An Examination of the Role that Strategic Marketing Plans Play to Encourage the Return of Tourists throughout the Recovery Phase of Destinations Impacted by Terrorism

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Abstract

The focus of this research is to review the impact that terrorist attacks have on tourist destinations around the world and the role that strategic marketing plays throughout the recovery phase to encourage the return of travellers after a terrorist attack has taken place.
Introduction

According to the United Nations World Tourism Organization (UNWTO) (1997) terrorism attacks have been documented since the early 19th Century. In addition, the tourism industry is considered fragile and exposed to external threats which impact sustainable growth within the sector (World Tourism Organization, 2018, p. 1-2). Unfortunately, terrorism and tourism are considered interconnected (Baker, 2014). Albu (2016) identified that terrorism and tourism operate with different intentions but use similar criteria including, persons from international locations; use of digital technology; and use of amenities within host communities. Karl (2018) acknowledged different forms of media (social and television) are creating instant global awareness of terrorist attacks resulting in feelings of fear among tourists. It is important to understand the impact that terrorist attacks have on destinations. Buigut (2018) communicates there are substantial discrepancies between developing and developed nations regarding their capabilities to cope with attacks due to available resources. Consequently, international procedures are required to provide support to nations experiencing violence (Ali, Shah, and Khan, 2018).

Aim and Objectives

The focus of this research paper is to review the impact that terrorist attacks have on tourist destinations and the role that strategic marketing plays throughout the recovery phase to encourage the return of travellers after a terrorist attack has taken place. To accomplish this aim, six RO(RO) will be addressed as outlined below:

- **RO 1** - Define key terminology and concepts.
- **RO 2** - Identify and discuss relevant marketing techniques, risk factors, the impact of destination imagery and relevant strategic marketing models.
- **RO 4** - Undertake survey analysis (issued to B.A. Honours Business Studies with Travel and Tourism Management and Event Management students) and case study analysis Bali, New York, Northern Ireland, Paris, Sri Lanka, and, Tunisia, for the purpose of analysing successful versus unsuccessful strategic marketing models.
- **RO 5** - Undertake data analysis to measure the success of destination marketing models during and after a terrorist attack.
- **RO 6** - Discuss the implications of research findings pertaining to the aim of this study.

Literature Review

The scope of this literature review is to investigate the impact that terrorist attacks have on global tourist destinations and the role that strategic marketing plans play throughout the recovery phase to encourage the return of traveller’s post terrorist attack. This research paper will discuss the various definitions pertaining to terrorism illustrating the relationship between terrorism and tourism (See **RO 1**) (Karl, 2018). It will examine strategic frameworks available to stakeholders for the purpose of executing and constructing crisis management plans (See **RO 3**) (Gartner, 1993; Faulkner, 2001). It will identify existing strategic marketing plans and how these plans impact destination image
recovery post attack (See RO 2) (Smith, et. al, 2014; Asia-Pacific Economic Cooperation (APEC): Indonesia, 2017).

**Defining Terrorism**

According to various authors (Chowdhury, Raj, Griffin and Clarke, 2017; Laqueur, 1999; Pizam and Smith, 2000; Van Niekerk and Pizam, 2015) (See RO 1) there is an ongoing debate surrounding the definition of terrorism. After the 1972 Munich Olympic Massacre, the United Nations (UN) unsuccessfully attempted to create a universal definition of terrorism (Bruce, 2013). The definition was not passed because it was limited, only addressing the state and not regular civilians (Ruperez, 2006) - "All criminal acts directed against a State and intended or calculated to create a state of terror in the minds of particular persons or a group of persons or the general public" (Ruperez, 2006, p. 2). The UN communicated that definitions of terrorism are often determined by social and political factors that favour the authors and there is a need for a universal definition to prevent future terrorist attacks (Bruce, 2013). Laqueur (1999) hypothesizes that terrorism is universally difficult to define because there are different types and the nature of terrorism itself is continuously changing (Chowdhury, et al., 2017).

Although limited, Pizam and Smith (2000) define terrorism as “a systematic and persistent strategy that is practiced by a political or state group against that of another social, political or state group" (Van Niekerk and Pizam, 2015, p. 110). This definition is supported in 1773-74 prior to the French Revolution in which ‘terror’ was widely used as a strategy by Maximilien Robespierre as a tool for political gain by driving fear into aristocrats that stood against him (Soboul, 1794). According to the United States State Department, terrorism is defined as “premeditated, politically motivated violence perpetrated against non-combatants targets by sub-national groups or clandestine agents, usually intended to influence an audience" (Baker, 2014, p. 60; Whitaker, 2003, p. 1). Compared to Pizam and Smith (2000) this definition provides a more specific description of terrorism.

**Terrorism and Tourism**

The UNWTO (2018) explains the tourism industry is very fragile. Thus, being negatively impacted by external forces including, natural disasters and terrorist attacks (Ferreira, Graciano, Leal and Costa, 2019). Baker (2014) describes the relationship between terrorism and tourism as multifaceted. Consequently, it is important to examine the relationship between attacks and the tourism industry from a holistic perspective. This is to understand the impacts that are posed on a destinations brand image when an attack occurs. According to Albu (2016, p. 2) there are three categories of terrorism: ‘terrorists that take precautions to save their own life post attack; suicidal missions and kamikaze.’ As previously mentioned by Laqueur (1999) and Bruce (2013) various forms of terrorism contribute to a non-existent universal definition. Albu (2016) presents research findings that support the previous hypothesis provided by Laqueur (1999). The lack of a consistent definition between states contributes to a gap in the current research regarding the prevention of a universal framework.
The World Travel and Tourism Council (WTTC) (2016) explains there is a direct correlation between the Terrorism Index, Tourism Index and Global Peace Index. Findings presented by the WTTC (2016) conclude, tourism within countries that experience less violence are more sustainable. These findings present challenges because there are substantial resource discrepancies between developed and developing nations regarding differing capabilities to cope with violence (Ferreira, et al., 2019). According to the UNWTO (2018, p. 95) as cited from the UN General Assembly (1998, p. 1) “it is important for nations to understand the root causes of conflict through dialogue and negotiation to minimise incidents of terrorism as well as conflict”. This communicates that nations need to identify the political and social issues inside borders to comprehend the motivations of terrorist groups to resolve these issues and prevent attacks.

**Destination Branding**

Terrorist attacks negatively impact a destination’s brand image through the incitement of fear and anxiety (Ali, Shah, and Khan, 2018). A destination’s brand image may be tarnished for a short time, depending on the number and frequency of attacks; however, tourists often begin traveling to affected destinations when they perceive an attack will no longer occur (See RO 2) (Ferreira, et al., 2019). Despite the fragility expressed by the UNWTO (2018) this information indicates tourism is a resilient sector.

Sri Lanka experienced a three-decade war and encountered various attacks that were claimed by the terrorist group, Liberation Tigers of Tamil Eelam (LTTE) (Tamil Tigers) (Smith, et al., 2014). In 2009, post war, the Sri Lankan government documented tourism numbers tripled from 447,890 to 1,274,593 in 2013 (Smith, et al., 2014). Recently, Sri Lanka experienced civil unrest when numerous bombings occurred on Easter 2019 by the Islamic State of Iran and Syria (ISIS) (BBC News, 2019a). The terrorist attacks detrimentally impacted the tourism industry in Sri Lanka causing a rapid decrease in tourist numbers (Bastians and Mashal, 2019). These research findings demonstrate the devastating impact that attacks have on the reputation of a destination.

