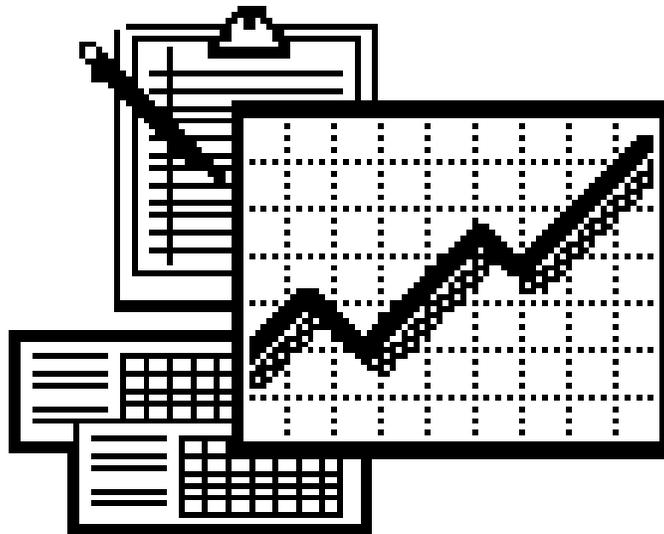


**"Security and Tourism are Economic Development. How
two Industries Work Together to Develop our better
Communities."**



Texas Municipal League

Oct, 2005

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Issues in Tourism Security and Product Development

September 11th caused a great deal of damage to local tourism industries. While attractions and communities do not have a direct impact on the transportation component of tourism, there are a number of things that all aspects of the industry can do.

- Travel is an important part of tourism. Without safe travel tourism will die. The two industries are highly interrelated.
- Government agencies and tourism officials need to work together. Too often we act as independent agencies, good tourism security means working with local agencies, CVBs and gaining the confidence of the local tourism community.
- Make sure that local officials are aware of how important tourism security is not only to you, but also to them. A good way to show that you care is to create an inter-agency partnership with non-government agencies to create a tourism security program
- Understand that tourism is undergoing a major paradigm shift. The old concept that tourism security is a necessary evil that does not add to the bottom line is over. The new model is that that tourism security is part of a good marketing plan.
- Develop a tourism task force. People who should be on this task force are local officials, tourism officials, and transportation officials. Many Government agencies are there to help local community officials and businesses. Ask for their help, they are willing to give it. The key to this task force is the quality of your facilitator
- Develop “tourism caring” centers, should there be a tourism crisis due to an act of violence, how you handle it will be a major part of your recovery plan.
- Attend conferences on tourism security.
- Check with experts or bring an expert into your area to meet with officials. The worst thing that you will want to do is follow the advice of someone who is not trained in this area. Ask for credentials before meeting with anyone.

On Product Development and Tourism Security

This new attitude has caused, what tourism specialists call, a "**paradigm shift.**" In other words, tourism specialists are beginning to think in new and innovative ways. In this paradigm shift tourism practitioners have begun to change their emphasis from beautiful brochures to beautiful landscaping. Instead of spending a great deal of money on good advertising, they are spending more money on personnel development in the hopes of creating a better level of customer service. This shift does not mean that all marketing is a waste of money. Instead, the shift calls for new and creative ways to market. To help you connect this paradigm shift with your own community or attraction, consider if some of the following ideas would work for you:

- **Face the fact that today's travelers are highly skeptical about the accuracy of travel information.**
- .Security personnel must connect with the public. To personalized your security program consider:
 - Inviting a different randomly selected tourist each month to spend an hour speaking with your staff..
 - Encourage tourism employees to visit your locale. Ask for suggestions
 - Know that tourists are not stupid. It is the visitor who knows best what he/she desires from the vacation, not you. Speak with the people who work with the tourists: your front line personnel. These are the people who hear the complaints and compliments and often know where adjustments are needed. At the end of each season, take the time to interview as many front line people as possible. People to be interviewed should include:
 - gas station attendants
 - hotel cleaning people

- waiters and waitresses
 - ticket takers
 - airport personnel
 - local police officers who work in tourism areas
- **Combine security with the underlying site theme(s).** Ask yourself such questions as: Why do people come to your location? What do they wish to take away at the end of their stay? What are you really selling?

Train! Train! and then, train some more! The higher the quality of training, the better your product. Bring in experts to train people all over your community. Seek ways to get the entire community on-board by training everyone from security personnel to front line people. Ask these people about the training that they would like to have and then provide it.

Understanding the different roles of Tourism Security Protection and whom we are protecting:

To develop a working tourism security program you must first define tourism security and know whom you are protecting:

What is tourism security?

At whom/what is it aimed?

