de aftermath. |
| J | Ja, je ziet vaak dat in crisis management die verschillende cyclussen worden geredeneerd. Dus preparatie, mitigatie, response en recovery. En daar zitten soort van leercyclussen in en wat er meestal gebeurd is door de ervaring van een crisis situatie leer je beter waar je rekening mee moet houden. En dan zie je dus mensen kunnen die cyclus zich aanpassen en bedrijven zich aanpassen. Dus dat is een belangrijke. En daarnaast, want met toerisme bedrijven heb je natuurlijk te maken met de privaten sector en deze cyclus is wel met name gericht op overheidsorganisaties. Dus echte crisis management organisaties, zoals de politie, brandweer ambulance dienst en leger enz. En wat je in het bedrijfsleven vaak ziet is business continuity management. Is dat een term die je al bent tegen gekomen? |
| C | Nee, nog niet maar aan de naam kan ik afleiden dat het gaat om te zorgen dat een business blijft draaien tijdens een crisis? |

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| J | Ja precies, dus dat eigenlijk. Je ziet het met name veel in de financiële sector, banken enz. Dus op het moment dat er een grote stroomuitval is of dat soort zaken, hoe zorg je er dan voor dat je als bedrijf kan blijven draaien. En zeker voor banken is dat belangrijk want als je dan al je toegang tot het kapitaal in je markten verliest, dan verlies je ook weer een hele hoop geld. |
| C | Ja precies. |
| J | <p>Dus daar worden plannen voor gemaakt en dat word samengevat in business continuity management en dat is eigenlijk een planning maken. Om te bedenken van oke: als er iets mis gaat wat kan ons nou overkomen. Dus Scenario's opstellen en dan vervolgens proberen te beschrijven wat je dan zou kunnen doen en je daar op voorbereiden. En dat is eigenlijk hoe bedrijven daar over het algemeen mee omgaan.</p> <p>Je zag het ook heel duidelijk gebeuren tijdens hurricane Sandy bijvoorbeeld in New York. Wat van te voren bekendst werd, van oke er is een grote kans dat een gedeelte van Manhattan gaat overstromen. Dat is ook daadwerkelijk gebeurt. Een hele hoop van die bedrijven hebben toen hun kritieke infrastructuur verplaatst naar hogere verdiepingen. Om te zorgen dat als de kelders onder water zouden lopen dat je dan niet al je IT system met kortsluiting onder water komt te staan. Dus dat soort dingen</p> <p>Dus als ik dan terug ga naar je vraag, hoe kunnen ze zich voorbereiden. Meestal gebeurt het dus daardoor, door een business continuity management plan te maken. En dus te definiëren welke potentiële hassards er zijn. Dus welke gevaren zijn er voor een bedrijf en hoe ga je je daar tegen wapenen. Dus dan scenarios bouwen over hoe je daar mee om kan gaan.</p> |
| C | Maar als je zo'n plan hebt en daar staat een crisis in. Hoe vaak van de gevallen werkt zo'n plan dan echt. Dat vraag ik me dan af. Want in theorie kun je het natuurlijk wel op papier zetten, maar in de praktijk werkt dat toch vaak anders. |

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| J | <p>Jaa, nee precies. Er is ook veel improvisatie dat er bij komt kijken. Want je ziet ook wel dat die plannen niet altijd werken hoor. Een bekende benadering, als je naar de literatuur kijkt in de jaren 60 en 70 is er ontzettend veel onderzoek gedaan in Amerika naar dit soort zaken. In delaware school, dat is een plaatsje iets onder New York. En daar hebben ze eigenlijk gezegd van oke: er zijn twee benaderingen over hoe je met crisissen om kunt gaan. De eerste is chaos command and control. Dus een crisis veroorzaakt chaos en daarvoor heb je een hele duidelijke commando structuur voor nodig om die chaos te beteugelen. En dan moet je er voor zorgen dat je de situatie weet te beheersen. Dat is eigenlijk de manier hoe defensie ook altijd werkt, via een commando structuur en dat soort zaken. Maar ze kwamen erachter in de afgelopen jaren met onderzoek dat die structuur eigenlijk niet werkt in crisis situaties. Net wat jij zegt dat de situatie eigenlijk continue anders is dan wat je verwacht. Daar is ook veel onderzoek over gedaan bijvoorbeeld naar crisis mythes. 1 van die mythes is dat mensen in paniek raken. In de praktijk blijkt het eigenlijk niet zo te zijn. Mensen zijn best zelf redzaam. En dat zie je ook tijdens recente aanslagen dat ze denken: gewoon terug komen. Dat mensen elkaar helpen.</p> <p>Dus is er een tweede doctrine eigenlijk naar voren gekomen. En die is continuation, coordination and collaboration. Dus die staat in contrast met die eerste. Dus waar die eerste zegt: er ontstaat chaos. Zegt die tweede doctrine eigenlijk, maar er is eigenlijk helemaal geen chaos, want de dingen in de maatschappij gaan wel door. Dus vandaar continuation. Als je daar van uitgaat, dat de structuur en dat er mensen blijven bestaan die je kunt helpen potentieel, en dan praat je samenlevings breed he, dat kan iedereen op dat moment doen. Dan moet je dus ook zorgen dat je daarmee gaat samenwerken vanuit dat collaboration. En dan is het belangrijkste aspect dat je moet ontwikkelen is coördinatie. Dus in plaats van control, moet je coördineren met elkaar. En daar komt een beetje jou vraag in terug.</p> <p>Want zeker in als je kijkt van hoe kunnen nou toerisme bedrijven reageren op een crisis situatie? Die zitten met name in die tweede doctrine. Dus dat ze moeten coördineren met andere om zich heen op dat moment. En proberen om in een onverwachte situatie zo goed mogelijk te acteren. Want je ziet dus eigenlijk als je kijkt naar de recente aanslagen, dat je ziet in die eerste set van de aanslagen in Parijs worden er dus daadwerkelijk toeristische bedrijven geraakt. Een restaurant of supermarkt. En daar zie je dat die mensen vluchten. En als je dat overkomt, dan kan je eigenlijk niet zoveel doen. Dat is crue maar dan heb je gewoon echt pech. Verstoppert en proberen niet op te vallen. Maar die bedrijven daarom heen die kunnen wel wat betekenen, want die kunnen zo snel mogelijk mensen die op straat lopen proberen die naar binnen te trekken en daar een veilige plek te geven en vervolgens de deuren weer dicht te doen. Dus dat zag je daar ook gebeuren. En vervolgens met die aanslagen met die vrachtwagen in Nice. Daar zag je heel duidelijk dat daar ook weer een tegenovergestelde beweging stond want sommige bedrijven schrokken zo van oke nu gebeurt het dus hier. Dat ze de deuren gingen sluiten en mensen dus buitenhielden. Dus je ziet ook dat het kiezen voor veiligheid en het niet redden van mensen heeft dus ook consequenties.</p> |
| C | <p>Ja oke. Dat lijkt me ook tijdens zo'n aanslag zelf. Ik weet niet, als het je overkomt lijkt me ook wel dat je toch ook wel in paniek raakt. Dus toch wel een beetje chaos krijgt. Tijdens de aanslag zelf.</p> |
| J | <p>Ja precies, nee zeker weten. Dus je ziet de meeste proberen te vluchten, maar nog wel in staat zijn om nog enigszins rationeel te handelen. Dus gewoon te kijken, waar moet ik naar toe, waar heb ik een veilige plek. Kan ik me ergens verschuilen.</p> |
| C | <p>Oke, zo'n aanslag is dan zeg maar net gebeurt en stel je hebt dan inderdaad zo'n plan voorbereid is het dan heel simpel de stappen in het plan volgen of komt daar meer bij kijken? Kunnen bedrijven meer doen daarnaast, als de aanslag net is gebeurd. En ze zijn getroffen of mensen blijven weg daardoor.</p> |

