

Crisis Management and Destination Image Repair after Terrorism

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AFFIDAVIT

I hereby affirm that this Master's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

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ABSTRACT

Between 2015 and 2017, Europe suffered from a rise of fatal terrorism; many of them took place in popular tourism destinations. Consequently, European Destination Management Organizations (DMOs) have been implementing various forms of Crisis Management following the attacks. This study attempts to investigate how European DMOs have managed the recent terrorist attacks and what approaches and actions have been applied to recover. Furthermore, the study looks at how well-prepared European DMOs are for future crises like terrorism. The majority of previous research has been conducted ahead of the digital era and the rise of social media. Therefore, this study also explores how useful social media is for DMOs in post-terrorism crisis management.

The study followed a qualitative approach where interviews were conducted with 10 European DMOs. A majority of the interview respondents had experienced a crisis like terrorism. The results imply that European DMOs are prepared for man-made crises like terrorism. Yet, the study found that in the case of terrorism, crisis planning is limited and should stay flexible and adjust according to the unique situation. Both positive and negative spillover effects were identified in the study. Moreover, DMOs should consider both content and timing when it comes to post-crisis promotion. Further, DMOs should attempt to communicate relevant information immediately following a crisis. Finally, social media is considered to be an essential tool when it comes to crisis communication after terrorism.

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LIST OF ABBREVIATIONS

DMO	Destination Marketing Organization
ECTC	European Counter Terrorism Centre
ETA	Euskadi Ta Askatasuna
EVDV	Ebola Virus Disease Epidemic
GDP	Gross Domestic Product
IRA	Irish Republican Army
IS	Islamic State
VoIP	Voice over Internet Protocol
WTTC	World Travel & Tourism Council
QCA	Qualitative Content Analysis

1. RESEARCH AIMS AND OBJECTIVES

The recent increase of terrorist attacks in Europe has led to many unanswered questions both in research and in the tourism industry. There seems to be a gap in this research area due to the intense series of terrorist events in a short period. This research aims to investigate how European tourism destinations have managed the series of terrorist attacks taken place in Europe in recent years, mainly from 2015 to 2017. The study will have an exploratory approach and aims to examine what different actions and measurements were applied in order to recover from the from terrorist attacks. Moreover, examine how well prepared European destinations are today for a crisis like terrorism. Destination Marketing Organizations also referred to as DMOs will represent each European destination in this study, 10 European DMOs participated in the study through semi-structured interviews. A majority of the destinations in the study have experienced some terrorist event in the past. However, some destinations have not and will provide the study with another perspective on crisis management and the spillover effect. The interview structure and questions applied in this study builds on the following three research questions.

RQ 1: How well prepared are destination managers from European cities for terrorist attacks?

RQ 2: How can successful destination image repair be achieved?

RQ 3: How useful is media and social media for destination image repair?

2. INTRODUCTION

As the world becomes more global in every aspect, ranging from companies, individuals, financial markets to the tourism industry, the world also becomes more vulnerable to crises. In times of political instability or international conflicts, the world can expect to witness a chain reaction all over the globe. The same vulnerability and ripple effect could be observed over the globe after the terror attacks on September 11th, 2001. Crises travel fast and take many different forms and the negative effects can linger on for a long time and may cause serious harm to the economy. According to the World Travel and Tourism Council (WTTC) the travel and tourism industry accounted for 10.4% of the global GDP in 2017 (WTTC, 2018). It is widely known that the tourism industry is extra sensitive to disasters and crises. Especially those regions which rely on tourism as one of the main contributors tend to be extra sensitive to unforeseen negative events. Crises in the tourism industry can be caused by natural disasters or can be triggered by humans like in the case of terrorism. Faulkner (2001) argues that the tourism industry has experienced a higher number of disasters and crises lately than in earlier years. Only in the past two decades, we have seen nature-caused crises like the devastating Tsunami in Asia 2004 and the series of hurricanes in the Caribbean region during 2017. We have also seen a series of terrorist attacks in popular tourist destinations like the bombings in Indonesia 2002 or the numerous events in Egypt in the past years. Lately, we have also seen several terrorist attacks taking place in western Europe. A geographic location somewhat spared from natural disasters and unforeseen disasters.

According to Reuters (2017a), terrorist attacks dropped worldwide in 2016. However, in western Europe, the fatal terrorist attacks increased. Moreover, the statistics show that western Europe experienced 30 fatal attacks in 2016 and 23 fatal attacks in 2015. This is a dramatic increase since the figure for the same type of attacks was only two in 2014 and five in 2013 (Reuters, 2017a). Consequently, the tourism industry in western Europe has experienced an unstable market. According to Statista (n.d.) terrorist attacks and in particular the media coverage of the attacks has influenced the behavior patterns of tourists in Europe.

This change of behavior could be seen in 2016 after the attack in Brussels, the demand for flights dropped instantly (Statista, n.d.). Moreover, the decrease in demand for flights also dropped in other major European cities, such as Rome, Berlin, and Paris.

Similarly, tourism demand for Paris has been fluctuating since the attacks in November 2015. One year later, the city of Paris still suffered from a decline in tourism demand (Statista, n.d.) In an international survey from 2017 answered by 20 000 young people, 83% claimed to fear terrorism in the future, more than both war and climate change (Marthoz, 2017).

Terrorism attacks are complex, and no forecasting system can predict the next attack. Therefore, crisis management and preparedness are essential tools for efficient crisis recovery. Terrorist attacks on tourism destinations can not only change tourism behavior but may also cause serious harm to the destination image (Ritchie, 2004; Sönmez, 1999). However, crisis management cannot be done by the tourism industry alone. It should ideally be done in co-operation with other stakeholders. Ritchie (2004) suggests that successful crisis management within tourism should be implemented with a holistic approach and emphasizes the importance of proactive planning.

After crises like terrorism or any other disaster causing severe harm to the destination image, it is essential to implement a post-crisis management plan. Therefore, this study will investigate how European cities have handled the post-terrorism crisis and how successful the different approaches have been in relation to destination image repair.

Furthermore, the study will also explore how European cities that have not suffered from any man-made crises like terrorism have been affected by the recent increase of terrorist attacks. Moreover, the study will also look closer at the role of media and post-terrorism crisis management and how media and in particular how social media has been applied in crisis management.

3. LITERATURE REVIEW

3.1 Introduction

The literature review in this study will first distinguish between the often interchangeable terms, crisis, and disaster. Followed by an introduction of the concept and development of crisis management theory and present some of the most influential concepts from previous research. Later on, the focus will shift to the literature on tourism crisis and tourism crisis management and how previous authors have developed relevant theoretical frameworks. Much of the tourism crisis management theory also builds on previous experiences and studies on significant tourism crises. In order to understand the effects of terrorism on tourism, this literature review will later present a brief overview of the recent terrorist attacks taken place in Europe. Then the effects of terrorism on tourism will be discussed and followed up by risk perception and travel intention, where also the role of media will be considered. Finally, the literature review will introduce a brief overview of theory relevant to destination image and destination image repair.

3.2 Crises and Disasters

In order to understand the concept of crisis management, it is essential to present the definition of a crisis and distinguish the difference between a crisis and a disaster. In media and daily life, the difference between the words tends to be blurred. Crises can occur in an individual's private life or it can occur on a collective level and involve organizations and communities or even on a global scale. Crises often interfere with disasters, natural hazards like earthquakes or hurricanes tend to result in a crisis. Finding consensus on the definition of a crisis seems to be challenging due to the great variations of definitions in previous research. The World Tourism Organization choose to define a crisis in the following way: "A crisis is an undesired, extraordinary, often unexpected and timely limited process with ambivalent development possibilities." (World Tourism Organization. 2011, p. 5). Another definition is "A crisis is an abnormal situation which presents some extraordinary, high risk to business and which will develop into a business unless carefully managed" (Shaluf, Ahmadun, & Mat Said, 2003, p.29).