Tourism and terrorism share common criteria but are treated differently in the context it is used. Narrowing of borders, engagement of people from various parts of the world, and use of technological devices for both moving and communication purposes are examples (Sonmez and Apostolopoulos, 1999; Samitas, Asteriou, Polyzos and Kenourgios, 2018; Ferreira, et al., 2019). Khan and Mendes (2018) reinforce these findings by addressing the use of technology by government agencies regarding travel advisories. Karim (2018) identified that tourists use the internet and social media platforms to research destinations prior to planning a vacation. Drawing on these sources, it is clear there is a direct correlation between the brand image of a destination, shared criteria of terrorism and tourism, and context the criteria is used.

**Counter-Terrorism Frameworks for Tourism Stakeholders**

Lagrave (2016) explains tourism destinations and tourists are directly impacted by terrorist attacks. The impacts cannot be eliminated; however, can be minimised using
counter-terrorism frameworks for tourism stakeholders (See RO 1) (Dumitriu, 2004). The development of the European Convention on the Suppression of Terrorism, UN Global Counter-Terrorism Strategy, and United States Counter-Terrorism Policy support the findings of Dumitriu (2004).

**European Convention on the Suppression of Terrorism**

On 27th January 1977, the European Convention on the Suppression of Terrorism framework was drafted and enacted on the 4th August 1978 (Council of Europe, 1977). It is documented as the only counter-terrorism framework prior to the 11th September 2001 (9/11) attacks in the United States of America (USA) (Dumitriu, 2004). The European Union (EU) created the framework for terrorism based on actionable laws providing guidance for member states in place of a unified terrorism definition (Dumitriu, 2004). The findings reiterate the difficulties expressed by the UN regarding the development of a universal definition of terrorism. May 15th, 2003, the European Convention on the Suppression of Terrorism was amended to remain relevant and comparable to strategies developed by the UN and USA (Council of Europe, 2003).

**Global Counter-Terrorism Strategy**

On September 8th, 2006, the UN crafted the Global Counter-Terrorism Strategy (United Nations Office of Counter-Terrorism, 2019). This strategy is the first global blueprint agreed upon by all member states for providing guidance on international, national, and regional levels to combat and prevent attacks (United Nations Office of Counter-Terrorism, 2019). Thus, this strategy implies although there is not a universal definition of terrorism, member states agree there is a need for a common approach to be proactive regarding the ability to handle attacks. Figure 1 illustrates the four pillars the strategy is based on.

**Figure 1 Four Pillars of the UN Global Counter-Terrorism Strategy**

![Figure 1 Four Pillars of the UN Global Counter-Terrorism Strategy](image_url)

(United Nations Office of Counter-Terrorism, 2019)

**Paris Terrorist Attacks**

On 13th November 2015, 130 people were killed, and 352 others were injured in eight attacks in Paris, France (Camilli, 2015). NATO (2015) reported the attacks were the third round of attacks in 2015 and criticized failures between EU member states occurred in
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three ways: threat detection and prioritisation; surveillance; and sharing of information (Camilli, 2015). According to The New York Times (2015) prior to the attack, intelligence services monitoring the Telegram (a communication platform for ISIS) received warning the attack would happen; however, did not take the threat seriously because it did not fit the previous communicative pattern (Callimachi, 2015).

On a larger scale, this information supports the hypo paper from NATO (2015) regarding the previously addressed security failures of intelligence services between EU member states. Camilli (2015) challenged that the terrorist attacks in Paris should cause the EU to re-evaluate counter terrorism methods to be proactive. The previous examples suggest the Paris attacks contradict the first and second pillars of the UN Global Counter-Terrorism Strategy due to the lack of shared information between Nation’s.

**United States Counter-Terrorism Policy**

Unlike the European Convention on the Suppression of Terrorism framework and UN Global Counter-Terrorism Strategy, the United States Counter-Terrorism Policy changes approaches with political leaders (Badey, 2006). Badey (2006) explains that under the Clinton Administration terrorism was perceived as a law enforcement problem. Whereas, under the Bush Administration it was perceived as a military issue (Badey, 2006).

**11th September 2001 (9/11) Terrorist Attacks**

On 11th September 2001, the terrorist attacks in New York and Washington, DC were documented as catastrophic - the magnitude of the attacks had the largest number (3,000+) of recorded casualties in history (Korstanje and Palermo, 2018). The attacks significantly impacted the future of national security protocol within the USA and globally (Smith and Zeigler, 2017). In the aftermath of the attacks, a global effort was executed to develop a consistent framework to help nations manage attacks (Badey, 2006). Korstanje and Palermo (2018) identified the UN Global Counter-Terrorism Strategy was influenced by the 9/11 attacks with a goal, to prevent and minimise another threat of equal or greater magnitude (Smith and Zeigler, 2017). Evidently, the relationship between international counter terrorism strategies influenced the manner that terrorism threats and attacks are managed. The above examples illustrate issues of inconsistency that tourism stakeholders encounter when dealing with a national security threat. Also, these blueprints identify available frameworks for stakeholders to utilise when managing crisis situations.

**Strategic Marketing Plans and Destination Imagery**

Basaran (2016) identified destinations are considered a competitive element of a country and should be strategically marketed according to location. This suggests marketing plans significantly impact the reputation and brand image of a destination (See RO 2) (Ferreira, et al., 2019). Smith, et al. (2014) identified brand image can be detrimentally impacted long-term after an attack – depending on the number and frequency. In contrast, Ferreira, et al. (2019) explains destinations may only be affected short-term because tourists will begin traveling when the immediate threat has dissipated. The Director of Research at the WTTC, Rochelle Turner, explains, “one of the reactions we see from
travelers is that they change destinations, but they do not tend to stop traveling as a whole” (Lagrange, 2016, p. 1).

**Gartner (1993) Cognitive, Affective, Conative Model**

It does not come as a surprise when designing and implementing strategic marketing objectives it is imperative to investigate and understand the formulation of tourist perceptions regarding destination choice (Bhasin, 2018). Gartner (1993) designed the *Cognitive, Affective, and Conative Model* to understand the three stages of the perception formation (See RO 3) (Agapito and Pinto, 2013). Firstly, the cognitive construct identifies characteristics of a destination that tourists consider prior to traveling (Basaran, 2016). Secondly, is the affective construct. This is referred to as the psychology aspect of the model and relates to feelings the tourist experiences at the destination itself (Agapito and Pinto, 2013). Lastly, is the conative construct which refers to the tourists’ perception of the destination post experience and is considered behavioural (Basaran, 2016). All three constructs are interlinked within a hierarchal approach regarding the formation of perceptions (Agapito and Pinto, 2013). Below, Figure 2 illustrates the continuum of the constructs and includes examples of various components that influence each part of the model.