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| J | <p>Ja, dat ligt er een beetje aan welke sector je hebt. Kijk als je naar die business continuity management gaat en met name in de financiële sector dan zie je dat je dat soort plannen redelijk strak kan volgen. Want dat zijn plannen over, niet zozeer hoe je je zelf in veiligheid brengt, maar hoe je je bedrijfsprocessen continueert. En dat betekent bijvoorbeeld dat ze een back-up server op een andere locatie hebben draaien en daar schieten ze dan op over. Dus dat kun je dan gewoon uitvoeren.</p> <p>Waar het gaat om mensen en hoe mensen reageren en als ze echt in gevaar zijn zelf, daar kun je je niet echt op voorbereiden. Dus je moet denk ik een goed onderscheid maken tussen bedrijfsprocessen en tussen mensen die zich zelf in veiligheid proberen te brengen. En die laatste kun je je niet echt op voorbereiden, dat moet je gewoon improviseren. Maar die eerste kun je zeker wel dingen op papier zetten.</p> |
| C | <p>Oke, dan een aanslag is geweest en het is een paar weken verder en je merkt toch dat mensen weg blijven of dat mensen een tour cancellen, wat kun je daar tegen doen? Ik bedoel, je kunt mensen natuurlijk niet dwingen om te gaan. Ze hebben angst om een destination te bezoeken waar die aanslagen net zijn geweest. Maar zijn er maatregelen of voorzorgsmaatregel Ingen die je kunt nemen?</p> |
| J | <p>Ja, ik denk dat je vrij weinig kan doen. Want dat is publieke opinie. ja als er ergens een aanslag is geweest en mensen voelen zich niet veilig en dus zijn er ook zoals in België militairen op straat en hogere politie aanwezigheid. Dan zie je gewoon een dip in toerisme, dat kun je bijna niet voorkomen. Wat je wel kan doen is denk ik proberen continue informatie te geven over hoe de situatie is en dus ook wat je vaak ziet. Maar dan heb je het meer over het buitenland, dat de ministeries reisadviezen geven. Want dat is van: er is niks aan de hand, tot het is een risico, tot het is onveilig ga niet. Dus dat soort aspecten in de samenleving zie je dan wel terug komen. Maar jah, het feit blijft gewoon als mensen bang zijn dan gaan ze niet.</p> |
| C | <p>Ja, nee dat is ook zo. En dat is gewoon lastig om wat aan te doen. Het bedrijf waar ik nu werk was net in z'n begin stadium toen 9/11 gebeurde. Het bestond net 3 jaar. Wat hun toen hebben gedaan is geprobeerd om op een andere markt te gaan focussen. Natuurlijk dat jaar ernaar hebben ze wel veel verlies geleden omdat hun grootste markt zat in Noord-Amerika en daar stortte het gewoon allemaal ineen zeg maar en niemand ging meer reizen. Maar die zijn dus heel erg geshift naar de Aziatische markt daarnaar. Dus die zijn echt op een totaal andere doelgroep gaan zitten en dan merk je toch wel dat die er toch minder beïnvloed door worden. Ze blijven wel reizen, ik zie dat nu ook heel erg. We hebben nog steeds wel de Noord-Amerikaanse markt en de Aziatische markt en als er dan hier iets in Europa gebeurt dan zijn de Noord-Amerikaanse groepen toch sneller geneigd om alles af te zeggen, terwijl de aziatische groep toch wel of blijven reizen, of een andere bestemming vragen. Maar je kunt natuurlijk niet iemand dwingen, dus je kunt er weinig tegen doen.</p> |
| J | <p>Nee precies, maar het wisselen naar andere markten dat soort zaken dat zijn denk ik hele goede oplossingen, maar dat zijn wel lang termijn oplossingen. Want dat heb je niet zomaar voor elkaar.</p> |
| C | <p>Nee precies, zo op korte termijn kun je niet heel veel doen. Maar hoe zouden bedrijven om kunnen gaan met de negatieve publiciteit. Want dat is natuurlijk ook wel een punt, tegenwoordig gaat alles zo snel en via social media. Is er iets wat bedrijven daar tegen kunnen doen? Om daar bijvoorbeeld toch de effecten te minimaliseren?</p> |

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| J | <p>Ja, je kunt proberen daar mee om te gaan. Dus eigenlijk wat ik net zei hoor want je ziet 1 van de gouden regels op social media is toch wel blijven communiceren en niet te lang wachten met feitelijke informatie geven die op dat moment bekend is. Dus op dit moment weten we dat dit aan de hand is. Laat de klanten weten dat het of nog onveilig is, of er is net een aanslag geweest en wij weten ook nog niet veel maar we houden de situatie nauwlettend in de gaten en we informeren als er meer informatie beschikbaar komt. Dus ook dat soort stijlen is continuatie, want social media is natuurlijk een platform waarin je, net als je zegt eigenlijk: het gaat zo snel. En je kan dan niet meer op traditionele communicatie wachten waarin alle feiten bekend zijn, maar je moet dus veel meer proces informatie geven. Dus dat kan je doen. Wat je ziet is dat bedrijven ook, je hebt dat waarschijnlijk wel gezien bij KLM of NS, heel veel webcam teams hebben. Die dan ook hun medeleven uitspreken. Zoals: ow dat is vervelend en deze en deze oplossingen zijn er beschikbaar. Dus die stijl. En dat is denk ik wel iets waar je als bedrijf in kunt investeren. Door daar gewoon professionele communicatie medewerkers aan te nemen die dat kunnen. Dat zijn vaak jonge mensen. En dan kun je in ieder geval wel blijven communiceren.</p> <p>En dan is het nog wel de vraag van heeft het effect? Dat blijft gewoon in het midden, maar je geeft de mensen wel een idee van goh: zij hebben het ook moeilijk ze zijn getroffen maar ze doen wel hun best om zo goed mogelijk te blijven reageren op zaken.</p> |
| C | <p>Ja inderdaad, open communicatie. Dat had ik inderdaad ook al wel in de theorie gelezen dat communicatie toch echt wel heel belangrijk is in dit soort gevallen. Want dan geef je mensen, ook als is het erg wat er is gebeurt, wel informatie en mensen weten dan waar ze aan toe zijn. En dat is volgens mij wel heel belangrijk.</p> |
| J | <p>Ja, dus nogmaals dan is het dus belangrijk om niet alleen bij feitelijkheden te blijven. Want dan kan het backfiren. In de zin van: als jij zegt het zit zo en later blijkt dat het niet klopt. Of je zegt van: er zijn zoveel slachtoffers gevallen en later blijkt, dat is altijd zo, dat is nooit goed in de eerste instantie. Dat weten we gewoon vanuit crisis situaties. Dus het is gevaarlijk om daar hele feitelijke uitspraken over te doen. Wat je dan ziet is dat de slimmere oplossing is nog steeds proces informatie te geven: Er zijn slachtoffers gevallen, we weten nog niet hoeveel, we doen ons best om dat uit te vinden en om zo snel mogelijk vervolg informatie te geven. Dus dan zie je dat communiceren met name om proces informatie gaat.</p> |
| C | <p>Ziet u nou veel verandering in hoe bedrijven met crisis om gaan nu, met 15 jaar geleden? Is er een shift in hoe bedrijven crisissen handelen?</p> |
| J | <p>Nou ja, wat we net besproken hebben eigenlijk. Dat social media een hele belangrijke wijziging is en dus dat bedrijven gedwongen zijn, en niet alleen bedrijven maar ook overheden gedwongen zijn om een hele actieve houding te pakken. En daarnaast, de aard in de manier waarop organisaties reageren is denk ik niet veranderd. Want voor een hele hoop organisaties is het de eerste keer dat er iets gebeurt. Je ziet maar voor een paar organisaties is het routine en dat zijn echt de formele response organisaties en die worden daar ook elke keer steeds beter in en die hebben een hele ontwikkeling doorgemaakt. Die zijn steeds professioneler geworden. Maar als je kijkt naar bedrijven of anderzijds organisaties die daar door getroffen worden, dat is vaak toch de eerste keer dat zoiets echt gebeurt bij een aanslag. Dus daar kan ik het niet zo makkelijk van zeggen.</p> |
| C | <p>Ja, nee inderdaad. En je hoopt natuurlijk ook dat het je bedrijf niet overkomt. En zijn er nou ook veel bedrijven die zo'n crisis management plan gebruiken of zie je in de praktijk toch wel dat mensen zoiets hebben van, naja dat overkomt mij toch niet?</p> |
| J | <p>Het ligt een beetje aan wat voor een bedrijf het is. Je ziet vaak dat de grotere internationale bedrijven die doen dat echt wel. Kijk bijvoorbeeld naar Malaysia airlines, die eerst een vliegtuig kwijt geraakt zijn en daarnaar nog een keer die MH17 neergeschoten. Daar zie je dat ze een hele professionele business continuatie management strategie hebben. Namelijk mensen opvangen, familie opvangen en als ze naar een bepaald land zijn om daar te helpen, uitkeringen geven. Dus 1000 euro geven voor een hotel overnachtingen de eerste paar dagen en vervolgens nog meer ondersteunen en blijven betrekken. Dat is wel iets, als je dat goed doet als bedrijf. En ik denk dat Malaysia dat heel goed heeft gedaan in beide gevallen eigenlijk. Dan zie je dat mensen ook een hele positieve verwachting hebben of een positieve ervaring hebben met je bedrijf. Ondanks dat je in de meest moeilijke situatie zit die je maar kan bedenken voor z'n bedrijf. Want je raakt kort naar elkaar twee vliegtuigen kwijt. Dus dat is wel denk ik een hele belangrijke, je kan een hele hoop goed maken op z'n moment. Je kan ook een hele hoop kapot maken. Dus dat is er moeilijk aan.</p> |

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| C | Ja oke. Ja lijkt me ook wel lastig. Ik merk nu bij het bedrijf waar ik nu werk, we hebben niet echt een crisis plan. Maar ik merk wel dat na 9/11 mijn baas wel veel meer op z'n hoede is ook met contracten die we tekenen met hotels en al dat soort dingen. Maar ja, ik heb eigenlijk geen vragen meer. |
| J | Oke, nou mooi. |
| C | Het was heel duidelijk en het heeft goed geholpen. |
| J | Oke |
| C | Ik ga het in mijn onderzoek verwerken. |
| J | Ja leuk, wat ga je ermee doen uiteindelijk. Is het een eindverslag dat je moet schrijven? |
| C | Ja, het is mijn bachelor thesis. Mijn eind research. Ja en hoop voor het eind van het jaar klaar mee te zijn. |
| J | Leuk, nou heel veel succes ermee. |
| C | Ja heel erg bedankt. |
| J | En mocht je op gegeven moment klaar zijn, dan geef maar even een seintje. Dat is nog wel eventjes leuk om te weten. |
| C | Ja is goed. Laat ik weten en ik kan het ook wel opsturen, mijn eindverslag als u dat interessant vind. Heel erg bedankt. |
| J | Is goed, graag gedaan en werkze vandaag nog. |
| C | Ja dankje, u ook. |
| J | Doeg |