Furthermore, crises tend to come in different forms, and in organizations, it may look different than in the whole industry or when a whole community is suffering from a crisis. Faulkner (2001), suggests that the word "crisis" should be applied when the origin of the issue can be found within the organization to some extent.

Further, the word “disaster” should be applied in situations where an organization or an industry has little or no control over a situation with unexpected and catastrophic events. Another definition of a disaster is “an event, natural or man-made, sudden or progressive, which impacts with such severity that the affected community has to respond by taking exceptional measures” (Carter, 1991 as cited in Faulkner, 2001, p 138.) According to the Merriam-Webster dictionary, a disaster is "a sudden calamitous event bringing great damage, loss, or destruction" (Merriam-Webster, n.d.).

In an organizational context a crisis can be defined as follows: “An organizational crisis is a low-probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect, and means of resolution, as well as by a belief that decisions must be made swiftly” (Pearson & Clair, 1998, p. 60) Furthermore, crises are likely to be different, and some may require immediate action in order not to cause further harm depending on the nature of the crisis. Parsons (1996) presents three different types of crises:

1. Immediate crises: limited or no warning exists before the crisis hits the organization, the possibilities for preparation are limited to the organization.
2. Emerging crisis: the crisis grows at a slower pace, and the organization can stop or limit the negative consequences of the crises.
3. Sustained crisis: Long-term crises that may coexist with the organization over several years.

An additional tool to apply in order to understand the complexity of many crises may be to organize and approach the different crises depending on the level of time pressure and threat level. Organizations may also apply this before a problem develops into a crisis. Burnett (1998) suggests the classification as presented in table 1 on the following page.

		Time pressure		Intense		Minimal	
		Degree of control	Low	High	Low	High	
Threat Level	Response options						
	Low	Many	(4) Level 2	(3) Level 1	(2) Level 1	(1) Level 0	
Few		(8) Level 3	(7) Level 2	(6) Level 2	(5) Level 1		
High	Many	(12) Level 3	(11) Level 2	(10) Level 2	(9) Level 1		
	Few	(16) Level 4	(15) Level 3	(14) Level 3	(13) Level 2		

TABLE 1 CRISIS CLASSIFICATION MATRIX. NOTE. REPRINTED FROM “ A STRATEGIC APPROACH TO MANAGING CRISES”, BY BURNETT, J., 1998, PUBLIC RELATIONS REVIEW, 24(4), P.483.

Crises within tourism can be classified in the different stages or phases as presented above, but many natural disasters like tsunamis, earthquake or hurricanes come with limited or no time for preparation. Human-made crises may be foreseen in cases like political instability growing over time, but in the case of terrorism, it is highly unlikely to foresee the crisis. However, in most cases of a crisis or a disaster, most stakeholders are to some degree unprepared and forced to make adjustments to the changing environment. Consequently, the collective response to a crisis may differ, previous researchers have developed different classifications of the various stages in response to a crisis. Faulkner (2001) reviewed some of the most established theoretical frameworks developed by Fink (1986) and Roberts (1995). The theoretical model presented by Fink (1986, p. 20-28 as cited in Faulkner, 2001), suggests that a crisis’s response can be organized into four different stages as seen in table 2. Similarly, Roberts (1995 as cited in Faulkner, 2001) suggests an alternative classification of the four different stages. Faulkner (2001) suggested that a crisis can be seen from a six-stage perspective as presented below. A more detailed description of Faulkner's crisis model will be presented later on in this literature review.

Table 1
Crisis and disaster lifecycle

Faulkner's (2001) stages	Fink's (1986) stages	Roberts (1994) stages
1. Pre-event		<i>Pre-event</i> : where action can be taken to prevent disasters (e.g. growth management planning or plans aimed at mitigating the effects of potential disasters)
2. Prodromal	<i>Prodromal stage</i> : when it becomes apparent that the crisis is inevitable	
3. Emergency	<i>Acute stage</i> : the point of no return when the crisis has hit and damage limitation is the main objective	<i>Emergency phase</i> : when the effects of the disaster has been felt and action has to be taken to rescue people and property
4. Intermediate		<i>Intermediate phase</i> : when the short-term needs of the people must be dealt with—restoring utilities and essential services. The objective at this point being to restore the community to normality as quickly as possible
5. Long term (recovery)	<i>Chronic stage</i> : clean-up, post-mortem, self-analysis and healing	<i>Long-term phase</i> : continuation of the previous phase, but items that could not be addressed quickly are attended to at this point (repair of damaged infrastructure, correcting environmental problems, counselling victims, reinvestment strategies, debriefings to provide input to revisions of disaster strategies)
6. Resolution	<i>Resolution</i> : routine restored or new improved state	

TABLE 2 CRISES RESPONSE CLASSIFICATION. NOTE. REPRINTED FROM "TOWARDS A FRAMEWORK FOR TOURISM DISASTER MANAGEMENT," BY FAULKNER, B., 2001, TOURISM MANAGEMENT, 22(2), P. 140.

Building on the theoretical difference by Faulkner (2001), management skills and strategies could play a decisive role in how well organizations deal with crises. Naturally, the less prepared an organization or community is for a crisis, the more severe the consequences tend to be. Therefore, it is of great importance for the tourism industry to prepare for a crisis. The next section will look further into crisis Management and what organizations can do to prepare for crises and disasters in order to mitigate the negative effects and recover efficiently.

3.2.1 Crisis Management

Nowadays most companies and governmental bodies are practicing crisis management in order to limit the negative consequences of unforeseen negative events. For tourism, crisis and disaster management are of great importance to limit the negative effects that can cause harm to both the local economy and the destination image. According to Flink (1986, p.7 as cited in Ritchie, 2004), all organizations are close to facing a new crisis, and the main question is when and not if. Therefore, organizations should have strategies in place for these unforeseen events. For the tourism industry, some geographical locations might be more prone to experiencing crises and disasters than others. This could be due to natural disasters frequently occurring or political and economic instability.

Sömnez et al., (1999). Highlight the importance of tourism destinations that are extra vulnerable to such crises to implement a strategy and plan for unforeseen events.

Therefore, many organizations turn to crisis management. Crisis management applied within organizations can be defined in the following way: "Organizational crisis management is a systematic attempt by organizational members with external stakeholders to avert crises or to manage those that do occur effectively" (Pearson and Clair, 1998, p. 3). Another definition is "Crisis management is understood as the strategies, processes, and measures which are planned and put in force to prevent and cope with crisis" (Glaesser, 2006, p.22).

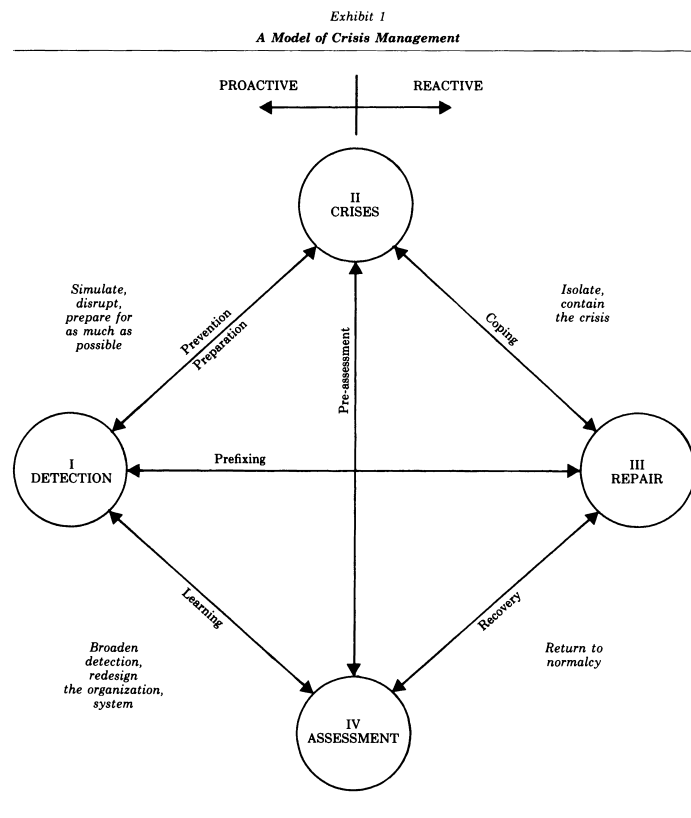
Literature on crisis management in the context of tourism typically deals with previous research on natural or human-made disasters, disease outbreaks or political instability. In all of the cases mentioned, the whole community is highly involved, and the current state of the community will play a decisive role in how they respond to a tourism crisis. Faulkner (2001) suggests that the following community factors will impact the capacity for dealing with a crisis.