**Figure 2 Gartner (1993) Cognitive, Affective, Conative Model**

Northern Ireland

*The Troubles*, 30-years of civil unrest, substantially impacted tourism in Northern Ireland (Fáilte Ireland, 2012). Consequently, the *Tourism Recovery Task Force (TRTF)* was
developed utilising strategic organisational partnerships including, Fáilte Ireland; ITIC; Northern Ireland Tourist Board, and Tourism Ireland (Sproule, 2019). The goal of this task force was to reinvent the image of Northern Ireland in the international community (Fáilte Ireland, 2012). Sproule (2019) communicates that tourism in Northern Ireland existed in the 1950’s and 1960’s but was limited. Once the Troubles were over, tourism boomed. The TRTF contributed to growth of the tourism industry by strategically highlighting sporting events and coastal landscapes in marketing assets (Fáilte Ireland, 2012). By using existing assets to reinvent the tarnished image of Northern Ireland, tourism revenues are forecasted to exceed 1bn in 2020 (Fáilte Ireland, 2012). This example illustrates how using strategic marketing to improve brand image can positively impact its ability to recover from terrorist attacks (See RO2 and 4).

**Tunisia**

Like Northern Ireland, the Tunisian tourism industry has suffered tremendously from terrorism; however, the reputation of Tunisia has not recovered (See RO 4) (Teoman, 2017). Two attacks occurred in March and June 2015. Combined, the attacks claimed 50 lives at the Bardo Museum in Tunis and Port El Kantaoui Resort in Sousse (BBC News, 2019b). Charfeddine and Mohamed (2019) communicate that Tunisia was previously marketed as a low-cost, sun, sea and sand destination - to predominantly European markets. In the 2015 attacks, 38 of the reported casualties were tourists from Great Britain (BBC News, 2019b). Consequently, European governments implemented travel advisories forbidding travel to Tunisia (Charfeddine and Mohamed, 2019). The findings imply the Tunisian government should expand marketing to a wider range of geographical locations. Utilising a market penetration strategy, the existing tourism product could encourage an increase in tourism numbers by attracting new market segments.

**Bali, Indonesia**

Indonesia recognised the importance of utilising a marketing plan to reposition the destination as beautiful, safe and secure (Asia-Pacific Economic Cooperation (APEC): Indonesia, 2017). In 2002 and 2005, Bali experienced a series of attacks targeting tourists that devastated the local tourism industry (Asia-Pacific Economic Cooperation (APEC): Indonesia, 2017). Yetta (2016) identified the island was over dependent on tourism, resulting in significant social problems for the local community. According to Bali Government Tourism Office (2015) the implementation of marketing objectives focused on investment into promotional strategies repositioning Bali as a beautiful ‘honeymoon’ destination. The strategy contributed to dramatic increases in foreign visitor arrivals, 1.38 million in 2001 to 3.73 million in 2014 (Yetta, 2016). In the aftermath of a crisis, strategic marketing plans are important for the redevelopment of positive destination imagery (Ferreira, et al., 2019). Thus, previous examples support Ferreira, et al. (2019) hypothesis that effective marketing strategies explicitly contribute to re-establishing positive destination imagery post terrorist attack.
Risk Assessment and Crisis Management Models

Risk assessment and crisis management models are imperative tools for tourism stakeholders when an attack occurs (Coombs and Laufer, 2018). Asia-Pacific Economic Cooperation (APEC): Indonesia (2017) identified that a proactive approach is required to effectively re-establish a destinations brand image. Faulkner (2001, p. 135) developed a crisis management framework based on six phases of crisis management including, ‘pre-event; prodromal; emergency; intermediate; long-term (recovery), and resolution’ (See RO 3). The phases of crisis management are a tourism-oriented approach focusing on communication throughout its entirety (Coombs and Laufer, 2018). Figure 3 illustrates each phase in detail. The CMF was created in response to the 9/11 attacks (Coombs and Laufer, 2018); however, Hajibabaa, Boztuğb and Dolnicar (2016) suggest this framework is useful regarding any type of disaster. Faulkner (2001) agrees (as illustrated in the fourth phase of the Figure 3) strategic marketing strategies are imperative during the recovery process of a destinations brand image. Furthermore Hajibabaa, et al. (2016) acknowledged risk assessments are a contributing factor regarding the development of effective CMF. This is because different types of tourists perceive risk differently. Therefore, tourists’ have differing personal requirements regarding safety and security and different motivators to return to a destination post attack (Floyd and Pennington-Gray, 2004). On a larger scale, this discussion suggests there is a direct correlation between risk assessments and CMF’s regarding tourist perceptions of safety and security relating to precautions taken by tourism stakeholders.

Jiaa, Shia, Jiab, and Ding (2012) identified knowledge management systems are an effective method of crisis management regarding attacks within the tourism industry. These systems address the functions of knowledge management by utilising three methods: knowledge extractor, knowledge server, and knowledge manager (Jiaa, et al., 2012). Jiaa, et al. (2012) hypopaperes that using these systems allow organisations to prepare for crises. Like Faulkner (2001), knowledge management systems utilise communication throughout each phase to execute crisis management strategies. Hirudayaraj and Sparkman (2019) argue that crisis management models available to tourism stakeholders are inadequate because existing frameworks are reactive versus proactive in nature. Also, it is suggested that current frameworks primarily focus on the resilience and recovery processes of destinations, whereas they should take a holistic approach focusing on applicable techniques encompassing all phases of a potential attack (Hirudayaraj and Sparkman, 2019).
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Methodology

As defined by Western Sydney University (2019) (See RO 1) research is, “...the creation of new knowledge and/or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies, and understandings...” (Western Sydney University, 2019, p. 1). This methodology will investigate the research techniques utilised to determine and understand the role that strategic marketing plans play throughout the recovery phase of a destination that has been impacted by terrorism. The approaches will include qualitative and quantitative methods of primary and secondary research. It will address research philosophy; research approaches; mixed-method research design, and
secondary data research (See RO 4). Furthermore, primary research including case study analysis and applicable primary data collection will be examined. It will address survey design including the piloting of the survey and the participants involved. This research paper will examine ethical considerations and both qualitative and quantitative data analysis. Lastly, the limitations of the research will be explained.

**Research Philosophy**

According to Saunders, et al. (2015) research can be examined in multiple layers as depicted in Figure 4 below.

![Figure 4 Saunders Research Onion](image)

According to Figure 5 research philosophies are segmented into four categories: positivism, realism, interpretivism and pragmatism. According to Sheikh and Rehna (2016) positivism refers to a societal study reliant on scientific evidence to uncover how society operates. Whereas realism addresses the development of knowledge where reality is separate from the mind and is adapted through the personalised human senses (Fletcher, 2017). Interpretivism regards the interpretation of information presented in a study by the researcher and focuses on a predominantly qualitative approach (Packard, 2017). Lastly, pragmatism is a mixed method research philosophy focused on the research question addressing practical outcomes using a worldview incorporating truth and reality in a holistic manner (Korte and Mercurio, 2017). Based on the information above, the methodology of this paper will utilise a pragmatic research philosophy to incorporate a mixed method approach including qualitative and quantitative research methods.
Research Approach

According to Figure 5 there are two approaches that can be taken when conducting research: deductive and inductive (Saunders, et al., 2015). As illustrated in Figure 5 the deductive approach occurs when a researcher develops a theory and then conducts testing to confirm or reject said theory (See RO 1) (Rahi, 2017).

Figure 5 Deductive and inductive research approach

Unlike the deductive approach, the inductive approach occurs when a new theory is developed based on information that emerges from data analyses post collection (See RO 1) (Rahi, 2017). The two approaches can be used together to develop a holistic approach (Brannen, 1992 and 2016). The methodology within this paper will employ an inductive and deductive approach. This is to minimise limitations between both approaches developing a complete picture of the data. The deductive approach will address the aim of the paper utilising research gathered through survey analysis (See RO 4). The inductive approach will address the information gathered through case study analysis.