Interview Script South Africa

Interviewee: Mr. Materson Chipumuro

Position: Teacher in Disaster Management at Stenden University South Africa

Date of Interview: 15 September 2016

Interviewer: Celine Schreurs

C = Celine

M = Materson Chipumuro

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| C | Good Afternoon |
| M | Hello, How are you Celine? |
| C | Hello, How are you? |
| M | I am sorry I am not at my office, I can't connect there. |
| C | Oh, that is okay, I tried to contact you on your other skype name, but it did not work. |
| M | Oke, now, I am here in my wife's office. |
| C | Oh great. So how are you doing? |
| M | I am fine. Are you studying or something, I did not get the email about what you wanted to ask really. |
| C | O my apologies. I am at the moment still studying Leisure management at Stenden in Leeuwarden. But I am living in London now and working part time for a tour operator here. And I am also writing my thesis for that company. |
| M | Aah okay, that is fine. So, do you have questions for me? |
| C | Yes, I actually do. First of all thank you for agreeing to this skype conversation. I am doing my thesis about tourism and terrorism and how tourism companies can minimize the negative effects of terrorism attacks on the company. And because Stenden in South Africa now of course has a Disaster Management course I was wondering if you could help me with a couple of questions I have regarding that topic. |
| M | Oke |
| C | So, first of all, in the theory that I read about terrorism and tourism they are talking about crisis management. But is there actually a difference between disaster management and crisis management? |
| M | Yes, there is a difference. Because a crisis is something that comes that can be managed. Yes, you can overcome a crisis. It is just a small challenge or set back. Of course a disaster you cannot deal with a disaster on your own. You need stern help, a lot of help |
| C | And does for example a terrorist attack in a certain area, count as a crisis for a tourism company or a disaster? Or does that depend? |
| M | Most cases this needs to be regarded as a crisis. It is only a disaster in such a manner that if they attack they force the airport to just deal with the attacks alone. And terrorist normally need explosives. But if there is no security and people believe that the terrorist can just do whatever they want, kill people basically. It is just a lack of putting facilities in place. If it is a repeated attack in one hotel or in a separate hotel, and they just not deal with it. It will be regarded as a disaster. So it depends in the context. |
| C | Aah okay. |
| M | For example, if we are talking of a storm Or if you talk about a typhoon. We are talking about almost the same thing. But there is a reality of impact forces that will happen after the wind speed, it will be classified different. I believe you have to classify differently depending on how the impact is on the hotel. |
| C | Yeah okay |
| M | This can be regarded as just a crisis. |
| C | Okay, so it depends on how the situation develops, to determine if it is a crisis or disaster? |
| M | Yes. |

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| C | Okay, and would there be something that tourism companies can do in order to be prepared for a disaster or a crisis? |
| M | Yes, they can do a lot of things. Number 1, they can actually employ two kind of adjectives of securities. The uniform ones and the non-uniform. Also they need to work with the national securities in that the country. Like the police and military. So of course what terrorist do is, they come with their plans, they attack the area. So they need to understand how terrorist act. You need to train people to deal with terrorism. So in the company they should employ people who are trained and also work with department agencies. If they see suspicious vehicles or people, they can straight away deal with this situation and alert the government agencies or the national adjectives. If you wait for an agent than you will not be able to coop. |
| C | So, I am working in at a tour operator now and they are based in London. When the attacks on 9/11 happened there were a lot of programs that they were running that had to be cancelled out of a sudden. So they lost a lot of clients/profit because the people were afraid to travel. It is not immediately affected by the terrorist attack, but because of the events, people cancelled, so how can they protect themselves from this? |
| M | There are insurance policies that can help with that kind of business. Depending on the fact if you can pay the money. If the hotels are done very well, they can actually take insurance policies that can actually deal with terrorism. There are some kind of policies to protect them. Because if something happens, they would lose the client. I think they should protect themselves in that regards. |
| C | And if the attack already happened, what would be the first course of action for a tourism company to do? |
| M | Number 1 they need to. You mean, it happened the attack or ? |
| C | Yes, for example it happens at the airport here in London. So that will probably affect a lot of tourism companies in London. What would the first course of action be for them to react? |
| M | The first reaction is to make sure you protect your clients that are in the centre. You need to brief up the security. By briefing up the security, with so many were attacked, soldiers and security companies. They can hire them to come and protect your hotels. They can protect from what is happening. But they cannot protect on the perception of a client. The client might be afraid to leave the hotel. No one can do that. |
| C | No, that is true. So, would it for example be a good idea to after such an attack immediately start a marketing campaign. To still try to attract people. |
| M | In such a regard, psychological you are not to market it. Because if you market it, people won't believe you. It is actually putting your name in jeopardy, because people might not believe what you can do in that regard. People get really stringed from terrorism. But what you can better actually do is to mention that they can do something to protect their clients. If the clients are supposed to leave at 10 o'clock and the attack was at 7 o'clock. They actually have to alarm the clients and guide them until it is safe. For their name. |
| C | Yes okay. And then in the aftermath, for example the attack happened two months ago, what can companies do to attract new clients again or prepare themselves for a next disaster? |
| M | Yeah, what they can best do is to mention that they give a message that they have enough security to deal with terrorism attacks. To have enough installations of camera's. cctv and so forth. Mention that they are sure that they, if something is to happen, they have so many software's that I used security measurement. They can take like scanning, all the passengers and so forth. Passengers feel like, it is going to be safe. Yes, if customers feel safe, customers come to hotel |
| C | Yes okay, safety is of course the most important, one of the most important, things at a hotel or restaurant that needs have. |
| M | Yes, so they should just show, to the clients that they know: we have picked up our security. Cctv, camera's, scanning etc. and then they will come to that hotel. That is the best strategy. |

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| C | That sounds logical. Can companies also prepare like a crisis management or disaster management plan in advance in order to prepared? Just have something on paper that they can kind of follow if a disaster happens for themselves or don't you think that will help? |
| M | It's like we were talking about. Normally hotels work with things like that, if you remembered what happened in Mumbai, when the hotel was attacked by terrorists. The hotel had nothing to deal with terrorism. They had no security. Suggest to improve security. Come up with a strategy that If the person is scanned it is static to two different sights in the hotel. Then two people can run those cameras, to check if there is anything that is suspicious and if there is anything suspicious they can react immediately. What hotels are doing now, they have nothing in place to deal with terrorism. What they can basically do is to come up with security. It's the first thing they can do in security. I went to one of the hotels here in Port Alfred, I asked one of the persons that works there, who is the supervisor to tell me what they are going to do if terrorist come? They had nothing in place. So that is the challenge. |
| C | Yes, so to make hotels actually aware. Especially here in Europe now. There is so much in the newspaper about terrorism and attacks and you kind of would expect that people try to prepare for it, but that is than not the case always like you say. |
| M | They explain these kind of emergency situation and so forth. It can also happen at hotel. When your guests come, please be aware that if there are shootings or something like that, you prepare the guests. But that has not happened. |
| C | Yes, if hotels prepare them, make it more safe and prepare themselves for it, then it is also easier for a tour operator to sell that hotel to the client. So they still feel safe. So in the end it affects us all. |
| M | I remember one more thing to say. If it were me travelling to a foreign country, I would like to sleep in a safe hotel. |
| C | Haha, yes of course everybody. |
| M | I think that is the thing. Focussing on safety and security will be a Boost for that hotel. |
| C | To be honest, I don't have any more questions. I just wanted to get a bit of a understanding of crisis management and disaster management and what we can actually do for guests. But I think in the end you of course never know when a terrorist attack strikes. But at least if hotels are prepared for them, that they have a safety plan. |
| M | Yes, they need to come up with something like this. |
| C | Would you have more tips for tourism companies to prepare themselves for, against disasters in general? |
| M | Yeah maybe I can email you. I have actually zip it to some people. About the events of terrorism in some hotel. It is about two pages and I can send it to you tomorrow. |
| C | Oh, that would be great. |
| M | Yes, so you can select what you want from that and what we were talking about. |
| C | Well, thank you very much. You have been a huge help for my research. |
| M | Ow one moment Celine, I would also love if you can help me with my questionnaire. If I can send you a questionnaire to fill in. |
| C | Yes, of course no problem. |
| M | I am starting something, I will send you a document. If you can just have some time to fill it through please. |
| C | Yes, of course I will. Thank you very much and have a nice afternoon and nice evening |
| M | Thank you very much Celine |
| M | Oke, enjoy yourself and I will send the documents tomorrow. |
| C | Okay thank you, bye |