- Community background (demographics, socioeconomic, political, cultural, organizational and resource level).
- Event factors (objective factors precipitating the cause or causes of the incident)
- Impact factors (immediate discernible outcome, as reflected in such factors as numbers of casualties, property damage, etc.) (Faulkner, 2001, p.139).

One approach on how to apply crisis management was suggested by Ritchie (2009) and includes the following three steps in order to practice effective crisis management: (1) planning and preparedness activities before a crisis or disaster; (2) response to, or management of, a crisis or disaster as it occurs and (3) final resolution to a new or improved state after the crisis or disaster is over.

Richardson's (1994) approach to crisis management strategy emphasized the importance of understanding the limitations of single-loop learning when coping with crisis management. According to Richardson's (1994) organizations tend to see the organizations as a given factor and the environment as the volatile external factor in times of crisis. The approach suggests that organizations should apply a double-loop learning response which allows for new perspectives on how an organization co-exists along with environmental factors. Consequently, managers should be aware of the possibility that crises may originate from the organization itself or can be prevented in an earlier stage through double-loop learning (Richardson, 1994).

Similarly, Mitroff, Shrivastava, and Utdawadia (1987) presented the crisis management model seen in Figure 1. The model builds on different organizational patterns in regards to effective crisis management. Point 1 "Detection" refers to the point in time where the organization can identify warning signals from both the internal and external environment. Effective detection can be done by implementing control systems or information management systems. Point 2 "Crises" indicates the unpreventable event that finally leads to a crisis scenario. The model suggests that emergency planning and crisis audits should be implemented in advance for effective results. Point 3 "Repair" refers to the organizational body responsible for the recovery after a crisis. This involves elements like public relations, emergency plans, and crisis management teams. Point 4 "Assessment" is where the organization should reflect on previous experiences and crises. This is step allows for future improvements based on past organizational failures or flaws. Moreover, Mitroff et al., (1987) stress the importance of identifying environmental warning signals in order to prevent the crisis or limit the effects of the crisis.



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FIGURE 1 A MODEL OF CRISIS MANAGEMENT. NOTE. REPRINTED FROM "EFFECTIVE CRISIS MANAGEMENT," BY MITROFF, I., SHRIVASTAVA, P., & UDWADIA, F., 1987, ACADEMY OF MANAGEMENT PERSPECTIVES, 1(4), P.284.

3.3 Tourism Crisis

Modern tourism can be defined as “the activities of persons traveling to and staying in places outside of their usual environment for not more than one consecutive year for leisure, business or other purposes” (Glaesser, 2006, p.24). For each day the world is becoming more globalized, and traveling is becoming easier. The tourism industry flourishes in many places in the world. However, the tourism industry is sensitive, and market demand can shift in both directions at a fast pace.

Faulkner (2001) argues that the tourism industry is facing more crises and disasters than in previous years. Naturally, tourists tend to be more vulnerable to crises and disasters (Sönmez & Backman, 1992). The unknown environment and lack of orientation ability can cause severe stress to tourists in the case of an emergency or threatening situation. In recent years the tourism industry has faced various forms of crises, disasters, and negative events. Negative events in the context of tourism can be defined as "all incidents pertaining to the organization's environment, which can cause lasting damage from the perspective of the concerned organization" (Glaesser, 2006 p.16). Some crises and negative events tend to be concentrated to specific geographical locations, while other crises arise independently from the geographical location. Natural disasters like hurricanes, earthquakes, and tsunamis are concentrated to certain areas. However, man-made crises like political instability, financial crises and terrorism are less tied to specific geographical regions. According to Glaesser (2006), crises in tourism tend to originate from the following negative events: wars and riots, environmental caused events, diseases and epidemics, terrorism and delinquency, transportation-related or political and economic events. Tourism crises tend to result in a downturn in tourism demand due to tourist's sensitivity concerning safety issues (Blake & Sinclair, 2003).

Traditionally, tour operators and the hotel industry were considered the primary stakeholders in tourism and perhaps also the first organizations to respond to a crisis. In recent years the tourism industry has changed, and customized traveling without a specific tour operator is becoming more common. The tourism industry consists of a highly integrated network of different businesses. The tourism product is not controlled, produced and marketed by one business (Wang & Pizam, 2011). On the contrary, it consists of individual businesses with different market offerings and standards. For this reason, many destinations have established Destination Marketing Organizations (DMOs) in order to enable the marketing and management of specific tourism destinations.

The DMO is considered to be the most important marketing organization and acts as an umbrella organization in the very competitive tourism market (Wang & Pizam, 2011). According to Wang and Pizam (2011), the main task of DMOs is to increase tourist arrivals to the destination. This is typically done by developing marketing campaigns and establishing network partnerships. Moreover, DMOs are required to establish and maintain good relationships with private and public sectors (Wang & Pizam, 2011). Naturally, DMOs, therefore, play a central role in crisis management.

Many authors in the field of tourism crisis have focused much attention on destinations that have experienced political violence, like in Egypt and Mexico, or the adverse effects on tourism during the Gulf war (Sönmez, Apostolopoulos, and & Tarlow, 1999). A new rise of research on the topic of tourism crisis management appeared after some of the most devastating crises affecting tourism in the past decades. Much of this research revolves around the crisis management after the September 11th attacks, the Bali bombings and the Indian Ocean tsunami in 2004 (Blake & Sinclair, 2003).

Another aspect often forgotten in the literature is the positive spillover effect that some regions might experience while another region is suffering from a downturn in tourism demand (Cavlek, 2002). Further, this tends to happen when a destination within a short geographical distance or with similar attributes benefits from the ongoing crisis in another destination. This type of positive spillover effect could be observed after September 11th the United States, where domestic traveling increased steadily in some states and in particular those not requiring traveling by airplane (Ritchie, Crofts, Zehrer, & Volsky, 2014).

However, the spillover effect of a tourism crisis tends to be more negative than positive. During and after the war in Kosovo, the negative effects on tourism demand reached far beyond the Adriatic coast and lasted for longer than the actual war (Cavlek, 2002). Moreover, a drop in arrivals could be seen all over Eastern and Southeast Europe, and tourists even feared traveling to nearby destinations like Prague, Budapest, and Vienna. The Bali bombing in 2002 had a significant adverse effect on tourism arrival, and the destination did not manage to recover before another attack took place in 2005 (Laws, Prideaux, and Chon, 2007). In only the past decade, the tourism industry has faced some severe challenges due to the human-made crisis like political instability and terrorism but also natural disasters and the spread of diseases.