Mixed Method Research Design

Mixed method research design consists of qualitative and quantitative research methods (Stahl, Lampi, and King, 2019). To achieve the aim of this research paper, a mixed method approach will be utilised incorporating a holistic research approach (Korte and Mercurio, 2019). The qualitative research method will examine secondary research via case study analysis (See RO 4). The purpose of the mixed method approach is to identify and compare destinations that have employed successful marketing plans against destinations that have disregarded and/or made inadequate use of marketing plans (post attack). It will investigate the impact of rebranding a destination to encourage the return of tourists (See RO 5). Quantitative research will be conducted using survey analysis.
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Surveys will be administered to Travel and Tourism Management and Event Management students. This will be to analyse perspectives of future travel and tourism industry leaders regarding the perceptions of the importance of marketing to improve the brand image of a destination post terrorist attack (See RO 4).

Secondary Data Research

Secondary research is the use of existing information (See RO 1) (Lai, 2018). For this paper, secondary research will be employed by conducting a qualitative study utilising case study analysis (See RO 4).

Primary Research

Primary research is information extracted by the researcher and is derived from using research instruments (See RO 1) (Norris, Plonsky, Ross, and Schoonend, 2015). It will be employed using an inductive approach utilising quantitative and qualitative data analysis. This will be done by conducting survey and case study analysis (See RO 4).

Survey Design

A survey is the collection of information regarding specific variables applicable to one or more samples of people by asking specific questions and analysing the results pertaining to the researchers’ topic (Chatzi, 2019). For this paper, a survey consisting of ten questions using a quantitative interview style will be issued to a sample (Dulmer, 2016) (See RO 4). Part A will consist of multiple-choice questions enquiring the samples year of study and applicable course. Part B will address situational questions using a rating scale to rank answers pertaining to destination marketing, terrorism and tourism using the following measurements: strongly disagree, somewhat disagree, somewhat agree, and strongly agree. The measurements will then be entered manually into Google Forms to accurately record and measure the results. The data will be analysed using a descriptive statistics format (See RO 5) (Chatzi, 2019).

Piloting the Survey

The survey will be administered to a convenience sample of ten individuals to informally test the questions (Mae Sincero, 2019). This will ensure the efficiency of the questions within the survey. Administering a sample survey will identify potential issues that could arise (Stoney, Kozarsky, Bostick, and Sotir, 2019). Piloting the survey will ensure participants can easily follow the provided instructions (Stoney, et al., 2016). This will corroborate the survey is a correct instrument of research for this paper (Mae Sincero, 2019). Table 1 illustrates each survey question and applicable purpose.
### Table 1 Survey design

<table>
<thead>
<tr>
<th>Part A: Qualifying Questions</th>
<th>Variables</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What year of study are you currently completing?</td>
<td>B.A. (Hons.) Business Studies with Travel and Tourism Management and Event Management</td>
<td>Ensure candidates qualify to answer survey.</td>
</tr>
<tr>
<td>2. What course are you currently studying at Limerick Institute of Technology?</td>
<td>B.A. (Hons.) Business Studies with Travel and Tourism Management and Event Management</td>
<td>Ensure candidates qualify to answer survey.</td>
</tr>
</tbody>
</table>

| Part B: Situational Questions                                                                 |                                                                             |                                                                                           |
|----------------------------------------------------------------------------------------------|                                                                             |                                                                                           |
| 3. As a future industry leader, do you agree there is a direct relationship between terrorism and tourism? | B.A. (Hons.) Business Studies with Travel and Tourism Management and Event Management | Measure the number of respondents that identify this relationship aligning with current research (See Research Objective 1). |
| 4. Do you agree that the impacts of a terrorist attack occurring at a major destination differs between developing and developed nations due to available resources? | B.A. (Hons.) Business Studies with Travel and Tourism Management and Event Management | Measure how respondents perceive a destinations ability to recover based on available resources. |
| 5. Do you agree as an industry professional that multiple terrorism attacks at a tourist destination outweigh the impact of a single terrorist attack? | B.A. (Hons.) Business Studies with Travel and Tourism Management and Event Management | Compare the respondents’ answers with current research                                     |
| 6. Do you agree that strategic marketing efforts to rebrand a destinations’ image after a terrorist attack has taken place would encourage the return of tourists? | B.A. (Hons.) Business Studies with Travel and Tourism Management and Event Management | Compare differences in opinions of the sample to destination case studies mentioned previously (See Research Objective 2). |
| 7. Do you agree that incidents of terrorism are becoming an increasing concern for tourists when planning a holiday? | B.A. (Hons.) Business Studies with Travel and Tourism Management and Event Management | Identify how respondents perceive the impact of terrorism on tourists.                     |
| 8. As a future industry leader, do you agree that the duration of time (example: 6 months; 12 months) between potential terrorist attacks at a destination would impact how that destination needs to market themselves to re-attract visitors? | B.A. (Hons.) Business Studies with Travel and Tourism Management and Event Management | Measures how respondents perceive the impacts of terrorism on tourist destinations.         |
| 9. Do you agree that having a good crisis management framework in place would positively contribute to tourists feeling more secure at a destination if it has previously been a target of terrorism? | B.A. (Hons.) Business Studies with Travel and Tourism Management and Event Management | Measure the perceptions surrounding risk/ crisis management (See Research Objective 3). |
| 10. As a future industry professional, do you agree that it is important to focus strategic marketing efforts on a destinations’ natural attractions (nature) to encourage a positive image of the destination to visitors after a terrorist attack has taken place? | B.A. (Hons.) Business Studies with Travel and Tourism Management and Event Management | Measure the perceptions of respondents regarding destination marketing measures that have been employed at various destinations. |
Participants of Survey
The participants of the survey will consist of first, second-, and fourth-year Travel and Tourism Management and Event Management students. This sample will provide perspectives from future industry leaders regarding viewpoints of how strategic marketing plans impact the brand image of a destination post terrorist attack. The sample will consist of approximately 100 participants (the number of students within the combined years and programmes of study) to gain a reliable and valid outcome of results (Stoney, et al., 2016).

Ethical Considerations
It is imperative to understand the ethical considerations when administering a survey. There are three major considerations including, confidentiality, consent, and participants understanding of the specific aims of the survey (McInroy, 2016). For this paper, there will be a disclaimer included in the beginning of the survey confirming all respondents’ information will be kept confidential. This will be reinforced by not requesting personal information. A box will be provided for participants to check indicating they give consent for their responses to be used. Instructions for completion will be provided at the beginning of the survey including the specific aim (Stoney, et al., 2016).

Data Analysis
Thematic analysis is a qualitative instrument that identifies and interprets patterns in research (Vaismoradi, Jones, Turunen, and Snelgrove, 2016) (See RO 1). This will be used to analyse the case studies by identifying consistent key words appearing in each article to illustrate the relationship between terrorism and tourism (Vaismoradi, et al., 2016). To effectively analyse the survey results, they will be manually entered into Google Forms to measure the overall outcome. This will provide insight to determine how perspectives shift between students regarding the impact of marketing plans on the brand image of a destination post terrorist attack. Utilising these variables will identify any differences between how B.A. (Hons.) in Business Studies with Travel and Tourism Management and Event Management students perceive these impacts (See RO 5).