Coding table One: How do terrorist attacks affect Motion Europe as a business?

| Source | Quote | Open Coding | Axial Coding | Selective Coding |
|-------------------------------|---|---|-----------------------------------|----------------------------------|
| Interview with Luca Masseroli | The first instance of course was back in September 11 th 2001, when we had the greatest impact. | There was a great impact due to terrorist attacks in 2001 in US. | Great impact do to terrorism | |
| Interview with Luca Masseroli | When instead what's happened in the years that followed, other and new attacks that were of a lesser importance has affected the market in a less clear way. In these cases we can see consequences but it is more difficult to analyse the actual number of losses of revenue when instead of course it was clear when the attack in 2001 happened | Terrorist attacks have impact but not as great as in 2001 in US. | Terrorist attacks affect business | |
| Interview with Luca Masseroli | Yes, I was looking at the paper work that we had at the beginning of September of 2001. Back then we had approximately 50 programs all lined up and were either being operated or going to be operated in the coming weeks following the begin of that September and as that happened of course everything had to stop | Great impact in 2001 as 50 programs had to stop. | Programs got cancelled | Cancelled programs |
| Interview with Luca Masseroli | So initially, we had to contact all the properties at all the hotels. All the hotels for all the programs, naturally asking them and explaining the fact that clients were not in a position to travel | Call suppliers to try to get the money back that was already paid | Negotiating with suppliers | Stricter policies from suppliers |

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| Interview with Luca Masseroli | There was a situation where the first two weeks everything got cancelled. Absolutely everything. But then all the stuff that followed in the next in the following two months I would say it was a case of 50/50 where some people decided to run it any way, but many of them just simply had to give up. | Tours that cancelled due to terrorist attack | Programs got cancelled | Cancelled programs |
| Interview with Luca Masseroli | The fact that of course being a company that was mostly working on educational program. That was a concern for any parent thinking what are we going to do here. So of course everything what was supposed to run between January and June, which would have been our busiest period for the following year, I would say probably a drop off 75%, three quarters drop. Only a quarter of that did run in 2002. | Due to focus on educational programs, big drop after 2001 terrorist attack | Drop of programs after terrorist attack | Drop in new business |
| Interview with Luca Masseroli | But this is being more clear in the last few years when the attacks have happened more often in Europe and people have chosen different destinations altogether | Loss of programs due to destination change | Drop in new programs after terrorist attack | Drop in new business |

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| Interview with Luca Masseroli | But the policies that the hotels had for the years that followed changed. Because they started thinking hey this kind of thing can happen. And when it happens we are going to lose money big time. So than they thought, next time this happens we are going to have to make sure that people understand. | Supplier policies got stricter due to increasing amount in terrorist attacks | Supplier policies get stricter | Stricter policies from suppliers |
| Interview with Luca Masseroli | But they made it kind of clear that in the years that would follow, if something like this happens, they would not be willing to help this much. They try to shift a little bit of responsibility also on the travel agents. | Stricter supplier policies causes more responsibility for travel agents/ tour operators | Supplier policies get stricter | Stricter policies from suppliers |
| Interview with Luca Masseroli | When instead of course for us, indirectly we managed to maintain the volume of work. Because we changed a little bit the type of work that we handled. Part of it is was the leisure programs that was around 50% of what we did. But the other 50% that was educational that got affected it seriously, recovered reasonably well enough let's say in the years that follows. | Recovering from 2001 took several years on the educational part of the business | Less educational programs due to terrorism | Drop in new business |
| Interview with Luca Masseroli | So what we did back than we looked a little bit to the far east for instance where corporate clients were coming from China, we tried to develop the other markets like Thailand, Vietnam. So basically we invested a little bit more our interest in that direction and in fact it helped us to kind of maintain the business through the years. | Focussing on a different target group to maintain business loss due to terrorist attacks | Focus on a different target group | Diversity in target groups |

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| Interview with Luca Masseroli | But we changed from 50% leisure and 50% educational. To what it is for us today, probably I would say 40 % educational, 40% business travel and 20% leisure programs. And in the reality that are probably 50% business programs that are hiding behind an aspect of pure travel to the purpose of actually securing a visa to Europe I guess. But this is how it affected us effectively | Terrorist attacks caused motion to switch to different target group | Focus on a different target group | Diversity in target groups |
| Interview with Luca Masseroli | Well, it definitely still is affecting us. Let's put it this way: it is worth looking at the different nature of business that we have around | Change in nature of the business | Focus on a different target group | Diversity in target groups |
| Interview with Luca Masseroli | For instance, on the educational side we realize very clearly that yes an attack in Paris or in Belgium as we have seen in the last few years has reduced the interest on those destinations. | Terrorist attacks cause for less interest in a destination | Client's change destination within Europe | Shift in destinations |
| Interview with Luca Masseroli | So clearly there is a drop in volume to those destinations. When instead other destinations are still running on the usual numbers. | Destinations without recent attacks still run on usual numbers | Client's change of destination within Europe | Shift in destinations |
| Interview with Luca Masseroli | It is true that many of the universities especially in the states and Canada that are organizing trips are now looking at destinations such as South America or the far East. | Terrorist attacks cause a switch from Europe to other continents | Client's change of destination outside of Europe | Shift in destinations |

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| Interview with Luca Masseroli | To be honest it did affect us because through the years I have always contained the development of the company. Usually you think: I invest more money in a company because I am thinking, you know what, we are going to do great and you know we are doing well, so why not invest the money | Due to fear of impacts of terrorist attacks, no investment | No growth in company due to fear | Constraint in business growth |
| Interview with Luca Masseroli | But we have never thought: you know, we are a team of 10, let's make it a team of 100. We could, because I have seen it being done by other friends that had other companies before. But that requires some type of invest and I thought: you know what if another bom goes off somewhere, it could kill off everything again. So that fear back in September 11 th , it stayed with me | Fear for consequences of terrorist attacks is keeping business from investing to grow. | No new investments due to fear of consequences | Constraint in business growth |
| Interview with Luca Masseroli | On the educational side, yes we do see a drop in numbers. We see the numbers in general are reasonably small, sometimes, depending on the program, but it happens. Some professors say they find it difficult to find enough people to come on board | Small drop in numbers of educational programs due to increasing terrorism in Europe. | Less educational programs to Europe | Drop in new business |
| Interview with Luca Masseroli | I hope it can at least help with your research, but last week I was speaking with a hotel chain, millennium maybe, and she said to me that Japan was definitely being affected, massively by this. | Business from Japan decreases because of terrorist attacks | Less business programs from Japan to Europe | Drop in new business |

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| Interview with Luca Masseroli | Now on the business side of things instead it of course does not have this much of an effect. So one way to kind of try to overcome this of course is to point attention in to the direction of business travel. | Business travel less affected by terrorist attacks. | Focus on business travel from far east | Diversity in target groups |
| Interview with Luca Masseroli | Especially if the business travel is from the far east. Because the far east is somehow a little bit more resilient. They are more, say accepting these kind of issues. | Far east business travel seems more resilient against terrorist attacks | Focus on business travel from far East | Diversity in target groups |
| Interview with Luca Masseroli | Europe is just Europe. It does not matter where it matters it is just all. And it is true as well at the end of the day | Europe being a small continent plays in mind of tourists | Europe as destination is less attractive | Drop in new business |
| Interview with Luca Masseroli | Because it clearly shows that in France and Belgium right now, the numbers are down. And the only way to kind of overcome this, to try to prepare yourself for the future is to be distributing your destinations to a larger and varied number of destinations. | Numbers are down in destinations where attacks happened. | Change in destinations due to terrorist attacks | Shift in destinations |
| Interview with Luca Masseroli | If you operate all of Europe of course, it means that you can handle, you may have groups that are going to go into Italy or Germany or Ireland or Scotland versus going to a destination that is down at the moment, so effectively you kind of distribute a little bit. | Change of destinations happens due to terrorist attacks | Client's change in destination within Europe | Shift in destinations |

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| Interview with Luca Masseroli | Yes exactly, we diversify and that's a divarication in the nature of the destination. Than the divarication is also in the nature of the origin of where the clients come from | Diversification in both destination and clients | Change in target group and in destination | Diversity in target groups+ Shift in destinations |
| Interview with Luca Masseroli | So that was down to the fear of investing in to something, instead perhaps we should have used the wisdom to invest any way | Fear for investment due to terrorist attack | No new investments due to fear | Constraint in business growth |
| Interview with Luca Masseroli | But if you can travel, I am very sorry but you are locked in to this contract. So what we are trying to do is to tell our clients: please remember this. We are afraid of this. | Stricter cancellation policies for clients | Suppliers change in attitude | Stricter policies from suppliers |
| Interview with Luca Masseroli | Another thing that we see for instance, that refers to this, in case of an emergency they make reference to an emergency plan in how to reach the next closest point of meeting. | Clients of Motion (travel agents) have emergency plans ready | Emergency plans are made by agents | |
| Interview with Luca Masseroli | Yes, we see that for instance the educational programs especially the travel agents put an emphasis on emergency solutions, so in case of an attack or if something else happens we have places of reference. For instance we have foreseen for instance some organizations asking us to organize satellite phones for instance. | Educational programs (travel agents) try to prepare for disasters by things like satellite phones | Emergency plans made by agents | |