In recent years the tourism industry in Central and Latin America has suffered from a tremendous economic loss due to the mosquito-borne Zika virus (Wall Street Journal, 2016). These regions rely heavily on the tourism industry, and the fear of Zika resulted in a sharp downturn in tourism arrivals. In 2016 the World bank estimated a \$3.5 billion economic loss due to the virus (Wall Street Journal, 2016). Additionally, the Caribbean was affected by two major hurricanes in 2017, a region where tourism accounts for 15.2% of the Caribbean GDP (WTTC, 2018b). According to WTTC (2018b), the damage caused by the hurricanes resulted in a loss of 826,100 visitors and although the hurricanes did not hit some islands that badly, many visitors cancelled their trips to neighboring islands.

A negative spillover effect had a strong impact on tourism in Africa during and after the recent Ebola Virus Disease Epidemic (EVDV) outbreak (Novelli, Burgess, Jones & Ritchie, 2018). Although the nation of Gambia did not have any reports of Ebola in the country, tourism halved between 2014 and 2015, due to the misconception that the whole continent of Africa might be risky or dangerous for tourists (Novelli et al., 2018). This demonstrates the importance of understanding tourist's risk perception and intention to travel, which will be covered later on.

Turkey enjoyed nearly a decade of booming tourism and had almost 36,8 million visitors in 2014, but faced both terrorism and political instability in 2016 which made foreign visitors drop by 70% (Statista, 2017a). Fortunately, the tourism market recovered fast and recent data suggests that the country's tourism market is booming again (WTTC, 2018a). However, Turkey is not the only country in the area that has suffered from terrorism in recent years. Tunisia experienced two major fatal attacks in 2015 directly aimed at foreign tourists (Heath, 2018). Obviously, this had a significant negative impact on tourism in the country but since spring 2018 tour operators are starting to promote the destination again and Tunisia seems to slowly recover again.

Terrorism has been the root of many crises in history. However, central and western Europe has been somewhat spared from these types of crises. Only in the past ten years, this has dramatically changed, and several European cities have suffered from fatal terrorist attacks. This will be further described later on in this literature review.

3.3.1 Tourism Crisis Management

Tourism is an industry that is in constant development and has become highly connected and globalized within a short period of time. Spontaneous traveling has never been easier than it is today with access to the internet in the most rural areas of the world. This has opened up for tourism development in remote geographical locations and places that people might have considered as too risky or dangerous in previous times. In only the past decade we have witnessed both natural and man-made crises taken place in places we might have considered as safe. Natural crises will likely increase in the future due to the environmental changes that can be seen in many places and this calls for a more sophisticated tourism crisis management approach than ever before (Glaesser, 2006). Glaesser (2006) emphasizes the changing world as an important aspect when planning for crises in the tourism industry. According to Glaesser (2006) demographic trends, the supply of information and climate change are just a few of the many factors transforming the world. Consequently, those factors will also affect the vulnerable tourism industry.

Sönmez, Apostolopoulos, and Tarlow (1999) stress the importance of preparing for crises in tourism and in particular for those areas that economically depend on tourism. Furthermore, the preparedness and actions during a crisis can have a significant impact on how well a destination can protect both residents and tourists. Accordingly, organizations should at a minimum have a developed task force in place and a guidebook in order to be prepared for a crisis (Sönmez et al., 1999). Crisis precautions are planned actions and measures that are carried out in order to limit the damage of an unexpected crisis (Glaesser, 2006). Furthermore, modern crisis precautions that involve the internet and the digital world might also be required.

Mair, Ritchie, and Walters (2014) argue that in tourism, crisis management and the preparedness for crises and disasters seem to lack in general. Further, the existing implanted crisis management plans tend to be developed as a reactive response to previous events rather than proactive management. The tourism industry typically consists of several small enterprises that co-exist with large enterprises. Naturally, it is a complex task for the whole tourism industry to implement effective crisis management. Therefore, crisis management should take place throughout the whole community and involve all stakeholders in order to be successful (Ritchie, 2014). Moreover, Ritchie emphasizes that an effective crisis management plan and a post-crisis plan should be implemented on a regional or national level.

It is crucial to involve all stakeholders within the tourism industry to successfully prepare and recover from a crisis. In many cases, this involves preparing the infrastructure of the tourism region and reduce barriers that may appear in the case of a disaster.

According to Laws et al., (2007) a crisis situation in tourism tends to demand the following actions:

- The urgency to deal with the crisis itself.
- Communication with the directly affected people and respond to the present concerns.
- Limit the damage caused by negative publicity.
- Maintain a functioning co-operation with suppliers and business partners.

The World Tourism Organization developed a well-established phase model for tourism crisis recovery in 1998 (Scott, Laws, & Prideau, 2008). The model conceptualizes the four main phases which destinations tend to face during and after a crisis as seen in Figure 2. However, Scott et al., (2008) highlight the complexity and unique situation each crisis might include and such phase model presented by the WTO can be challenging to apply after crises like terrorism.

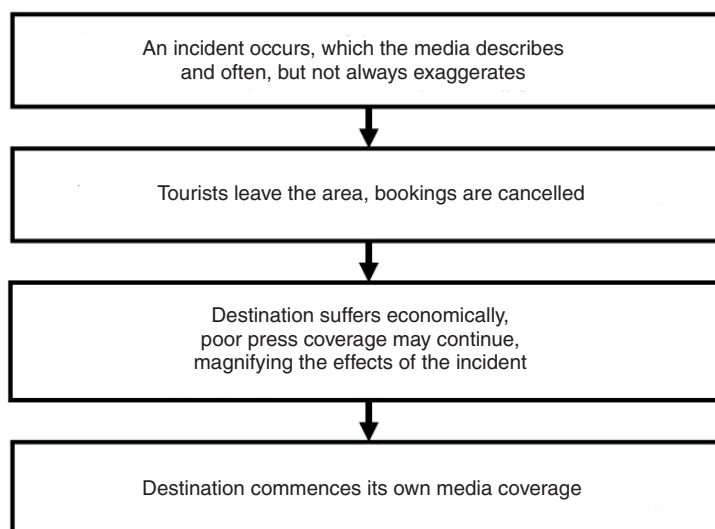


FIGURE 2 TOURISM CRISIS PHASE MODEL BY WTO. NOTE. REPRINTED FROM "TOURISM CRISES AND MARKETING RECOVERY STRATEGIES" . BY SCOTT. N., LAWS. E., & PRIDEAUX. B., 2008, JOURNAL OF TRAVEL & TOURISM MARKETING, 23(2-4), P.8.

As previously mentioned Faulkner (2001) presented another well-established theoretical framework for tourism crisis and disaster management, which includes six phases. Additionally, Faulkner (2001) argues that an effective tourism crisis and disaster management plan should include the following three components:

- *Coordinated, team approach.* An already established crisis and disaster team should exist and be prepared to coordinate with other stakeholders and partners. A well-established cooperation with emergency services should be in place.
- *Consultation.* The crisis and disaster planning should be an ongoing process and a well-integrated process with the whole community, including urban and economic planning.
- *Commitment.* In order for a crisis and disaster management plan to be successfully implemented, it requires commitment from all parties involved. This also involves that all parties are well informed of the various task and actions that might be required.

Furthermore, Faulkner (2001) emphasizes the importance of including the following elements in crisis and disaster management planning: risk assessment, prioritization, protocols, community capability audit, disaster management command center, Media and monitoring activities, warning systems, flexibility, and education. It should be noted that Faulkner's framework was developed ahead of the digital era that we live in today.

Only in the past decade technology and the access to information has developed rapidly and the various forms of communication channels have significantly increased. For tourism operators and other stakeholders, this opens up for a more direct form of communication but also demands faster and a more efficient communication strategy. The new communication channels and what role social media plays in crisis management will be covered later on. More recently, Mair et al., (2014) presented a review of 64 articles written between 2000-2012 on the topic of tourism crisis recovery. The articles involved both natural disasters and human-made crises from all over the world. The authors found that a lack of communication with stakeholders and the public was a reoccurring issue. Another key theme was the role of media and how it tends to be responsible for sensationalism and negative attention. The review also highlighted the importance of applying a suitable marketing strategy after a crisis. Finally, the development and implantation of a formal crisis plan clearly lacked in many situations and that tourism organizations still apply a reactive approach to crises and disasters.