Understanding the sociology of our visitors forms the basis of a tourism security program. Here are several key elements of that sociology:

- Issues of loss of common sense
- Issues of anomie
- Issues of Uniforms
- Issues of loss of inhibitions
- Issues of tourism stress and anger
- Issues of time management as a tourism security tool

Key Differences Between Crime and Terrorism Protection

	Crime	Terrorism
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Goal	Usually economic or social gain	To gain publicity and sometimes sympathy for a cause.
Usual type of victim	Person may be known to the perpetrator or selected because he/she may yield economic gain	Killing is random and appears to be more in line with a stochastic model. Numbers may or may not be important
Defenses in use	Often reactive, reports taken	Some pro-active devices such as radar detectors
Political ideology	Usually none	Robin Hood model
Publicity	Usually local and rarely makes the international news	Almost always is broadcast around the world
Most common forms in tourism industry are:	Crimes of distraction Robbery Sexual Assault	Domestic terrorism International terrorism Bombings Potential for bio-chemical warfare
Statistical accuracy	Often very low, in many cases the travel and tourism industry does everything possible to hide the information	Almost impossible to hide. Numbers are reported with great accuracy and repeated often
Length of negative effects on the local tourism industry	In most cases, it is short term	In most cases, it is long term unless replaced by new positive image
Recovery strategies	? New marketing plans, assumes short-term memory of traveling public. ? Probability ideals: "Odds are it will not happen to you." ? Hide information as best as one can	? Showing of compassion ? Need to admit the situation and demonstrate control ? Higher levels of observed security ? Highly trained (in tourism, terrorism, and customer service) security personnel

Some of the differences between domestic terrorism, protest terrorism (Meetings cum Demonstrations or MCDs) and International Terrorism

	Domestic	MCDs	International
Viewed as	Crime	Politics	War

Goal	Overthrow government or policy	Change policy	Conquest
Preparation time	Very little or none	Great deal of time	Very little or none
Targets	Government Buildings	Meetings	Economic or transportation centers. Tourism most at risk here of a direct attack
Effects on Tourism	Major short-term effect. Can become a part of dark tourism.	Major effect during short and medium term memory	Can have long term effects, especially if it is repeated

Some Reasons for the Interaction between Terrorism and Tourism.

- Tourism is interconnected with transportation centers
- Tourism is big business
- Tourism is interrelated with multiple other industries
- Tourism is highly media oriented
- Tourism spots are places of tranquility or places where business can be conducted in a peaceful manner
- Tourism must deal with people who have no history, we have no data base for them.
- Tourism must deal with a constant flow of new people
- Tourism is a nation's parlor
- Tourism is the point where business touches relaxation

Do you know that the new paradigm for the travel and tourism industry is based on the fact that tourism security is now a major part of a location's marketing strategy?

Here are just a few examples of the way that the tourism and travel industry is beginning to assimilate this paradigm change.

- The 2002 Olympic Games in Salt Lake City have incorporated into their marketing plans the idea that visitor security is its number one priority.
- Airlines such as El Al, the Israeli airline that emphasizes security are running full when other airlines across the Atlantic travel recently have been traveling at 60% capacity.
- State and national tourism conferences are adding speeches about tourism security and its impact on marketing.

Below are some suggestions to help you make this paradigm change.

- Think conservation. When the environment is safe, the visitor is also safe. Tourism surety is more than merely protecting the visitor, it entails protecting:
 - The visitor
 - The local population
 - The actual site
 - The area's environment
 - The area's reputation
- Recognize that there is a fundamental paradigm shift in the travel industry. Old assumptions will no longer hold. From a business perspective these old assumptions are very dangerous. Those parts of the travel and tourism industry that emphasize security will have a good chance of surviving and this includes federal facilities. The venues that provide give good security mixed with good customer service will flourish. Those parts of the travel and tourism industry that hold on to the old way of thinking will fade away.
- Invite specialists to help train people and to set a paradigm shift in motion. The worst thing you can do is to bring in someone who is not a specialist in both security and travel and tourism. Remember this is not a passing emergency, but a new way in which people think. Travel and tourism industries that believe that this paradigm shift is not essential for their business' health are making an error.