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| <p>Interview with Luca Masseroli</p> | <p>We are telling people, stay away from crowded places, we are telling people, to especially kind of speed up a little bit the process at the airports. In the past people would take some time to change some money and go to the toilet. Now perhaps they say: you need the bathroom, yes okay, but if you don't let's get on the bus and think of other issues later.</p> | <p>Motion Europe to give more advise on the places and safety of that place</p> | <p>Giving advice on safety</p> | |
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Coding table Two: Which steps can be taken by Motion Europe in the pre-crisis phase?

| Source | Quote | Open Coding | Axial Coding | Selective Coding |
|-----------------------------------|--|--|---|---|
| Interview with Materson Chipumuro | Yes, they can do a lot of things. Number 1, they can actually employ two kind of adjectives of securities. The uniform ones and the non-uniform. | Hire security people | Hire security | |
| Interview with Materson Chipumuro | Also they need to work with the national securities in that the country. Like the police and military | In case of a terrorist attack company should work together with national authorities | Collaboration with national authorities | Collaboration with organizations involved |
| Interview with Materson Chipumuro | You need to train people to deal with terrorism. So in the company they should employ people who are trained and also work with department agencies. | Hire specialists that know how to deal with crisis situation | Hire crisis managers | Hire crisis professional |
| Interview with Materson Chipumuro | There are insurance policies that can help with that kind of business. | Insurance policy for loss from terrorist attack | Get good insurance | |
| Interview with Materson Chipumuro | If it were me travelling to a foreign country, I would like to sleep in a safe hotel. | Work together with hotels that have safety measures in place | Collaborate with suppliers | Collaboration with organizations involved |

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| Interview with Dr. Jeroen Wolbers | Dus daar worden plannen voor gemaakt en dat word samengevat in business continuity management en dat is eigenlijk een planning maken. Om te bedenken van oke: als er iets mis gaat wat kan ons nou overkomen. | Making a business continuity management plan to be prepared for the impacts of terrorist attacks | Prepare a business continuity management plan | Prepare a crisis management plan |
| Interview with Dr. Jeroen Wolbers | Dus Scenario's opstellen en dan vervolgens proberen te beschrijven wat je dan zou kunnen doen en je daar op voorbereiden. En dat is eigenlijk hoe bedrijven daar over het algemeen mee omgaan. | Come up with scenarios of a crisis and solutions and put it in a plan in order to prepare | Put crisis scenarios and solutions in business continuity management plan | Prepare a crisis management plan |
| Interview with Dr. Jeroen Wolbers | Je zag het ook heel duidelijk gebeuren tijdens hurricane Sandy bijvoorbeeld in New York. Wat van te voren bekendst werd, van oke er is een grote kans dat een gedeelte van Manhattan gaat overstromen. Dat is ook daadwerkelijk gebeurt. Een hele hoop van die bedrijven hebben toen hun kritieke infrastructuur verplaatst naar hogere verdiepingen. Om te zorgen dat als de kelders onder water zouden lopen dat je dan niet al je IT system met kortsluiting onder water komt te staan. Dus dat soort dingen | Hurricane sandy was a good example of how business prepared for a crisis and managed to not get impacted by the storm | Learn from other companies how to deal with crisis | Collaboration with organizations involved |
| Interview with Dr. Jeroen Wolbers | Dus als ik dan terug ga naar je vraag, hoe kunnen ze zich voorbereiden. Meestal gebeurt het dus daardoor, door een business continuity management plan te maken. En dus te | In order to prepare against crisis (terrorist attacks) prepare a business continuity plan | Put crisis scenarios and solutions in business | Prepare a crisis management plan |

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| | definieren welke potentiële hazards er zijn. Dus welke gevaren zijn er voor een bedrijf en hoe ga je je daar tegen wapenen. Dus dan scenarios bouwen over hoe je daar mee om kan gaan. | by writing down scenarios and solutions for them. | continuity management plan | |
| Interview with Dr. Jeroen Wolbers | Jaa, nee precies. Er is ook veel improvisatie dat er bij komt kijken. Want je ziet ook wel dat die plannen niet altijd werken hoor. | Business continuity plans can't always be implemented and improvisation is needed | Improvise actions when needed | Hire crisis professional |
| Interview with Dr. Jeroen Wolbers | Want zeker in als je kijkt van hoe kunnen nou toerisme bedrijven reageren op een crisis situatie? Die zitten met name in die tweede doctrine. Dus dat ze moeten coördineren met andere om zich heen op dat moment. En proberen om in een onverwachte situatie zo goed mogelijk te acteren. | For tourism companies it is important to coordinate and collaborate with other parties to be able to act in unexpected situations in order to continue business | Coordinate and collaborate with suppliers and agents | Collaboration with organizations involved |
| Interview with Dr. Jeroen Wolbers | Waar het gaat om mensen en hoe mensen reageren en als ze echt in gevaar zijn zelf, daar kun je je niet echt op voorbereiden. Dus je moet denk ik een goed onderscheid maken tussen bedrijfsprocessen en tussen mensen die zich zelf in veiligheid proberen te brengen. En die laatste kun je je niet echt op voorbereiden, dat moet je gewoon improviseren. Maar die eerste kun je zeker wel dingen op papier zetten. | Business can deal with crisis by following crisis plan if it is about a business process. If it is about bringing people to safety, no preparation can be done. | Put crisis scenarios and solutions in business continuity management plan | Prepare a crisis management plan |

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| Interview with Dr. Jeroen Wolbers | Wat je ziet is dat bedrijven ook, je hebt dat waarschijnlijk wel gezien bij KLM of NS, heel veel webcam teams hebben. Die dan ook hun medeleven uitspreken. Zoals: ow dat is vervelend en deze en deze oplossingen zijn er beschikbaar. Dus die stijl. En dat is denk ik wel iets waar je als bedrijf in kunt investeren. Door daar gewoon professionele communicatie medewerkers aan te nemen die dat kunnen. Dat zijn vaak jonge mensen. En dan kun je in ieder geval wel blijven communiceren. | In case of crisis it is important to communicate. Invest in professional communications employers who can communicate with clients in case of crisis | Set up communication team | Hire communication professional |
| Interview with Dr. Jeroen Wolbers | Kijk bijvoorbeeld naar Malaysia airlines, die eerst een vliegtuig kwijt geraakt zijn en daarnaar nog een keer die MH17 neergeschoten. Daar zie je dat ze een hele professionele business continuatie management strategie hebben. | Big companies have professional continuity management plans which helps them to deal with crisis | Put crisis scenarios and solutions in business continuity management plan | Prepare a crisis management plan |
| Interview with Dr. Jeroen Wolbers | Dan zie je dat mensen ook een hele positieve verwachting hebben of een positieve ervaring hebben met je bedrijf. Ondanks dat je in de meest moeilijke situatie zit die je maar kan bedenken voor zon bedrijf. Want je raakt kort naar elkaar twee vliegtuigen kwijt. Dus dat is wel denk ik een hele belangrijke, je kan een hele hoop goed maken op zon moment. Je kan ook een hele hoop kapot maken. Dus dat is er moeilijk aan. | If a crisis management plan is well implemented, clients can still experience company as positive, although they are in a difficult situation | Put crisis scenarios and solutions in business continuity management plan | Prepare a crisis management plan |

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| Interview with Angelique Nijmijer | Security in onze eigen hotels is verscherpt en zelfde bij onze eigen airlines maar verder zijn we afhankelijk van wat een overheid ter plaatse doet. Soms geven we wel advies, bijvoorbeeld UK is betrokken geweest bij het verhogen van de veiligheid van Sharm el Sheik airport. | In order to prepare for terrorist attacks security should go up in hotels and airports. Collaboration with governments. | Collaborate with national security + Hire security | Collaboration with organizations involved |
| Interview with Angelique Nijmijer | Andere bestemmingen uitbreiden en met eigen airlines kunnen we dat zelf beslissen | Promote different destinations | Expand number of destinations | Diversity in destinations |
| Interview with Angelique Nijmijer | Wij bepalen natuurlijk met onze airline zelf waar we naar toe gaan. Dus zoals bijvoorbeeld Turkije dit jaar gewoon minder in trek is. Dan gaan wij gewoon onze toestellen ergens anders naar toesturen. Dan worden de inkopers op pad gestuurd om in, ik noem maar even, Spanje en Portugal, voor meer bedden te zorgen. En dan is het in een half uur gedaan om de vlucht van de ene kant naar de nadere kant om te zetten. Dan word het opgebouwd in het system en is het boek baar voor de klant. Dus wij zijn daar heel flexibel in, Ja. | By being flexible in changing destinations you are able to keep clients booking with you. | Keep flexible with change in destination | Diversity in destinations |