3.4 Terrorist Attacks in the 21st Century

Since the September 11th attacks in 2001, terrorism has gained much attention within the research field of crisis management. Glaesser (2006) defines terrorism as “criminal, violent acts or threats aimed at persons, institutions or objects to intimidate or demoralize a government or the population or, for achieving political or social aims” (Glaesser, 2006, p.46). As already mentioned, the world has witnessed a growing number of terrorist attacks aimed at tourists. Regions earlier spared from political violence and terrorism have been severely affected. Consequently, the perception of Europe as a safe destination might have been jeopardized. As previously mentioned, Turkey and Tunisia have both suffered from fatal terrorist attacks and a decrease in tourism arrivals in the past years (WTTC, 2018a). Similarly, Egypt has suffered from several terrorist attacks directly targeted at tourists. In 2018, WTTC (World Travel Tourism Council) reported that all three countries are recovering from the past years of tourism fluctuation.

According to WTTC (2018a), Europe is the most established tourism and travel region in the world. Additionally, the tourism industry is appreciated to contribute with 9,7% of the total European GDP. In previous times terrorism in Europe has mainly been caused by armed political organizations like the Irish Republican Army (IRA) and the separatist organization Euskadi Ta Askatasuna (ETA) until the bombings in Madrid, 2004 (Britannica, n.d.). The terrorist attack in Madrid, 2004 killed 191 people and is still today considered one of the worst attacks in European history (The Guardian, 2007). The subsequent bombings in London’s underground in 2005 killed 52 people. The two terror attacks were the first of a series of terrorist attacks in Europe planned and executed by jihadist linked organizations like al-Qaeda and the Islamic State (IS) (Europol, 2018). Only in the years between 2015-2017, several popular European tourism destinations suffered from terrorist attacks.

Due to this rapid increase of terrorist attacks in a short time, research on the impacts of the attacks seem to lag behind. In the following section, the series of terrorist attacks in Europe taken place between 2015-2017 will be briefly described. Their impact on the European tourism industry will be discussed later on. Within the European member states, there was a dramatic increase of casualties due to terrorism from 2014 to 2015, in 2014, four people were killed, and in 2015, 151 people were killed as a result of terrorism (Europol, 2016). According to Europol (2018a), European member states have experienced a downward trend of religiously inspired terrorist attacks and activities since 2014. See figure 3 for further information.

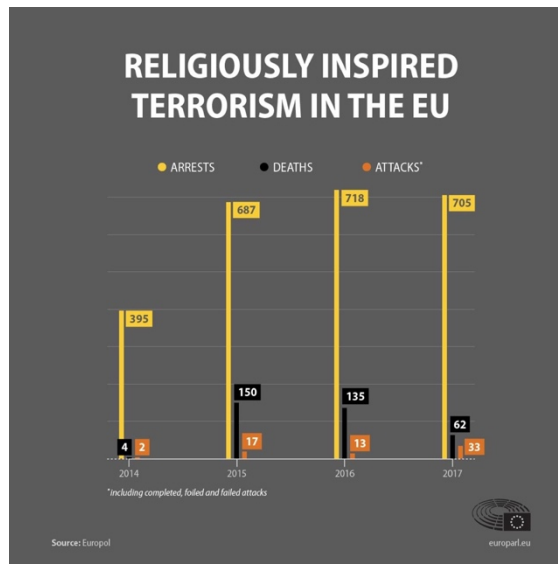


FIGURE 3: RELIGIOUSLY INSPIRED TERRORISM IN THE EU. NOTE. REPRINTED FROM "TERRORISM IN THE EU: TERROR ATTACKS, DEATHS AND ARRESTS", BY THE EUROPEAN PARLIAMENT, 2008, RETRIEVED FROM [HTTP://WWW.EUROPARL.EUROPA.EU/NEWS/EN/HEADLINES/SECURITY/20180703STO07125/TERRORISM-IN-THE-EU-TERROR-ATTACKS-DEATHS-AND-ARRESTS](http://www.europarl.europa.eu/news/en/headlines/security/20180703STO07125/terrorism-in-the-eu-terror-attacks-deaths-and-arrests)

The series of terrorist events started in January 2015 in Paris when Islamist militants killed 12 people at the office of the satiric magazine, Charlie Hebdo (Europol, 2016). In November 2015, the most fatal attacks in a decade took place in Paris, where 130 people were killed, and 368 people were wounded. The Islamic State claimed responsibility for the attacks (Europol, 2016.). Only a few months later on March 22, 2016, the Islamic state planned and executed a major attack at the international airport and underground system in Brussels (Reuters, 2017b). Moreover, the attack in Brussels killed 32 people and shortly Belgium raised its terror threat level to the highest possible.

In 2016, France was again hit by a major terrorist attack on the country's national day July 14th, this time on the Promenade des Anglais in Nice, south of France. The attack resulted in 86 casualties from 19 different countries and Islamic State once again claimed responsibility (Independent, 2017). Many tourists were among the wounded and killed. This was considered the first out of many terrorist attacks carried out by using vehicles. In December 2016 also Germany experienced a fatal vehicle attack at one of the well-visited Christmas markets in Berlin. Again the Islamic state claimed responsibility for the 12 people that were killed in the attack (Reuters, 2017b). According to Europol (2018a), the United Kingdom experienced the most terrorist attacks out of all European Union member countries in 2017.

In the year 2017, the number of foiled failed and completed jihadist attacks had more than doubled inside of the European Union member states (Europol, 2018a). In 2016, 13 attacks were reported, and in 2017 this figure had reached a total of 33 attacks, and most of the attacks took place in France or in the United Kingdom (Europol, 2018a). In March 2017 a car drove into people crossing the Westminster bridge in London, five people were killed, and the Islamic State claimed responsibility again. Only two months later in May, a suicide bomber killed 22 people and injured 512, many of them young adults and children at a concert in Manchester, UK. Subsequently, less than a month later on 3 June, a van drove into people walking across the London Bridge and was followed by series of knife stabbing where eight people were killed (Europol, 2018a).

In 2017, further countries previously spared from jihadist-inspired terrorism were hit by fatal attacks. In April 2017, a man linked to the Islamic State drove a truck in one of the busiest pedestrian streets in Stockholm and killed five people (Europol, 2018a). In August 2017 the Islamic State claimed responsibility for the 15 people that were killed in the attack on the popular street, La Rambla, in Barcelona (Europol, 2018a). Further, La Rambla is especially known for attracting tourists.

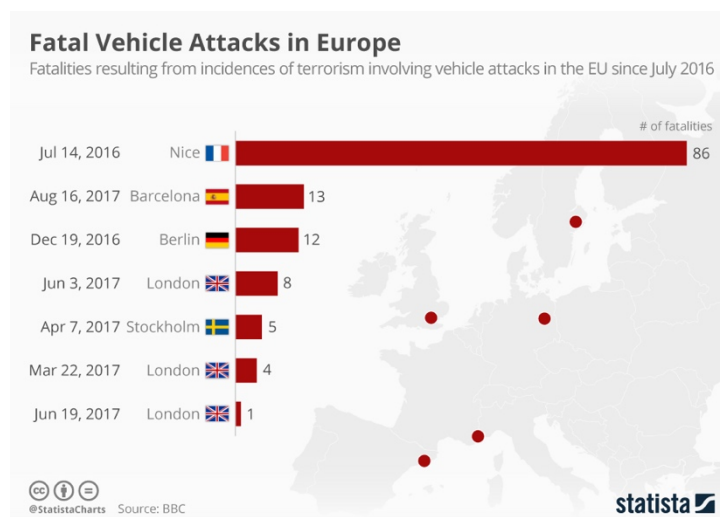


FIGURE 4: TERRORISM IN EUROPE. NOTE. REPRINTED FROM "FATAL VEHICLE ATTACKS IN EUROPE", BY STATISTA, 2017B, RETRIEVED FROM [HTTPS://WWW.STATISTA.COM/CHART/10753/FATAL-VEHICLE-ATTACKS-IN-EUROPE/](https://www.statista.com/chart/10753/fatal-vehicle-attacks-in-europe/)

After the severe terrorist attacks in 2015, the member countries of the European Union agreed upon the urge of a cross-border cooperation in order to tackle the new level of security threat (Europol, 2018a).