Research Limitations
The methodology presents research limitations. There are limitations regarding survey analysis for primary research (Lee, 2018). This occurs because the survey is administered to a sample of students and is fully dependent upon their attendance. To mitigate these limitations, the surveys will be administered on two occasions. Secondary research limitations exist because the researcher can only examine information to an extent regarding international destinations (Lee, 2018). There is a plethora of information available covering each destination case study; however, limited time constraints only allow selective information to be accessed for analysis.

Data Analysis and Findings
Data analysis is the process of applying logical and analytical reasoning to effectively evaluate specific information collected for the purpose of drawing conclusions (See RO 1) (Callahan, McMurdie, and Holmes, 2017). The second point of reference is the
literature review (See RO 4). For this paper, data analysis was conducted using primary and secondary research through the application of the mixed-method technique (See RO 5). The usage of this approach allowed for a more reliable and valid interpretation of the findings. Primary research is executed using survey analysis. The survey gathered information regarding perceptions of Travel and Tourism Management and Event Management students. The survey regarded the relationship between terrorism, tourism, and destination marketing.

**Case Study Analysis**

This section will present findings from secondary research conducted through case study analysis examining, Bali, Paris, New York, Northern Ireland, Sri Lanka and Tunisia (See RO 4). Each country was elucidated to determine how strategic marketing plans assisted destination recovery post terrorist attack (See RO2 and 3). Within the tourism industry there are significant variables contributing to issues regarding destination recovery post attack (Esmail and Hasan, 2016). These issues include resource deficiencies (Karl, 2018); inconsistent definitions of terrorism (Chowdhury, et al., 2017; Laqueur, 1999; Pizam and Smith, 2000; Van Niekerk and Pizam, 2015; Khan and Mendes, 2018), and misuse or lack of CMF’s (Agapito and Pinto, 2013; Coombs and Laufer, 2018; Faulkner, 2001). Each location was compared with another illustrating the similar yet contrasting relationship between destinations – thus, identifying the noteworthy impact that strategic marketing plans play as a tool for repositioning destination brand image post attack(s) (Faulkner, 2001).
Table 2 International destinations and terrorism themes

<table>
<thead>
<tr>
<th>Destination</th>
<th>Bali</th>
<th>Northern Ireland</th>
<th>Sri Lanka</th>
<th>Tunisia</th>
<th>New York</th>
<th>Paris</th>
<th>Syria</th>
<th>Turkey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terrorism</td>
<td>68</td>
<td>6</td>
<td>41</td>
<td>8</td>
<td>8</td>
<td>98</td>
<td>21</td>
<td>6</td>
</tr>
<tr>
<td>Tourism</td>
<td>105</td>
<td>12</td>
<td>63</td>
<td>6</td>
<td>6</td>
<td>82</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Strategic Marketing</td>
<td>51</td>
<td>5</td>
<td>21</td>
<td>2</td>
<td>1</td>
<td>11</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Tourist Numbers Increased</td>
<td>6</td>
<td>5</td>
<td>22</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Crisis Management</td>
<td>67</td>
<td>3</td>
<td>15</td>
<td>3</td>
<td>2</td>
<td>6</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Tourist Numbers Decreased</td>
<td>5</td>
<td>2</td>
<td>8</td>
<td>1</td>
<td>1</td>
<td>12</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Number of Terrorist Attacks</td>
<td>2</td>
<td>30 Year Conflict</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>8</td>
<td>366</td>
<td>100+</td>
</tr>
<tr>
<td>Vulnerability</td>
<td>27</td>
<td>1</td>
<td>10</td>
<td>1</td>
<td>1</td>
<td>9</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Tourism Dependency Risk and Instability</td>
<td>22</td>
<td>0</td>
<td>7</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Type of Attack</td>
<td>Bombing and shootings</td>
<td>Bombings and shootings</td>
<td>Bombings</td>
<td>Shootings</td>
<td>Aircraft Bomb</td>
<td>Bombings and shootings</td>
<td>Bombs</td>
<td>Bombs</td>
</tr>
<tr>
<td>Tourists Targeted</td>
<td>12</td>
<td>2</td>
<td>6</td>
<td>7</td>
<td>2</td>
<td>16</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total Number of Times Each Variable Was Mentioned in the Article</td>
<td>352</td>
<td>38</td>
<td>207</td>
<td>34</td>
<td>34</td>
<td>262</td>
<td>403</td>
<td>133</td>
</tr>
</tbody>
</table>

Adapted from: (Coldwell, 2016; Ferreira, et al., 2019; Gross, 2011; Smith, Bandara, Liyanarachchi and Fernando, 2014; Sproule, 2019; AFP, 2019; Ward, 2018; Yetta, 2017)

Table 2 depicts a comparison between Bali, Paris, New York, Northern Ireland, Sri Lanka and Tunisia using twelve consistent themes appearing within each case study illustrating the relationship between tourism and terrorism (See RO 5). The common themes were examined by the number of times each was mentioned including, terrorism; tourism; strategic marketing; increasing tourism numbers; crisis management; decreasing tourism numbers; number of terrorist attacks; destination vulnerability; tourism dependency; risk and instability; type of terrorist attack, and tourists targeted.
An Examination of the Role that Strategic Marketing Plans Play to Encourage the Return of Tourists throughout the Recovery Phase of Destinations Impacted by Terrorism

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Bali

Table 3 International destinations and terrorism themes; Bali

<table>
<thead>
<tr>
<th>Destination External Variable</th>
<th>Bali</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Terrorism</td>
<td>68</td>
</tr>
<tr>
<td>2. Tourism</td>
<td>103</td>
</tr>
<tr>
<td>3. Strategic Marketing</td>
<td>51</td>
</tr>
<tr>
<td>4. Tourism Numbers Increased</td>
<td>6</td>
</tr>
<tr>
<td>5. Crisis Management</td>
<td>67</td>
</tr>
<tr>
<td>6. Tourist Numbers Decreased</td>
<td>5</td>
</tr>
<tr>
<td>7. Number of Terrorist Attacks</td>
<td>2</td>
</tr>
<tr>
<td>8. Vulnerability</td>
<td>27</td>
</tr>
<tr>
<td>9. Tourism Dependency</td>
<td>2</td>
</tr>
<tr>
<td>10. Risk and Instability</td>
<td>30</td>
</tr>
<tr>
<td>11. Type of Attack</td>
<td>Bombings</td>
</tr>
<tr>
<td>12. Tourists Targeted</td>
<td>12</td>
</tr>
</tbody>
</table>

Total Number of Times Each Variable Was Mentioned in the Article: 352

Adapted from: (Yetta, 2016)

The journal article *Returning to Paradise: Investigating Issues of Tourism Crisis and Disaster Recovery on the Island of Bali*, mentions the variables 352 times as illustrated in Table 3. Significantly, these findings are based on two terrorist attacks that were executed by bombings in 2005 (Yetta, 2016). Indicatively, there is a direct correlation between strategic marketing and crisis management relating to terrorism and tourism as hypo papered by Baker (2014) (*See RO2 and 3*).
An Examination of the Role that Strategic Marketing Plans Play to Encourage the Return of Tourists throughout the Recovery Phase of Destinations Impacted by Terrorism