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| Interview with Angelique Nijmijer | En je ziet gewoon, toen ik dit een jaar of 10 geleden begon was het eigenlijk een part time functie, want er gebeurde af en toe eens ergens iets op de wereld en dan moesten we daar iets mee doen. Maar tegenwoordig is het dus inderdaad full time want we gaan van het 1 naar het ander. Want het is zeer onrustig in de wereld. Ook met natuurlijke rampen uiteraard. Maar vooral politieke onrust. En ja, dat is gewoon lastig. | Due to amount of political unrest in the world, a full time job can be created as crisis manager at companies | Hire crisis managers | Hire crisis professional |
| Interview with Angelique Nijmijer | Wij hebben het zo georganiseerd dat we met een kern crisis team werken. Dat zijn een aantal rollen die uit het hele bedrijf komen. Mijzelf natuurlijk als crisis coördinator, er is altijd iemand van communicatie bij en er word een crisis manager aangesteld. Daarnaast is juridische zaken aangesloten en onze product afdeling. En dan is het maar net of het over een verre reis gaat dus long haul of medium haul of een city trip. Dus 1 van die personen komt er ook bij zitten en uiteraard onze directie. | Make clear on paper who is going to handle the terrorist crisis in order to prevent chaos. | Set up crisis management team | Hire crisis professional |
| Interview with Angelique Nijmijer | En zo proberen we een calamiteit volgens een bepaald stramien helemaal af te werken en aan alles te denken tot dat we het onder controle hebben en er iets loopt | Set up a crisis plan with steps about how to handle a terrorist crisis | Prepare a crisis management plan | Prepare a crisis management plan |

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| Interview with Angeliq Nijmijer | Nee ok, maar je kan wel heel veel dingen natuurlijk voorbereiden. We hebben van te voren ook altijd al persberichten klaar staan in een bepaald format. Zodat je alleen maar hoeft in te vullen wat de datum is, welke bestemming het is en welke vlucht het betreft | Prepare standard documents that can be used in several terrorist crisis situations | Prepare standard templates for communication | Hire communication professional |
| Interview with Angeliq Nijmijer | Dus het is niet zo dat je altijd nieuwe oplossingen moet bedenken maar het is vaak iets wat je al een keer hebt meegemaakt maar dan met een andere twist. En dan maar zien van hoe of wat. | Think about past terrorist crisis to see if you already came up with solutions that just have to be slightly adjusted | Prepare a crisis management plan | Prepare a crisis management plan |
| Interview with Angeliq Nijmijer | Goeie aan crisis beheer is natuurlijk altijd hoe je de voorbereidingen hebt. Heb je de juiste mensen en zet je de juiste stappen. En snelheid want social media is natuurlijk razendsnel tegenwoordig. | Important is to have the good preparations (plans) and people in place that can act fast in case of terrorist crisis | Set up crisis management team | Hire crisis professional |
| Interview with Angeliq Nijmijer | Nee dat klopt, vandaar dat we natuurlijk sinds de laatste 2 jaar ongeveer een aparte afdeling voor de social media hebben opgericht. Die 24 uur monitoren wat daar op komt. | Set up social media team that is monitoring what happens in the world regarding political unrest 24/7. So you are well informed | Set up communication team | Hire communication professional |

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| Interview with Angeliqve Nijmijer | Er is wel van te voren eigenlijk al een crisis management plan. Waar je stappen hebt waar je je aan houdt. En natuurlijk is de uitvoering elke keer een beetje anders maar er is wel een lijn | Prepare crisis management plan with situations and solutions | Prepare a crisis management plan | Prepare a crisis management plan |
| Interview with Angeliqve Nijmijer | Voor ons als je Europa bekijkt zijn inderdaad Spanje en Portugal en Kaapverdise eilanden favoriet. De klant ziet dat als de meest veilige bestemmingen, waar weinig gebeurt. Nou is dat natuurlijk altijd maar relatief, maar daar zie je dat er inderdaad gewoon ruim 30 tot 35 % groei is geweest in die landen | Focus on destinations where clients feel safe | Expand number of destinations | Diversity in destinations |

Coding table Three: What can Motion Europe do when a crisis is occurring?

| Source | Quote | Open Coding | Axial Coding | Selective Coding |
|---------------------------------------|--|---|--|--|
| Interview with Mr. Materson Chipumuro | The first reaction is to make sure you protect your clients | Make sure clients are safe | Get clients into safety | |
| Interview with Mr. Materson Chipumuro | They can hire them to come and protect your hotels. They can protect from what is happening. But they cannot protect on the perception of a client. The client might be afraid to leave the hotel. No one can do that. | Get more security to make sure clients keep safe and to try to change perception. However, that cannot be guaranteed. | Client's impression of safety is important | |
| Interview with Mr. Materson Chipumuro | In such a regard, psychological you are not to market it. Because if you market it, people won't believe you. It is actually putting your name in jeopardy, because people might not believe what you can do in that regard. People get really stringed from terrorism. But what you can better actually do is to mention that they can do something to protect their clients. | Do not start a marketing campaign to keep people from leaving. Do however communicate with methods how to up security | Keep open communication with clients | Communication of process information towards clients |
| Interview with Dr. Jeroen Wolbers | Er zijn twee benaderingen over hoe je met crisissen om kunt gaan. De eerste is chaos command and control. Dus een crisis veroorzaakt chaos en daarvoor heb je een hele duidelijke commando structuur voor nodig om die chaos te beteugelen. En dan moet je er voor zorgen dat je de situatie weet te beheersen. | Set in a commando structure to keep the crisis situation in control | Control the chaos | |

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| Interview with Dr. Jeroen Wolbers | Dus is er een tweede doctrine eigenlijk naar voren gekomen. En die is continuation, coordination and collaboration. | Second theory of how people handle a crisis by three points: continuation, coordination and collaboration | Coordinate and collaborate with companies to continue | Collaborate with organizations involved |
| Interview with Dr. Jeroen Wolbers | Maar er is eigenlijk helemaal geen chaos, want de dingen in de maatschappij gaan wel door. Dus vandaar continuation. Als je daar van uitgaat, dat de structuur en dat er mensen blijven bestaan die je kunt helpen potentieel, en dan praat je samenlevings breed he, dat kan iedereen op dat moment doen. Dan moet je dus ook zorgen dat je daarmee gaat samenwerken vanuit dat collaboration. En dan is het belangrijkste aspect dat je moet ontwikkelen is coördinatie. Dus in plaats van control, moet je coördineren met elkaar. | Collaborate with companies around you to coordinate the continuation of the business | Coordinate and collaborate with companies to continue | Collaborate with organizations involved |
| Interview with Dr. Jeroen Wolbers | Want zeker in als je kijkt van hoe kunnen nou toerisme bedrijven reageren op een crisis situatie? Die zitten met name in die tweede doctrine. Dus dat ze moeten coördineren met andere om zich heen op dat moment. En proberen om in een onverwachte situatie zo goed mogelijk te acteren. | For a tourism company like Motion Europe the best way to handle a crisis is the second method based on continuation, coordination and collaboration. | Coordinate and collaborate with companies to continue | Collaborate with organizations involved |

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| Interview with Dr. Jeroen Wolbers | Want je ziet dus eigenlijk als je kijkt naar de recente aanslagen, dat je ziet in die eerste set van de aanslagen in Parijs worden er dus daadwerkelijk toeristische bedrijven geraakt. Een restaurant of supermarkt. En daar zie je dat die mensen vluchten. En als je dat overkomt, dan kan je eigenlijk niet zoveel doen. Dat is crue maar dan heb je gewoon echt pech. Verstoppen en proberen niet op te vallen. Maar die bedrijven daarom heen die kunnen wel wat betekenen, want die kunnen zo snel mogelijk mensen die op straat lopen proberen die naar binnen te trekken en daar een veilige plek | If you are hit as tourism company, you can't do that much yourself, but companies around you can. | Coordinate and collaborate with companies to continue | Collaborate with organizations involved |
| Interview with Dr. Jeroen Wolbers | Waar het gaat om mensen en hoe mensen reageren en als ze echt in gevaar zijn zelf, daar kun je je niet echt op voorbereiden. Dus je moet denk ik een goed onderscheid maken tussen bedrijfsprocessen en tussen mensen die zich zelf in veiligheid proberen te brengen. En die laatste kun je je niet echt op voorbereiden, dat moet je gewoon improviseren. Maar die eerste kun je zeker wel dingen op papier zetten. | When talking about business processes, one can set in the crisis management plan that is developed. While when it's about people's safety it is improvisation | Put crisis management plan in action | Put crisis management plan in action |
| Interview with Dr. Jeroen Wolbers | Wat je wel kan doen is denk ik proberen continue informatie te geven over hoe de situatie is en dus ook wat je vaak ziet. Maar dan heb je het meer over het buitenland, dat de ministeries reisadviezen geven. | One thing you can do is honestly communicate with your clients and advise them | Keep open communication with clients | Communication of process information towards clients |