In response to the changes in European security, Europol created the European Counter Terrorism Centre (ECTC) in January 2016. The main focus areas of the ECTC includes the following key areas:

- "Providing operational support upon a request from a EU Member State for investigations
- Tackling foreign fighters
- Sharing intelligence and expertise on terrorism financing
- Online terrorist propaganda and extremism
- Illegal arms trafficking
- International cooperation among counterterrorism authorities" (Europol, 2018b).

It can be concluded that many of the terrorist attacks previously mentioned have been directly targeted at popular tourist spots, such as the attack in Nice, the Christmas market in Berlin and the attack on La Rambla in Barcelona. There can be many reasons why terrorists choose to target tourists, but the most obvious reason is the enormous attention they receive in international media (Sönmez & Graefe, 1998a; Liu & Pratt, 2017). In addition to that, the authors suggest that tourism can also be an attractive target due to the economic value it represents. Further, Liu and Pratt (2017) suggest that tourism destinations can represent a cultural and national symbol and therefore also attract terrorists. The next section will investigate the connection and effects of terrorism on tourism further.

3.4.1 Terrorism and Tourism

The numerous of terrorist attacks taken place in Europe since 2015 has gained major attention in international media. Due to the intensity and unforeseen nature of the attacks many people have feared traveling to popular European destinations. Yet, according to Statista (n.d.) only five percent of tourists in the Europe Union stated that they had changed or canceled their traveling plans due to the rise of terrorism. The tourism market has shown strong resilience in the past years of political and security instability in the world (WTTC, 2017). According to WTTC (2017), the overall global tourism grew by 3,3% in 2016. However, some European tourism markets suffered economically due to the sudden increase in terrorist activities in the countries.

Directly after the terrorist attacks in Brussels in 2016, a downward trend in searches and demands for flights to the city could be observed (Statista, n.d.). Additionally, other major European destinations like Rome, Paris, and Berlin were also affected by this negative trend after the Brussels attacks. Data from 2016 indicates that consumption by foreign visitors in Belgium decreased by -4.4%, France by -7.3% and in Turkey by -22% (WTTC, 2017). Simultaneously, tourists in Europe turned to destinations that were considered safe, and therefore other European markets benefited from an increase in tourism demand in 2016. For instance, Spain grew by 5.2% and Cyprus 17,1% (WTTC, 2017).

UNWTO's annual report highlighted that France remains the number one tourism destination in the world and that both Belgium and France demonstrated strong growth hence to the strong recovery after 2016 (UNWTO, 2018b). According to WTTC (2018), Paris is one of the largest destinations for international tourists where foreign tourists represent 70% of international spending in the city. Furthermore, the report indicates that the United Kingdom and the city of London demonstrated a continues growth in 2017 despite the recent terrorist attacks. Recent data from 2018 indicate that also Turkey, Egypt, and Tunisia are rapidly recovering from the past years of terrorism events and political instability (UNWTO, 2018b).

Accordingly, previous studies suggest that terrorism only affects tourism in the short-run and not in the long-run (Sömnes et al., 1999; Rittichainuwat & Chakraborty, 2009; Liu & Pratt, 2017). Liu and Pratt's (2017) research indicate that the effect of terrorism on tourism is influenced by factors such as; political openness, income levels and dependency on tourism. The data showed that countries with lower levels of tourism and income are less resilient to terrorism and therefore might suffer long-term effects on an already small tourism market.

3. 5 Perceived Risk and Intention to Travel

In order for the tourism industry to understand the effects of terrorism on tourism demand, it is essential to investigate why some people perceive specific destinations as particularly risky. Risk can be defined as "the product of magnitude of damage and probability occurrence" (Glaesser, 2006). Scott et al., (2008) suggest that the media plays a key role when it comes to risk perception of tourist destinations. Due to the intense news flow and excessive media outlets, a destination that is undergoing a crisis can, therefore, be "demarketed" by negative publicity. The role of media in crisis management and destination image will be covered in more detail later on.

When tourist destinations suffer from terrorism or political violence, it tends to decrease tourism demand (Sönmez, et.,1999). Terrorism, political instability, and violence are all factors that suggest that a destination might be associated with a certain amount of risk. According to previous literature, five risk factors tend to influence tourists' destination decision making: war and political instability, health concerns, crimes, terrorism and natural disasters (Floyd, Gibson, Pennington-Gray & Thapa, 2004). In addition to that Floyet et al., (2004) suggest that travel intention is influenced by the following personal factors: income, air travel experience, perceived safety concerns, and social risk. Likewise, Sönmez and Graefe (1998b) found that individual travel experience and risk perception will influence the intention to travel.

However, risk assessment by consumers can be complicated and irrational in many cases. Following the September 11th attacks in the U.S people feared air traveling and turned to travel by car, even though car transportation comes with a much higher risk than traveling by airplanes (Glaesser, 2006). Gleasser (2006) therefore emphasizes the importance of understanding the subjective risk perception of the consumer after a tourism crisis. Not only can risk perception be inaccurate and exaggerated, but risk perception can be more important in decision making than other influential factors (Schroeder, Pennington-Gray, Donohoe & Kiouisis, 2013).

A recent study by Walters, Wallin & Hartley (2018) suggests that travel warnings issued by the government are highly influential on tourist's intention to travel and like previous studies have already suggested, intention to travel goes down when the threat of terrorism rises. The study also found that tourists tend to prefer individual travel plans that allow for flexible cancellation possibilities. However, when the threat of terrorism intensifies a preference for group traveling was identified (Walters et al., 2018). The authors also suggest that tourists become less price sensitive when there is a threat of terrorism and might even consider a higher price as an indication of safety and quality. Likewise, the study suggests that tourism-related price incentives are less likely to be successful marketing tools. On the contrary, some travelers find added value in a risky destination, typically these sensation seeking travelers are young backpackers (Rittichainuwat & Chakraborty, 2009; Walters et al., 2018). Rittichainuwat and Chakraborty (2009) also found that tourists returning to a destination are more resilient to terrorism and regard the threat of terrorism as a global issue more than an issue tied to a specific destination.

A number of studies have looked into the influence of culture on risk perception, many of them building on the established national culture theory developed by Hofstede (2001). Two of the five factors in the dimensions of national culture by Hofstede is considered to be influential in risk perception (Kozak, Crofts & Law, 2007).

The two factors are (1) Uncertainty avoidance (UAI) and (2) Power distance, whereby UAI is considered the most relevant factor in a tourism context. The theory implies that tourists from high-UAI cultures avoid risky or ambiguous situations and are mainly offset by the unknown. On the contrary, tourists from low-UAI cultures are less sensitive to risk and uncertainty, making them more resilient to tourism crises like terrorism (Kozak, Crofts & Law, 2007). Some examples of high-UAI countries are Greece, Uruguay, Japan, El Salvador, and Argentina. (Clearly Cultural, n.d.) Moreover, countries with a low-UAI are for example Sweden, Singapore, United Kingdom, Denmark, and Ireland.