- Do not create a false sense of security. Gas masks will do nothing in case of a biological or chemical attack, while sealed rooms may be very useful. Do not panic people, but deal with safety and security issues in the most professional manner possible. People begin to panic not when you take precautions in a professional manner, but when you fail to take precautions.
- Develop security coalitions with all components of the community. Make sure that law enforcement is trained and understands tourism, make sure that you work hand-in-hand with hotel and attraction employees.
- Attend state tourism conferences and regional tourism security conferences. Send representatives to tourism security conferences. The oldest and most famous one is held each year in Las Vegas. Every major CVB should have a representative at a tourism security conference along with at least one member of its law enforcement agency.
- Get over denial, it can happen to you. Recognize that no part of the world today is immune from a terrorist attack. Too many parts of the travel and tourism market simply do not believe that an attack can happen to them and this includes federal agencies. It can! Furthermore, as the media often devotes a great amount of coverage to an attack against a tourism area, the fear factor spreads from one locale to entire regions, nations, and even continents.
- Know what is unsafe in your community and work with local governments to improve these security concerns. How safe is your local airport? Are cab drivers' backgrounds investigated? Who has access to a guest's room?
- Start with small successes and build up. You are not going to turn your destination around. Take each step with care and build your security plan on a solid foundation.
- Work closely with local officials.. The example of the new USBR Museum in Yuma Arizona is a good example of how security can lead to economic development.
- Make sure that all police personnel and security personnel are aware of how important tourism security is to you. Most police have never been trained in good tourism security. It is essential to have a person work with your local police who can "translate" between tourism and security issues.

- Develop a tourism task force. People who should be on this task force are local officials, tourism officials, and transportation officials. The key to this task force is the quality of your facilitator.
- Security and Safety may have different meanings to scholars and in the US government, but in the world of travel they are one and the same. In the new paradigm shift recognize that poison water and gunfire have the same results: the destruction of your business. Begin to see the relationship between risk management and security. They are two sides of the same coin.
- Fix rather than market. This is not the time to market security but to provide it. Tourism will need a lot more than mere cosmetic changes in order to beat the threat of terrorism. Among these changes are upgraded surveillance equipment, used in conjunction with good tourism sociological understandings. Simply upgrading security will not work if it is not done in a way that fits into the sociological patterns of visitors.
- When it comes to travel we need to solve such problems on the Federal level such as:
 - employ duplicate checks of baggage
 - scan all bags including those which are checked
 - remove all potential weapons from gift shops that are beyond the security barriers
 - check all workers who have access to airplanes while it is at the gate.
- Check and recheck all ventilation systems. No one should be allowed to approach a ventilation system who does not have your full confidence. Make sure that contract labor is kept far from areas that can be used as delivery systems for bio-terrorism.

- Get beyond the fear that too much security will scare the public. The public is more frightened of security breaches than it is of security methods. The old paradigm of hiding security professionals is no longer valid. Visible security is the best marketing tool that you can develop.
- Know who is studying at your local university, especially in engineering courses.
- Most visitors do not travel smart. In a world of crime and terrorism, it is best that our guests learn to avoid displays of wealth, vary their daily routines, and keep low profiles. Often terrorists strike people who are in easy range, thus avoiding aisle seats may be helpful.

Terrorism will target the tourism industry. This includes:

- Airlines
- Cruise Ships
- Buses
- Restaurants and outdoor cafes
- Major events, sporting or festivals
- Places where people congregate
- Wherever people are carefree and happy.

Terrorism is the marriage of violence to political goals. It is not a crime but an act of war. It works by the random wounding and/or murdering of innocent victims.

The more random terror is the more successful it is.

Some of the places where terrorism has struck tourism in the last year

- Bali
- Casablanca
- Israel
- Kenya
- Los Angeles
- Mexico
- Morocco
- Peru
- The Philippines

A Sociology Travel/When we travel we tend to:

- 1 Feel out of control
- 2 Enter into anomic states
- 3 Are willing to lower inhibitions
- 4 Rise in stress
- 5 Undergo Reality loss (what becomes important is making a connection rather than safety)
- 6 Undergo physical discomfort
- 7 Enter into anger displacement

Terrorists will seek targets that offer at least 3 out of these 4 possibilities

1. Potential for mass casualties
2. Potential for mass publicity Good Images
3. Potential to do great economic damage
4. Potential to destroy an icon.

Note that in gaming centers, casinos provide all four of these possibilities.

Tourism officials will need to have moral clarity during these difficult times. Terrorism has a history of striking when we least expect it.

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- Tourism must deal with people who have no history, thus there is often no data base
- Tourism must deal with a constant flow of new people
- Tourism is a nation's parlor
- Tourism is the point where business touches relaxation
- Tourism centers are the living museum of a nation's cultural riches.

Critical Risk Management Steps in Tourism Security:

You need to know:

- How many people will be at the event/location?
- Are there one or multiple venues at the event/location?
- What are the event's/location's demographics and its demographic make-up?
- Is the location a normal event-staging place or used only from time to time?