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| Interview with Dr. Jeroen Wolbers | Nee precies, maar het wisselen naar andere markten dat soort zaken dat zijn denk ik hele goede oplossingen, maar dat zijn wel lang termijn oplossingen. Want dat heb je niet zomaar voor elkaar. | Switching to other markets is a good idea after terrorist attacks downgrade business. But it is a long term solution | Focus on other destinations to continue business | |
| Interview with Dr. Jeroen Wolbers | Dus eigenlijk wat ik net zei hoor want je ziet 1 van de gouden regels op social media is toch wel blijven communiceren en niet te lang wachten met feitelijke informatie geven die op dat moment bekend is. Dus op dit moment weten we dat dit aan de hand is. Laat de klanten weten dat het of nog onveilig is, of er is net een aanslag geweest en wij weten ook nog niet veel maar we houden de situatie nauwlettend in de gaten en we informeren als er meer informatie beschikbaar komt. | Once the attack has happened keep communicating fast with facts. Even if you do not have numbers, let people know | Communicate process information fast to your clients. | Communication of process information towards clients |
| Interview with Dr. Jeroen Wolbers | Dus ook dat soort stijlen is continuatie, want social media is natuurlijk een platform waarin je, net als je zegt eigenlijk: het gaat zo snel. En je kan dan niet meer op traditionele communicatie wachten waarin alle feiten bekend zijn, maar je moet dus veel meer proces informatie geven. | Keep giving process information on social media. Can't wait anymore on traditional media to do that for you | Communicate process information fast to your clients. | Communication of process information towards clients |
| Interview with Dr. Jeroen Wolbers | En dan is het nog wel de vraag van heeft het effect? Dat blijft gewoon in het midden, maar je geeft de mensen wel een idee van goh: zij hebben het ook moeilijk ze zijn getroffen maar ze doen wel hun best om zo goed mogelijk te blijven reageren op zaken. | Keep communication honestly to let people understand that you are dealing with a crises the best way you can | Communicate process information fast to your clients. | Communication of process information towards clients |

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| Interview with Dr. Jeroen Wolbers | <p>Ja, dus nogmaals dan is het dus belangrijk om niet alleen bij feitelijkheden te blijven. Want dan kan het backfire. In de zin van: als jij zegt het zit zo en later blijkt dat het niet klopt.</p> <p>Of je zegt van: er zijn zoveel slachtoffers gevallen en later blijkt, dat is altijd zo, dat is nooit goed in de eerste instantie. Dat weten we gewoon vanuit crisis situaties. Dus het is gevaarlijk om daar hele feitelijke uitspraken over te doen.</p> | Do not only state facts when communicating in case you are wrong | Communicate process information fast to your clients. | Communication of process information towards clients |
| Interview with Dr. Jeroen Wolbers | <p>Wat je dan ziet is dat de slimme oplossing is nog steeds proces informatie te geven: Er zijn slachtoffers gevallen, we weten nog niet hoeveel, we doen ons best om dat uit te vinden en om zo snel mogelijk vervolg informatie te geven. Dus dan zie je dat communiceren met name om proces informatie gaat.</p> | Giving process information is a better way of dealing with a terrorist crises situation | Communicate process information fast to your clients. | Communication of process information towards clients |
| Interview with Angelique Nijmeijer | <p>Maar voornaamste is dat onze calamiteitenprocedure in werking wordt gesteld en het kern crisis team wordt opgeroepen</p> | Set up crisis team once terrorist crisis has happened | Get crisis team together | Put crisis management plan in action |
| Interview with Angelique Nijmeijer | <p>We zijn actief op social media en proberen z.s.m. in te spelen op calamiteiten en informatie te verschaffen. Door open en eerlijk te zijn kom je het verst maar het valt niet mee want men is razend snel tegenwoordig en wij willen wel van feiten uitgaan en dit kost tijd om te verzamelen en verifiëren.</p> | Be active at social media and give information to your clients once an attack has happened | Keep open communication with clients | Communication of process information towards clients |

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| Interview with Angelique Nijmeijer | Bij TUI is het lang een parttime baan geweest maar nu een volledige afdeling met voldoende FTE om 24/7 te kunnen functioneren. | Set in full time crisis team, not to only deal with terrorist crisis but others as well | Get crisis team together | Put crisis management plan in action |
| Interview with Angelique Nijmeijer | Ja, dat is natuurlijk het handige van TUI omdat we een eigen airline hebben. Wij zijn niet afhankelijk van een transavia die zelf besluit waar ze naar toe vliegen en daar moet je dan nog stoelen op inkopen. Wij bepalen natuurlijk met onze airline zelf waar we naar toe gaan. Dus zoals bijvoorbeeld Turkije dit jaar gewoon minder in trek is. Dan gaan wij gewoon onze toestellen ergens anders naar toesturen. Dan worden de inkopers op pad gestuurd om in, ik noem maar even, Spanje en Portugal, voor meer bedden te zorgen. | Be flexible towards your clients and let them change destination when they want to cancel due to terrorist attack | Let clients change destinations to continue business | |
| Interview with Angelique Nijmeijer | Van ok, het hotel is te bereiken, u kunt er naar toe maar als u het inderdaad toch prettiger vindt om ergens anders naar toe te gaan, dan staan we dat wel toe. Alleen het is dan niet zozeer dat we dan kosteloos annuleren toestaan, want dan verlies je van alles he. | Be flexible to change destination for clients after a terrorist crisis | Let clients change destinations to continue business | |

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| Interview with Angelique Nijmeijer | Ik ben vaak de eerste aangewezen persoon die iets hoort of wordt gebeld dat er iets aan de hand is. Op dat moment zoek ik ook altijd gelijk contact met onze directie. Ik vertel hen wat er aan de hand is en wat ik verwacht wat er gaat gebeuren. Als ik denk dat het een grote calamiteit gaat worden, dan vertel ik dat ook uiteraard en dan besluiten we op dat moment al dat we bij elkaar willen komen maar dat gaat in eerste instantie altijd via een conference call. | First thing to do if there is a terrorist crisis is to determine what will happen and get together with crisis team | Get crisis team together | Put crisis management plan in action |
| Interview with Angelique Nijmeijer | Nou dan proberen we natuurlijk de feiten te verzamelen en denken we dan dat het echt noodzakelijk is en dat we veel meer mensen nodig hebben. | Determine the facts of the terrorist attack | Collect information | Communication of process information towards clients |
| Interview with Angelique Nijmeijer | En dan proberen we natuurlijk met elkaar in eerste instantie besluiten te nemen. Wat houdt het in en wat gaan we doen? | Based on facts determine what to do, think of flights, suppliers etc. that you need to contact | Determine course of action | |
| Interview with Angelique Nijmeijer | En of we niet gaan of wel gaan dat maakt eigenlijk niet uit. Je weet allemaal dat alle mensen die op die toestellen zouden moeten vertrekken, die gaan bellen straks. Dus je moet zorgen dat je een call center helemaal opgetuigd hebt want die moeten al die telefoontjes gaan opvangen. | Besides the actions, people want answers. So you need employees to be able to take calls | Set up communication team to communicate with clients | Communication of process information towards clients |

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| Interview with Angelique Nijmeijer | Maar die moeten natuurlijk ook antwoorden hebben wat ze die mensen kunnen vertellen. En wat wij willen vertellen moet ook op de website staan en onze communicatie woordvoerder die word natuurlijk op een gegeven moment plat gebeld door de pers met de vraag: wat gaat TUI dan doen? | Determine as company together what you want to communicate and keep one line on all platforms. | Set up communication team to communicate with clients | Communication of process information towards clients |
| Interview with Angelique Nijmeijer | Want het is zeer onrustig in de wereld. Ook met natuurlijke rampen uiteraard. Maar vooral politieke onrust. En ja, dat is gewoon lastig. | Due to unrest in the world crisis management is a full time job. | Get crisis management team | |
| Interview with Angelique Nijmeijer | Want heel vaak zijn de vragen van klanten hetzelfde. Gaat het over mij bestemming? Gaat het over mijn vlucht? Hoeveel mensen zijn er aan boord? | During a terrorist crisis people will have a lot of questions so it is important to communicate. | Keep open communication with clients | Communication of process information towards clients |
| Interview with Angelique Nijmeijer | Heb je de juiste mensen en zet je de juiste stappen. En snelheid want social media is natuurlijk razendsnel tegenwoordig. Soms zijn zij sneller met dingen melden dan wij, omdat je het gewoon nog niet weet. | Make sure you do not only have the right people and actions in place. Also how fast you act is important due to social media. | Communicate process information fast to your clients. | Communication of process information towards clients |
| Interview with Angelique Nijmeijer | Dus er is wel van te voren eigenlijk al een crisis management plan. Waar je stappen hebt waar je je aan houdt. En natuurlijk is de uitvoering elke keer een beetje anders maar er is wel een lijn. | Set in crisis management plan | Put crisis management plan in action | Put crisis management plan in action |

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| Interview with Angeliqve Nijmeijer | Ik had wel eens gehoord dat een vulkaan as uit spuude, dat natuurlijk wel. Maar niet dat dat het hele lucht verkeer kon plat leggen en zeker niet in Europa. Dus toen waren we eigenlijk wel gedwongen om allerlei nieuwe dingen te bedenken hoe we dan toch mensen terug konden krijgen. | Be creative with your solutions to get people safe after a terrorist attack | Determine course of action | |
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Coding Table Four: Which steps can be taken by Motion Europe in the post-crisis phase?