3.5.1 The role of media

As previously mentioned media plays an important role when it comes to tourist's risk perception and intention to travel. Much of the existing literature in this field was written before the development of social media. Not only can we today access a great number of international media sources, but we can also share our own information with the world over social media networks like Twitter and Facebook. Media plays an essential role in the process before, during and after a crisis (Faulkner, 2001) Before an event turns into a crisis, media can be used to inform the public about a security threat or any other negative event. Although the media plays a key role in crisis communication, inaccurate information may jeopardize both emergency operations and recovery management (Faulkner, 2001). Especially in the light of social media, information accuracy tends to be uncertain and can generate excessive anxiety and panic during a crisis.

Mass media has the ability to influence the public debate, and what events become the next topic of discussion (Glaesser, 2006). Moreover, individuals tend to read the information which already confirms their present values and perception of the world. Glaesser (2006) highlights the potential snowball effect modern communication tools can produce and along with the endless number of media outlets it is essential for organizations to understand that negative events cannot be neglected. In addition to the importance of media in crisis management, Mair, Ritchie and Walters (2016) shed light on the backside of the media's role in times of tourism crises.

They argue that the media has a tendency towards both negativity and sensationalism when it comes to crises. Especially post-crisis media tends to look for sensationalism to keep readers interested in the story.

According to Sönmez et al., (1999) media and in particular television tends to act in favor of terrorists and their agenda to gain as much attention as possible. Moreover, terrorists and media tend to both benefit from the same attention and sensation created around a terror attack, although they have two completely different intentions in mind. Another issue when it comes to media coverage on terrorism is the amount of attention given to different types of terrorism. In a recent study by Kearns, Betus, and Lemieux (2018) it was found that the perpetrators' religion influences the amount of media coverage. The study suggests that a terrorist attack by a Muslim receives as much as 357% more news coverage in the U.S than a non-Muslim terrorist attack.

The use of social media tools can support DMOs and destinations in their media monitoring and also to correct an inaccurate image of the destination (Mair et al., 2016). Schroeder et al., (2013) argue that the growing use of social media by tourists should be considered as an influential factor in risk perception. After the recent wave of terrorist attacks in Europe people have turned to social media for different purposes. One of the most well-known hashtags on social media in 2015 was "Je suis Charlie", which appeared after the attacks at the office of Charlie Hebdo in Paris, 2015 (The Guardian, 2015) The hashtag went viral just hours after the attack and became a symbol for solidarity for people across the whole globe.

Another aspect to consider is the use of social media in search of information during a tourism crisis. Barbe, Pennington-Gray, and Schroeder (2018) recently published a study which analyzed DMO's responses on Twitter following terrorist attacks in Europe between 2015 and 2017. The study found that European DMO's did use Twitter in order to communicate, where some destinations were more active than others during and after the terrorist attacks. Moreover, the study found that Paris was the most effective in their Twitter communication (Barbe et al., 2018). Furthermore, Barbe et al., (2018) also found that the majority of the DMO's were more reactive than proactive. Hence to the lack of Twitter communication immediately after the attack. People tend to turn to social media and Twitter to get the most recent information possible therefore it is vital that DMO's stay in communication with tourists during and after a crisis. Nowadays, also governments and most international organizations have implanted social media channels in order to communicate with the public. However, technology and consumer behavior in the context of social media seem to stay one step ahead of research on the topic.

3.6 Destination Image

The physical damage caused by tourism crises can be managed and restored quickly, but the damage done to the image of the destination might be more complicated to rebuild and strengthen. As previously mentioned there have been negative spill-over effects in neighboring regions and countries although there was no real danger to tourists at the destination. The image of a destination can play a crucial role in tourism behavior and intention to travel. The research on destination image formation has grown substantially since the 1970s and is today one of the most critical research areas within tourism.

Risk perception plays a significant role in destination image and especially after a crisis. Terrorism events can damage the destination image and consequently harm a nation's tourism industry (Sönmez, 1999). It is well known that a product's image plays an essential role in consumer behavior and this theory can be applied to the tourism product as well. According to Chon (1991), it is the individual traveler's tourism experience that shapes the image of a destination. Moreover, an individual's image of a destination is more influential in the decision making process than the reality of a destination.

Consequently, understanding the destination image is crucial for achieving successful destination marketing. Despite the extensive body of research conducted on the concept of destination image there seem to be no consensus on the definition of the term. Furthermore, the measurement of destination image has been reviewed several times since the concept was first introduced in 1975 by James Hunt (Madden, Rashid, & Zainol, 2016). In order to understand the development of the term "destination image," Madden et al., (2016) collected some of the most accepted definitions in table 3. Naturally, the destination image is closely related to destination marketing and management. The tourism system is a complex and closed system, and its success is highly dependent on external factors in society (Wang and Pizam, 2011).

Building on the definition provided by Crompton (1979) “A sum total of all impressions, ideas, and beliefs associated with a destination”, there is a range of theories available describing how the image can be adjusted. The application of strategies to adjust the destination image after a crisis is likely to be included in marketing recovering efforts (Ritchie, 2009).

Gartner introduced a theoretical framework involving four different image adaption agents (1993, as cited in Ritchie, 2009). (1) “Induced images that which are under control of the destination with differences in control level and creditability.

(2) Autonomous images include those from the mass media through broadcasting news, documentaries, films, and television shows. (3) Organic (unbiased) images are from “un-biased sources” as a result of word-to-mouth by knowledgeable others. (4) Organic (own experience) images as a result of tourists own visitation experiences”(Gartner, 1993 as cited in Ritchie 2009, p.178). Obviously, the theoretical framework above has been highly influenced by technology and the development of the internet. Today, DMOs are likely to have less control over the image of a destination. Similarly, mass media has grown substantially since the 90s, and the rise of social media enables not only media but also individuals to communicate with the public. Finally, social media has made the organic and unbiased images even more relevant than it was back in the 90s and is likely to play an even more important role in destination image formation today.

Today, social media is an attractive tool for DMOs in order to communicate with the public. Social media offers DMOs the opportunity to cut costs and to reach a new audience with less marketing efforts (Kaplan & Haenlein, 2010). Social media’s influence on destination image formation is still a new field of research although it has gained substantial attention in the past years. A study from 2013 suggests that electronic word of mouth (eWOM) is considered to be less credible than traditional word of mouth (WOM) (Tham, Croy & Mair, 2013). Furthermore, eWOM has the ability to provide individuals with a multidimensional perspective on destinations and to bring forward micro-destinations. Understanding the function of social media and eWOM is crucial for DMOs, and it offers an important opportunity for DMOs to correct a false or negative destination image (Tham et. al, 2013).

After a crisis destinations are often forced to deal with negative WOM in both traditional media and social media. Media coverage of a tourism crisis like terrorism or political violence has the ability to severely damage a destination image (Sönmez et al., 1999).

Accordingly, DMO's and other tourism stakeholders often turn to specific marketing strategies to recover and repair the destination image. The next section will introduce the concept of destination image repair and what tourism organizations and DMOs can do to recover after a crisis.

Source	Definition of destination image
Hunt (1975)	"An impression of people, places, climates and attractions"
Lawson and Baud Bovy (1977)	"A combined expression of all the emotional thoughts, knowledge and prejudices about a particular destination."
Crompton (1979)	"A sum total of all impressions, ideas and beliefs associated with a destination."
Fakeye and Crompton (1991)	"Accumulated Ideas, expectations, Impressions, beliefs and feelings towards a destination."
Echtner and Ritchie (1993)	"Destination image is a multidimensional concept comprising of both symbolic and tangible features."
Baloglu and McCleary (1999)	"The quality of experience, attractions, value/environment, relaxation/escape, excitement/adventure, knowledge, social and prestige."
Berli and Martin (2004)	"The destination image consists of views about natural and cultural resources, general, tourist and leisure infrastructures, atmosphere, social setting and environment, sun & sand, knowledge, relaxation, entertainment, and prestige."
Chen and Tsai (2007)	"The destination image consists of destination brand, entertainment, nature & culture, sun and sand. In effect, it is mental representation of knowledge, feelings and overall perception of a particular location."
Kim (2014)	".....a favourable image of a destination formed by a combination of the destination's attributes (e.g., beautiful landscape, shopping opportunities, cultural exchange, infrastructure, safety, and activities)...."