Know:

- Your own persona strengths and weaknesses
- What is expected of you by your boss, the public and the media

Some of the key assumptions of tourism risk management

- There is no event that is 100% free of risk
- Risk management is statistical in nature. We are playing a probability game.
- To be away from home is to be insecure.
- Allocentric-risk is different than psychocentric-risk.
- All events are a volunteeristic activity; no one ever needs to go to an event.
- No guest ever has to return to your event.
- Most guests assume that you know something about safety and security.
- As world tension mounts, the demand for risk management increases.
- In risk management as in tourism, there is no distinction between security and safety.
- The further we travel from a crisis, the worse the crisis seems
- The further we are from a crisis, the longer it lasts in the collective memory
- Many visitors are highly unsophisticated when it comes to geography
- Visitors do not distinguish between one part of the event and another part. An error is an error.
- Different types of guests require different forms of risk management.

- Often as efficiency rises so does the risk
- As we script events and try to rationalize them, we discover that irrationalities often become part of the event.

Some Basic Differences between Crisis and Risk Management

	Risk	Crisis
Surety of Occurrence	Uses a statistical system.	Is a known event
Goal of management	To stop the event prior to occurrence	To minimize the damage one event has taken place
Type of preparation to combat risk that can be used	<ul style="list-style-type: none"> • Probability studies Knowledge of past events Tracking systems Learning from Others 	<p>Specific information such as medical, psychological, or crime.</p> <p>Developing a what if attitude</p>
Training needed	Assume crises and find ways to prevent them.	Assume crises and practice reacting to them.
Reactive or Proactive	Proactive	Reactive, though training can be proactive toward the reactive.
Types of victim	Anyone, maybe visitor or staff.	Can be visitors, staff members, or site
Publicity	Goal is to prevent publicity by acting to create non-events	Goal is to limit the public relations damage that may occur.
Some common problems	<p>Poor building maintenance</p> <p>Poor food quality</p> <p>Poor lighting</p> <p>Fear of terrorism</p> <p>Fear of a crime occurring</p>	<p>Rude visitor</p> <p>Sick person</p> <p>Robbery</p> <p>Threat to staff</p> <p>Bomb scare</p> <p>Lack of language skills.</p>

Statistical accuracy	Often very low, in many cases the travel and tourism industry does everything possible to hide the information	Often very low, in many cases the travel and tourism industry does everything possible to hide the information
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Recovery strategies	New marketing plans, assumes short-term memory of traveling public. Probability ideals: “Odds are it will not happen to you.” Hide information as best as one can	Showing of compassion Need to admit the situation and demonstrate control Higher levels of observed security Highly trained (in tourism, terrorism, and customer service) personnel

Ways we can decide to whom we want to market which tourism product. The social-psychology of marketing.

- **Allocentric and psychocentric**
- **Inner and out oriented**
- **Iconic theory**
 1. staging of motif,
 2. motif thematization,
 3. contextualization level,
 4. type of authenticity, to be of great help.

- **McDonalization**
- **De-differentiation and postmodernism**
- **Use of Simulata**
- **Redefinition**
- **Memory theory**
- **The Stressful Search for Fun**

Understanding our customers is essential to protect them

What the Boomer wants.

McDonalized World	Tourism World
Efficiency	Environment
Calculability	Caring
Standardization	Service and Individualization
Predictability	Personalization and surprise
High tech	Low tech
Irrationality errors	Integrity of product
Self reflection	Thoughts about the other

Trends to watch in no particular order that can impact our security role.

- A backlash to high tech, the desire to seek places and things that can push low tech. People do not want to struggle to figure things out in their hotel rooms.
- The shift from span of control to monitoring of employees: Resentment toward someone else controlling my life. Can we market ourselves so that the other person is in control?
- New ways of combining data-collection with personalized service.
- The move toward a multi-lingual world.
- The continual march toward do-it-yourself, thus lessening the need for semi-skilled labor
- The effects of reality TV on tourism security, how many people now see travel as an act of survival?
- A continual splintering of lifestyles. I want a specialized world that offers me everything.
- Lower levels of employee loyalty and willingness to quit.
- Need to develop the tactile side of the web, we see it but we really do not yet experience it.
- The role of pets in the travel lives of the baby boomer.
- Expect higher levels of stress leading to rage and complaints
- Learning to market to people who have trouble reading and lack basic math sense
- Hop-scotch has replaced brand loyalty
- Rolling energy crises and postmodernism.
- The next generation of tourists will be best described by three adjectives: Impatience, Communication. And Forward focus.
- Expect to see increased domestic travel. People will take more vacations that are shorter and closer to home.
- As people age the demand for good service will increase. He/she who markets good service and delivers it will do very well.