| Source | Quote | Open Coding | Axial Coding | Selective Coding |
|---------------------------------------|---|--|---|--|
| Interview with Mr. Materson Chipumuro | Yeah, what they can best do is to mention that they give a message that they have enough security to deal with terrorism attacks. To have enough installations of camera's. cctv and so forth. Mention that they are sure that they, if something is to happen, they have so many software's that I used security measurement. They can take like scanning, all the passengers and so forth. Passengers feel like, it is going to be safe. Yes, if customers feel safe, customers come to hotel | Think about the safety at your destinations that you offer and improve where you think necessary. Communicate this to your clients | Client's impression of safety is important | Focus on destinations where clients feel safe |
| Interview with Dr. Jeroen Wolbers | Wat je wel kan doen is denk ik proberen continue informatie te geven over hoe de situatie is en dus ook wat je vaak ziet. Maar dan heb je het meer over het buitenland, dat de ministeries reisadviezen geven. Want dat is van: er is niks aan de hand, tot het is een risico, tot het is onveilig ga niet. Dus dat soort aspecten in de samenleving zie je dan wel terug komen. | Also in the aftermath of the event keep on giving information. | Continue with giving process information | Keep involved with clients after the crisis |
| Interview with Dr. Jeroen Wolbers | Je ziet maar voor een paar organisaties is het routine en dat zijn echt de formele response organisaties en die worden daar ook elke keer steeds beter in en die hebben een hele ontwikkeling doorgemaakt. Die zijn steeds professioneler geworden. | Learn from your past to become more professional in handling crisis | Learn from your experiences and put them in writing | Get feedback and implement this in your crisis management plan |

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| Interview with Dr. Jeroen Wolbers | Kijk bijvoorbeeld naar Malaysia airlines, die eerst een vliegtuig kwijt geraakt zijn en daarnaar nog een keer die MH17 neergeschoten. Daar zie je dat ze een hele professionele business continuatie management strategie hebben. Namelijk mensen opvangen, familie opvangen en als ze naar een bepaald land zijn om daar te helpen, uitkeringen geven. Dus 1000 euro geven voor een hotel overnachtingen de eerste paar dagen en vervolgens nog meer ondersteunen en blijven betrekken. | After the terrorist crisis keep supporting the people who were affected. Keep on informing them. | Keep supporting people that were affected | Keep involved with clients after the crisis |
| Interview with Dr. Jeroen Wolbers | Dan zie je dat mensen ook een hele positieve verwachting hebben of een positieve ervaring hebben met je bedrijf. Ondanks dat je in de meest moeilijke situatie zit die je maar kan bedenken voor zon bedrijf. | By handling things well in the aftermath, organizations can still get a positive response from clients in a negative situation | Keep involved after the crisis | Keep involved with clients after the crisis |
| Interview with Angelique Meijer | Vooraf nazorg aan staff en klanten is voor ons heel belangrijk. Afhankelijk van de ernst en grote van een calamiteit worden klanten gebeld, eventueel een bijeenkomst georganiseerd en wordt er aan staff professionele hulp aangeboden. | After care for both staff and clients is important. Depending on how big the crisis is this is handled. | Give aftercare for both staff as clients | Keep involved with clients after the crisis |

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| Interview with Angelique Meijer | Ja, dat doen we natuurlijk op meerdere momenten. In ieder geval gaan wij zelf met elkaar om tafel. Om ieder geval even te evalueren hoe we vinden dat we de crisis hebben aangepakt. Waar verbeter puntjes zijn. Want uit elke handeling komt altijd wel iets. Dus dat zetten we in ieder geval op papier en dat verwerken we dan natuurlijk weer in ons calamiteiten plannen. | After you as organization dealt with crisis get together and evaluate how things were handled. | Learn from your experiences and put them in writing | Get feedback and implement this in your crisis management plan |
| Interview with Angelique Meijer | Want uit elke handeling komt altijd wel iets. Dus dat zetten we in ieder geval op papier en dat verwerken we dan natuurlijk weer in ons calamiteiten plannen. | Put the feedback points on paper and implement in crisis plan | Learn from your experiences and put them in writing | Get feedback and implement this in your crisis management plan |
| Interview with Angelique Meijer | Maar natuurlijk ook de klant. Want daar hoor je natuurlijk achteraf van hoe zij vinden dat dingen geregeld zijn. Want waar wij natuurlijk ook als crisis team over na denken, is wat doen we dan met die klanten. | Do not only check for feedback and improvement points in the organization. It is important to also check with clients | Get feedback from clients | Get feedback and implement this in your crisis management plan |

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| Interview with Angelique Meijer | Is het echt een evacuatie van iets wat veel indruk heeft gemaakt, kunnen we daar met bloemen klaar staan. We kunnen ook met Schiphol bijvoorbeeld afspreken dat we een eigen hal tot onze beschikking krijgen, dus afgeschermd van pers. Want dat is heel belangrijk. Zodat dan bijvoorbeeld de familie er al is. | After the crisis is dealt with an organization can take care in the aftermaths by meeting people at the airports | Keep involved after the crisis | Keep involved with clients after the crisis |
| Interview with Angelique Meijer | Maar uiteindelijk komen daar binnen een week klachten brieven binnen, waar dan ook nog complimenten in staan. Klanten balen dan ontzettend van iets wat er gebeurd is. Maar dan lezen we wel dat men wel heel tevreden was met hoe het verder dan allemaal geregeld is. | Collect feedback points from clients. | Get feedback from clients | Get feedback and implement this in your crisis management plan |
| Interview with Angelique Meijer | Maar nazorg kan natuurlijk ook nog veel verder doorlopen, als het echt om ernstige zaken gaat. | Aftermath can take weeks and sometimes months | Keep supporting people that were affected | Keep involved with clients after the crisis |
| Interview with Angelique Meijer | Toen hebben we inderdaad besloten om na 5 weken, toen iedereen ook terug was in Nederland en uit het ziekenhuis was om een soort bijeenkomst te organiseren. Voor alle betrokkenen, nabestaanden en familie die ze ook maar wilden die erbij waren. Om gewoon dingen met elkaar te delen en mensen hun verhaal te laten vertellen. Want dat draagt natuurlijk heel erg bij aan verwerking. | An example of taking care in the aftermath is organizing a meeting for families who were hit by the crisis | Keep supporting people that were affected | Keep involved with clients after the crisis |

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| Interview with Angeliq Meijer | En we hebben ook in onze afdeling klanten service een apart team zitten die alle, ik noem het altijd maar de gevoelige zaken, aanpakt. Die dus rechtstreeks ook mensen dan opbellen om ook letterlijk met hun te praten hoe het met ze gaat. En die zijn daar speciaal op getraind. | You can set up a team with professionals who can call people after the crisis to check how they are doing | Get professionals that are specialist in dealing with victim aid | Collaborate with professional organizations that deal with victim aid. |
| Interview with Angeliq Meijer | Daar hebben we een aantal training bureaus bij. Die hebben ons geholpen. Er is heel veel contact ook met slachtoffer hulp Nederland. Want zij hebben natuurlijk heel veel ervaring en de professionele hulp laten we natuurlijk graag aan andere over want daar zijn zij goed in. | Work together with professional organizations that deal with victim aid. | Collaborate with professional organizations that deal with victim aid. | Collaborate with professional organizations that deal with victim aid. |
| Interview with Angeliq Meijer | Maar zij hebben ons wel allerlei handleidingen en tips aan de hand gedaan. Hoe je die eerste opvang doet. Want men wil toch graag TUI daar zien als organisator. En daar kunnen andere altijd bij helpen. En ja dat wordt heel erg goed gewaardeerd. | Victim aid organizations can give courses to employees to be able to deal with clients that might be emotional. | Collaborate with professional organizations that deal with victim aid. | Collaborate with professional organizations that deal with victim aid. |
| Interview with Angeliq Nijmeijer | Dus we hebben wel ongeveer dezelfde aantal klanten, maar je ziet echt een verschuiving van de ene helft van de wereld naar de andere helft. | Change focus on the destination that you offer to clients | Change of destinations | Focus on destinations where clients feel safe |

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| Interview with Angelique Nijmeijer | Maar ook bij ons gaan heel veel klanten richting Cariben. We hebben natuurlijk veel vluchten naar die bestemmingen. Het is wel een wat duurdere vakantie, maar dat ziet de klant ook als een wat veiliger gebied. Op een orkaan hier een daar na. Maar in ieder geval de Antillen of Mexico of Jamaica en Cuba. | Change in destinations | Change of destinations | Focus on destinations where clients feel safe |
| Interview with Angelique Nijmeijer | Ja oké, dus klanten kiezen dan wel inderdaad vaak voor een andere bestemmingen in plaats van het te cancelen of het voor uit te schuiven? Ja inderdaad. | Clients prefer to change destination over cancelling | Change of destinations | Focus on destinations where clients feel safe |
| Interview with Dr. Jeroen Wolbers | Ja, ik denk dat je vrij weinig kan doen. Want dat is publieke opinie. ja als er ergens een aanslag is geweest en mensen voelen zich niet veilig en dus zijn er ook zoals in België militairen op straat en hogere politie aanwezigheid. Dan zie je gewoon een dip in toerisme, dat kun je bijna niet voorkomen. | When people do not feel safe, there is not too much you can do to still let them come | Client's impression of safety is important | Focus on destinations where clients feel safe |