Northern Ireland

Table 4 International destinations and terrorism themes: Northern Ireland

<table>
<thead>
<tr>
<th>Destination External Variable</th>
<th>Northern Ireland</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Terrorism</td>
<td>6</td>
</tr>
<tr>
<td>2. Tourism</td>
<td>12</td>
</tr>
<tr>
<td>3. Strategic Marketing</td>
<td>5</td>
</tr>
<tr>
<td>4. Tourism Numbers Increased</td>
<td>5</td>
</tr>
<tr>
<td>5. Crisis Management</td>
<td>3</td>
</tr>
<tr>
<td>6. Tourist Numbers Decreased</td>
<td>2</td>
</tr>
<tr>
<td>7. Number of Terrorist Attacks</td>
<td>30-year conflict</td>
</tr>
<tr>
<td>8. Vulnerability</td>
<td>1</td>
</tr>
<tr>
<td>9. Tourism Dependency</td>
<td>0</td>
</tr>
<tr>
<td>10. Risk and Instability</td>
<td>2</td>
</tr>
<tr>
<td>11. Type of Attack</td>
<td>Bombings and shootings</td>
</tr>
<tr>
<td>12. Tourists Targeted</td>
<td>2</td>
</tr>
</tbody>
</table>

Total Number of Times Each Variable Was Mentioned in the Article: 38

Adapted from: (Sproule, 2019)

The newspaper article Northern Ireland tourism shaped by decades of change, mentions the variables 38 times as illustrated in Table 4. Significantly, it is based upon a 30-year conflict involving bombings and shootings (Sproule, 2019). The researcher hypothesized that compared to Bali the total number of variables is lower because a newspaper article was used instead of an academic journal. Indicatively, there is a direct relationship between terrorism, tourism, marketing, and crisis management as discovered previously (See RO2 and 3).
Sri Lanka

Table 5 International destinations and terrorism themes: Sri Lanka

<table>
<thead>
<tr>
<th>Destination External Variable</th>
<th>Sri Lanka</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Terrorism</td>
<td>41</td>
</tr>
<tr>
<td>2. Tourism</td>
<td>63</td>
</tr>
<tr>
<td>3. Strategic Marketing</td>
<td>21</td>
</tr>
<tr>
<td>4. Tourism Numbers Increased</td>
<td>22</td>
</tr>
<tr>
<td>5. Crisis Management</td>
<td>15</td>
</tr>
<tr>
<td>6. Tourist Numbers Decreased</td>
<td>8</td>
</tr>
<tr>
<td>7. Number of Terrorist Attacks</td>
<td>5</td>
</tr>
<tr>
<td>8. Vulnerability</td>
<td>10</td>
</tr>
<tr>
<td>9. Tourism Dependency</td>
<td>7</td>
</tr>
<tr>
<td>10. Risk and Instability</td>
<td>9</td>
</tr>
<tr>
<td>11. Type of Attack</td>
<td>Bombings</td>
</tr>
<tr>
<td>12. Tourists Targeted</td>
<td>5</td>
</tr>
</tbody>
</table>

Total Number of Times Each Variable Was Mentioned in the Article: 207

Adapted from: (Smith, et al., 2014)

The journal article *Managing the Tourism-Led Development Strategy in Post-War Sri Lanka* mentions the variables 207 times as illustrated in Table 5. This article is based on five terrorist attacks (bombings) (Smith, et al., 2014). Significantly, it is comparable to the results in the Bali case study previously mentioned and addresses the same type of terrorist attacks. As hypothesized earlier, this data supports there is a relationship between terrorism, tourism, marketing, and crisis management (See RO2 and 3).
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Tunisia

Table 6 International destinations and terrorism themes: Tunisia

<table>
<thead>
<tr>
<th>Destination External Variable</th>
<th>Tunisia</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Terrorism</td>
<td>8</td>
</tr>
<tr>
<td>2. Tourism</td>
<td>6</td>
</tr>
<tr>
<td>3. Strategic Marketing</td>
<td>2</td>
</tr>
<tr>
<td>4. Tourism Numbers Increased</td>
<td>1</td>
</tr>
<tr>
<td>5. Crisis Management</td>
<td>3</td>
</tr>
<tr>
<td>6. Tourist Numbers Decreased</td>
<td>1</td>
</tr>
<tr>
<td>7. Number of Terrorist Attacks</td>
<td>2</td>
</tr>
<tr>
<td>8. Vulnerability</td>
<td>1</td>
</tr>
<tr>
<td>9. Tourism Dependency</td>
<td>1</td>
</tr>
<tr>
<td>10. Risk and Instability</td>
<td>2</td>
</tr>
<tr>
<td>11. Type of Attack</td>
<td>Shootings</td>
</tr>
<tr>
<td>12. Tourists Targeted</td>
<td>7</td>
</tr>
</tbody>
</table>

Total Number of Times Each Variable Was Mentioned in the Article: 34

Adapted from: (AFP, 2019)

The newspaper article *Four jihadists get life for deadly 2015 Tunisia beach attacks in which three Irish tourists died*, mentions the variables 34 times as illustrated in Table 6. The article is based on two attacks (mass shootings) (AFP, 2019). Significantly, these findings are comparable to the Northern Ireland case study because both were newspaper articles. Similarly, the data communicates there is a direct correlation between terrorism, tourism, marketing, and crisis management as communicated earlier in this paper (See RO2 and 3).
New York

Table 7 International destinations and terrorism themes: New York

<table>
<thead>
<tr>
<th>Destination External Variable</th>
<th>New York</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Terrorism</td>
<td>8</td>
</tr>
<tr>
<td>2. Tourism</td>
<td>6</td>
</tr>
<tr>
<td>3. Strategic Marketing</td>
<td>1</td>
</tr>
<tr>
<td>4. Tourism Numbers Increased</td>
<td>3</td>
</tr>
<tr>
<td>5. Crisis Management</td>
<td>2</td>
</tr>
<tr>
<td>6. Tourist Numbers Decreased</td>
<td>1</td>
</tr>
<tr>
<td>7. Number of Terrorist Attacks</td>
<td>2</td>
</tr>
<tr>
<td>8. Vulnerability</td>
<td>1</td>
</tr>
<tr>
<td>9. Tourism Dependency</td>
<td>0</td>
</tr>
<tr>
<td>10. Risk and Instability</td>
<td>1</td>
</tr>
<tr>
<td>11. Type of Attack</td>
<td>Aircraft Bomb</td>
</tr>
<tr>
<td>12. Tourists Targeted</td>
<td>1</td>
</tr>
</tbody>
</table>

Total Number of Times Each Variable Was Mentioned in the Article = 34

Adapted from: (Gross, 2011)

The newspaper article *NYC Kicks Off Tourism Campaign With 9/11 Rebirth Story*, mentions the variables 34 times as illustrated in Table 7. This article is based on two aircraft bombings (Korstanje and Palermo, 2018). Significantly, these findings were extracted from a newspaper article comparing to the Northern Ireland and Tunisia case studies. The New York case study exemplifies a destination that utilised destination marketing post crisis as a recovery tool – illustrating a successful strategic marketing plan encouraging the return of tourists (Gross, 2011) (See RO 4).
Table 8 International destinations and terrorism themes: Paris

<table>
<thead>
<tr>
<th>Destination External Variable</th>
<th>Paris</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Terrorism</td>
<td>98</td>
</tr>
<tr>
<td>2. Tourism</td>
<td>82</td>
</tr>
<tr>
<td>3. Strategic Marketing</td>
<td>11</td>
</tr>
<tr>
<td>4. Tourism Numbers Increased</td>
<td>3</td>
</tr>
<tr>
<td>5. Crisis Management</td>
<td>6</td>
</tr>
<tr>
<td>6. Tourist Numbers Decreased</td>
<td>12</td>
</tr>
<tr>
<td>7. Number of Terrorist Attacks</td>
<td>8</td>
</tr>
<tr>
<td>8. Vulnerability</td>
<td>9</td>
</tr>
<tr>
<td>9. Tourism Dependency</td>
<td>1</td>
</tr>
<tr>
<td>10. Risk and Instability</td>
<td>16</td>
</tr>
<tr>
<td>11. Type of Attack</td>
<td>Bombings and shootings</td>
</tr>
<tr>
<td>12. Tourists Targeted</td>
<td>16</td>
</tr>
</tbody>
</table>

Total Number of Times Each Variable Was Mentioned in the Article 262

The journal article *Night of terror in the city of light: terrorist acts in Paris and Brazilian tourists’ assessment of destination image*, mentions the variables 262 times (as illustrated in Table 8) based on eight terrorist attacks (bombings and mass shootings). The findings are comparable to those of Bali and Sri Lanka because they resulted from journal articles. This case study focused on destination marketing techniques utilised to reposition the brand image of Paris (Ferreira, et al., 2019). Thus, supporting the hypo paper of Basaran (2016) and Faulkner (2001) regarding strategic marketing improves destination brand image post crisis (See RO 4).

Survey Analysis

As explained in previously (See RO 4), the purpose of survey analysis for this research paper is to gain perspective from future industry leaders regarding the relationship between terrorism, tourism, and destination marketing. To accomplish this objective, ten questions were asked:
1. What year of study are you currently completing?
2. What course are you currently studying at Limerick Institute of Technology?
3. As a future industry leader, do you agree there is a direct relationship between terrorism and tourism?
4. Do you agree that the impacts of a terrorist attack occurring at a major destination differs between developing and developed nations due to available resources?
5. Do you agree as an industry professional that multiple terrorism attacks at a tourist destination outweigh the impact of a single terrorist attack?
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6. Do you agree that strategic marketing efforts to rebrand a destinations’ image after a terrorist attack has taken place would encourage the return of tourists?

7. Do you agree that incidents of terrorism are becoming an increasing concern for tourists when planning a holiday?

8. As a future industry leader, do you agree that the duration of time (example: 6months; 12 months) between potential terrorist attacks at a destination would impact how that destination needs to market themselves to re-attract visitors?

9. Do you agree that having a good crisis management framework in place would positively contribute to tourists feeling more secure at a destination if it has previously been a target of terrorism?

10. As a future industry professional, do you agree that it is important to focus strategic marketing efforts on a destinations’ natural attractions (nature) to encourage a positive image of the destination to visitors after a terrorist attack has taken place?

The survey was administered to 130 first, second and fourth year, Event Management and Travel and Tourism Management students. Of the 130 surveys, 97 responses were valid. The other 33 responses were excluded because the respondents were students from mixed classes.

Survey Question 1

Figure 67 Question 1

Figure 6 illustrates 97 students responded to what year of study they are enrolled in. 30.9% of respondents were in first year; 30.9% were in second year, and 38.1% were in
fourth year. Significantly, these findings indicate there is a relatively even split between the years of study regarding respondents (See RO 4). This supports Chatzi (2019), Dulmer (2016) and Stoney, et al. (2016) hypo paper dictating survey results are increasingly valid and reliable if the sample is evenly weighted.

**Survey Question 2**

**Figure 7 Question 2**

![Pie chart showing course distribution](chart.png)

What course are you currently studying at Limerick Institute of Technology?

97 responses

- **53.6%** B.A. Honours Business Studies with Travel and Tourism Management
- **46.4%** B.A. Honours Business Studies with Event Management

**Figure 7** indicates of the 97 survey respondents, 53.6% are enrolled in the Event Management program and 46.4% are enrolled in the Travel and Tourism Management. Significantly, these results illustrate responses were slightly higher with the Event Management students; however, they still provide valid and reliable information because perspectives are close in measure (See RO 4) (Chatzi, 2019; Dulmer, 2016; and Stoney, et al., 2016).
Survey Question 3

Figure 8 Question 3

As a future industry leader, do you agree there is a direct relationship between terrorism and tourism?

97 responses

Figure 8 illustrates how future industry leaders perceive the relationship between terrorism and tourism. 33% of respondents strongly agree there is a direct relationship between terrorism and tourism. 11.3% somewhat disagree there is a direct relationship and 53.6% somewhat agree there is a direct relationship. Significantly, these findings contradict the World Travel and Tourism Council (2016) report which identified there is a direct relationship between terrorism and tourism (See RO 1).
Figure 9 addresses the perspectives of future industry leaders regarding the impact of a terrorist attack occurring at a major destination differing between developing and developed nations due to available resources. Of the 97 respondents, 48.5% somewhat agree, 5.2% strongly disagree, 11.3% somewhat disagree, and 35.1% strongly agree that the impacts differ. Significantly, these findings support the hypothesis of Ferreira, et al. (2019) that there are substantial discrepancies between the resources of developing and developed nations to cope with terrorist attacks (See RO 5).
Survey Question 5

Figure 10 Question 5

Do you agree as an industry professional that multiple terrorism attacks at a tourist destination outweigh the impact of a single terrorist attack?

97 responses

- Strongly disagree: 5 (5.2%)
- Somewhat disagree: 13 (13.4%)
- Somewhat agree: 35 (36.1%)
- Strongly agree: 44 (45.4%)

Figure 10 addresses whether the impact of multiple terrorist attacks at a tourist destination outweigh the impact of a single attack. 5.2% of respondents strongly disagree; 13.4% somewhat disagree; 36.1% somewhat agree, and 45.4% strongly agree that multiple attacks outweigh a single attack. These findings support Ferreira, et al. (2019) and Smith, et al. (2014) hypo paper regarding the impacts of destination brand image mentioned previously (See RO 2).
Survey Question 6

Figure 11 Question 6

Do you agree that strategic marketing efforts to rebrand a destinations’ image after a terrorist attack has taken place would encourage the return of tourists?

97 responses

- **Strongly disagree**: 20.6%
- **Somewhat disagree**: 15.5%
- **Somewhat agree**: 61.9%
- **Strongly agree**: 0%

Figure 11 enquires whether future industry leaders perceive that strategic marketing efforts rebrand a destinations’ image post terrorist attack, encouraging the return of tourists. 20.6% of respondents strongly agree; 15.5% somewhat disagree, and 61.9% somewhat agree strategic marketing efforts post attack encourages the return of tourists. Significantly, these findings support the use of strategic marketing plans within CMF’s developed by Faulkner (2001), Gartner (1993), and Jiaa, et al. (2012) as part of the destination recovery process mentioned earlier (See RO2, 3 and 4).
Survey Question 7

Figure 12 Question 7

Do you agree that incidents of terrorism are becoming an increasing concern for tourists when planning a holiday?

97 responses

Figure 12 addresses whether respondents agree incidents of terrorism are becoming an increasing concern for tourists when planning a holiday. 63.9% strongly agree; 6.2% somewhat disagree, and 27.8% somewhat agree. These findings indicate majority of respondents agree, to some level, attacks are becoming an increasing concern for tourists. These findings support the hypo paper presented by Agapito and Pinto (2013) and Bhasin (2018) that terrorist attacks are impacting the perceptions of tourists when planning a holiday (See RO2, 3 and 4).
Figure 13 enquires if respondents agree that the duration of time between potential attacks at a destination would impact how that destination needs to market themselves to re-attract visitors. 1% strongly disagree; 11.3% somewhat disagree; 33% somewhat agree, and 54.6% strongly agree. Significantly, these findings support the marketing strategies executed by Bali and Sri Lanka according to Smith, et al. (2014) and Asia-Pacific Economic Cooperation (APEC): Indonesia (2017) (See RO2 and 4).
Survey Question 9

Figure 14 addresses whether respondents agree that having a good crisis management framework in place would positively contribute to tourists feeling more secure at a destination if it has previously been a target of terrorism. 58.8% strongly agree, 7.2% somewhat disagree, and 30.9% somewhat agree that good CMF’s contribute to tourists feeling more secure at a destination that was previously targeted. These findings support the hypo paper of the United Nations Office of Counterterrorism (2019) regarding the need for a universal framework to actively deal with the recovery of a destination post attack. This supports the development of Faulkner (2001), Gartner (1993) and Jiaa, et al. (2012) CMF’s developed for destination recovery (See RO2, 3 and 4).
Survey Question 10

Figure 15 asks respondents if they agree it is important to focus strategic marketing efforts on a destination's natural attractions conveying a positive image of the destination to visitors post terrorist attack. 1% strongly disagree; 10.3% somewhat disagree; 40.2% somewhat agree, and 48.5% strongly agree. Significantly, these findings support post terrorist attack marketing strategies executed by the destinations mentioned previously (See RO2, 3, 4 and 5).

Conclusion and Recommendations

As aforementioned, the aim of this research paper was to examine the impact that terrorist attacks have on tourist destinations and the role that marketing plays throughout the recovery phase to encourage the return of tourists post terrorist attack. Six objectives were determined to achieve the focus of this paper and will be further discussed below.
The first objective examined key terminology and concepts that are instrumental in understanding the relationship between terrorism, tourism, and destination marketing. It was explained there is an ongoing debate regarding a definition of terrorism because terrorism is continuously changing and there are different types (Chowdhury, et al., 2017; Laqueur, 1999; Pizam and Smith, 2000; Van Niekerk and Pizam, 2015). It was discovered that internationally, terrorism is perceived as a premediated act of violence targeting innocent people for political or social reasons. The relationship between terrorism and tourism is multifaceted (Baker, 2014). The UNWTO (2018) describes tourism as fragile and susceptible to external variables. The WTTC (2016) report communicated there is a direct relationship between the Terrorism Index, Tourism Index and Global Peace Index. Thus, destinations experiencing less violence are more sustainable illustrating there is a direct linkage between terrorist attacks and destination brand image.

Throughout this research paper, destination marketing has been investigated as a tool for recovery strategies post terrorism attack. Various destinations (Bali, New York, Northern Ireland, Paris, Sri Lanka and Tunisia) that utilised marketing plans within their CMF’s as techniques to offset negative connotations associated with their tarnished brand image (Faulkner, 2001; Gartner, 1993; Jiaa, et al., 2012). Bali, New York, Northern Ireland, and Sri Lanka utilised image repositioning strategies to refocus perceptions of travellers on the natural resources that each has to offer. In support of Ferreira, et al. (2019) hypo paper it was concluded the frequency of attacks at a destination significantly impacted the perceptions of tourists; however, they would begin travelling again once the immediate threat had subsided. The findings within survey analysis concluded that respondents predominantly agree strategic marketing plans utilised within CMF’s would encourage the return of tourists post terrorist attack. Thus, it is recommended that destinations design and implement a marketing plan as part of their CMF’s.

Coombs and Laufer (2018) identified that the Faulkner (2001) CMF was designed in response to the 9/11 terrorist attacks in New York and Washington, DC. This framework is significant because it was designed using a tourism-oriented approach addressing six phases focusing on communication. Comparatively, Gartner (1993) developed the Cognitive, Affective, and Conative Model examining the process of perception formation using three stages. Significant research gaps were revealed in this research paper addressing global inconsistencies regarding CMF’s and lack of universal guidelines pertaining to marketing strategies within CMF. It is recommended that further research be conducted by industry professionals to establish a consistent CMF template that is proactive and capable of adaption addressing the resource discrepancies between developing and developed nations (Ferreira, et al., 2019).
Surveys were issued to future industry leaders to gain perspective regarding the relationship between destination marketing, terrorism, and tourism. Throughout this paper, destinations impacted by terrorist attacks were examined. To determine if future industry leaders identified a relationship between destination marketing, terrorism and tourism, 97 survey responses were evaluated. It was concluded that respondents predominantly agreed terrorist attacks significantly impact destination brand image. Furthermore, they agreed strategic marketing plays an explicit role in the recovery process of a destination encouraging the return of tourists. Case studies investigated the recovery process of international destinations analysing successful versus unsuccessful marketing models. It was concluded that destinations such as, Bali and Paris utilised strategic marketing plans to reposition the locations image within the mind of tourists (Ferreira, et al., 2019). Whereas Tunisia was discovered to be overdependent on a specific target market limiting the nations recovery in times of crisis. Research gaps addressing the reactive versus proactive nature of existing CMF’s identified the need for nations to develop strategic marketing strategies within conceptual frameworks. This recommendation supports the hypopaper developed by Faulkner (2001) and Gartner (1993).

As previously mentioned, Ferreira, et al. (2019) identified there are significant resource discrepancies between developed and developing nations. Bali, New York, Northern Ireland, Sri Lanka and Tunisia were analysed regarding the success of marketing strategies used within CMF’s. It was determined that Bali, New York, Northern Ireland, and Sri Lanka used marketing strategies that focused on natural landscapes as an image repositioning strategy to re-establish the brand in the eyes of tourists. These strategies proved successful and encouraged the return of visitors. Unfortunately, it was determined that Tunisia was unsuccessful regarding strategic marketing because the government did not adapt the marketing strategies. They were overdependent on target markets and did not try to expand into new market segments (Charfeddine and Mohamed, 2019). Based on the information above, it is imperative that destinations affected by terrorism implement strategic marketing plans that are adaptable to the shifting needs of consumers. By highlighting the natural resources available to destinations, image repositioning strategies are proven to encourage the return of tourists.

Inconsistencies associated with the lack of a formal definition of terrorism and CMF’s. In addition, case studies were investigated and illustrated there are substantial resources discrepancies between developed and developing nations. These findings severely impact a destinations ability to cope with terrorist attacks. It is recommended that future industry leaders are further educated on the relationship between destination marketing, terrorism, and tourism. Also, it is recommended a marketing template is crafted for nations that is easily adaptable based upon capabilities as part of CMF’s. This research paper
focused on the impact that terrorist attacks have on international tourist destinations. It investigated the role that strategic marketing plays throughout the recovery phase of crisis management to encourage the return of traveller’s post terrorist attack. As aforementioned, six objectives were investigated to achieve the aim of this paper and were examined above.

Consequently, it was determined by the researcher that given the scope of this paper further investigation into destination marketing, terrorism and tourism is required. It is imperative to examine the relationship between the three variables from a holistic viewpoint. Consequently, further research and analysis is needed to better determine the impacts that terrorism has on tourism and the role that destination marketing plays throughout the recovery process. Suggestions for future research include content analysis and interviews. Applying a longitudinal time horizon to these research instruments will contribute to the existing body of knowledge by filling the identified research gaps (Saunders, et al., 2015).
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