TABLE 3 DESTINATION IMAGE DEFINITION OVER TIME. NOTE. REPRINTED FROM "BEYOND THE MOTIVATION THEORY OF DESTINATION IMAGE", BY MADDEN, K., RASHID, B., & ZAINOL, N., 2016, TOURISM AND HOSPITALITY MANAGEMENT, 22(2), P. 250.

3.6.1 Destination Image Repair

The recovery process after a tourism crisis varies due to the different roots of the crisis. After a natural crisis, there is often physical rebuilding involved, and this might slow down the destination's recovery process. Further, it is essential to understand how organizations can repair a damaged destination image. In order to do so, organizations can use the theoretical concept behind the four different image agents developed by Gartner (1993) presented earlier.

As previously mentioned terrorist attacks are often followed by intense media coverage, and this tends to harm the existing destination image. In response, DMOs and governments often attempt to apply different strategies to mitigate the negative effects on the destination image. Previous research refers to a variety of strategies and marketing efforts in order to repair and strengthen the destination image after terrorism (Sönmez et al., 1999; Avraham, 2016). Mair et al., (2014) refer to those efforts as post-disaster and crisis response and provide the following definition: “the development and implementation of strategies and actions to bring the destination back to normal (pre-event) condition or an improved state” (Mair et al., 2014, p. 2).

Mair et al., (2014) argue that customized marketing efforts after a crisis can be successful and that especially marketing messages which involve an emotional component tends to receive a positive response on the market. Previous research suggests that efficient post-crisis communication should be informative and show signs of compassion (Coombs, 1999). However, too much available information could give the public and other stakeholders the impression that the crisis or negative event could have been prevented. This illustrates how complex and sensitive communication post-crisis can be. For this reason Laws et al., (2007) emphasize the importance of an integrated marketing approach to crisis recovery, which involves being proactive, durable and holistic. In addition to that Scott et al., (2008) argue that for a destination to recover from a crisis it is crucial to change the perception of the destination as risky or unsafe.

Before a crisis occurs, DMOs and other stakeholders can consider different actions to protect and prevent potential damage to the destination image (Ketter, 2016). Yet, some crises are unavoidable and require immediate action. Five different image repair strategies were presented by Benoit (1997): denial, evasion of responsibility, reducing the oppressiveness of events, corrective action, and mortification. These strategies mainly involve the internal organizational process, but it is also essential to consider the external components like communication with media.

Carlsen (2008) presented an example of a destination recovery strategy for the Maldives after the Tsunami in 2004. The Maldives suffered severely from declining tourism arrivals and applied a recovery strategy to protect the destination’s image. The strategy applied included the following ten steps: 1. Project primary messages, 2. Build solidarity messages, 3. Set out the facts, 4. Form alliances and partnerships, 5. Restore confidence, 6. Protect profitability, 7. Protect branding, 8. Offer incentives, 9. Publicize positives, 10. Report and monitor progress.

This is one example of how a destination can adopt a marketing recovery strategy after a crisis. Marketing efforts might be successful after a crisis, but timing is considered to be highly sensitive, and promotion should be carefully implemented (Avraham, 2016). Moreover, timing is considered to be even more critical after a crisis like terrorism.

Sönmez et al., (1999) suggest that in order to recover from a tourism crisis like terrorism it is essential to implement recovery marketing efforts or implement marketing efforts that are coordinated with crisis management. The marketing recovery efforts can be communicated through the traditional marketing mix, which includes advertising, public relations, sales promotion, direct marketing and digital marketing (Ketter, 2016).

Lately, digital marketing has grown rapidly in the field of tourism marketing due to its cost-efficient and flexible nature. Simultaneously, the heavy usage of social networks like Facebook, Twitter and Instagram have attracted DMOs and other tourism stakeholders to conduct destination marketing on social media platforms. Kettler (2016) notes that tourists are using social networks both before and during their visit. Accordingly, DMOs and other tourism providers have the opportunity to build and rebuild the destination image on social networks. According to Zeng and Gerritsen (2014), the development of social media has completely transformed the way individuals plan, consume and share their tourism experience. Consequently, Social media plays a central role in post-crisis communication and destination image repair. Kettler (2016) found that Facebook can play a central role in destination image repair since it offers the possibility for DMOs to communicate through an open channel with real-time communication. Furthermore, by communicating through Facebook, DMOs get the opportunity to some what control the media framing and publish unavailable information. However, Kettler (2016) notes that there is a need for further research on the usage of social media networks and destination image repair.

Finally, recovery strategies might be developed and implemented, but it is a complex task to measure the success of each strategy. All crises are unique, and each destination is different. According to Carlsen (2008) recovery can best be measured by monitoring changes in monthly arrivals in the short and medium run. Additionally, repairing or rebuilding a destination's image also comes with new opportunities. A destination might consider changing its fundamental image and target new markets or apply new media monitoring techniques (Carlsen, 2008). Consequently, a tourism crisis comes with great challenges for all stakeholders and often requires the adaption of various forms of strategies in order to repair the destination brand.

4. METHODOLOGY

The methodology chapter of this thesis will discuss the chosen research method and present further information on different research approaches available. Furthermore, discuss the chosen technique of data collection and the instruments applied in order to analyze the collected data.

Naturally, the design of every research is highly dependent on the nature of the specific research field and the purpose of the study. Creswell (2013) describes a chosen research approach as the plan behind a study with steps that include both broad and detailed descriptions of data collection methods and the analysis of research results. In order to understand the design and research approach of this thesis, the research questions should be stated.

The research questions are the following:

RQ 1: How well prepared are destination managers from European cities for terrorist attacks?

RQ 2: How can successful destination image repair be achieved?

RQ 3: How useful is media and social media for destination image repair?

The research presented in this thesis will follow a qualitative research approach based on the nature of the research questions and the research area. A qualitative research approach is best suitable for research aiming to explain and understand a social phenomenon or context (Ritchie & Lewis, 2013). The concept of destination image repair is complex to measure, and valuable insights might be compromised if the results are turned in to data points. Therefore, a qualitative approach will allow for a more multidimensional perspective of the results and insights. However, a mixed methods approach might also be applicable and helpful in this type of research, but it will not be applied in this thesis. According to Creswell (2013), the three most established and frequently used research approaches are qualitative research, quantitative research, and mixed method designs.

Creswell (2013) describes them in the following way.

- Qualitative research is often applied when the researcher is aiming to explore and gain a deeper understanding of individuals in the context of a social or human problem. Data collection is typically done in a participant's environment, and the complexity of this type of approach often results in very individual results.

- Quantitative research is applied when the research aims to test objective theories and apply techniques to measure the related variables. The variables are typically in the form of numbered data, and statistically, tools are often applied to analyze the results. The final research report should include an introduction, literature and theory, methods, results, and discussion. Furthermore, the research results should be presented in such way that they could be replicated.
- Mixed methods research is applied when the integration of qualitative research and quantitative research methods can provide more in-depth insight than applying only one of them. Different types of data collection are combined in order to find a deeper understanding of the research.

In addition to the description presented above, qualitative research tends to include specific key components such as observing social life in terms of process rather than in static terms, flexible research strategy, and collection of data through close contact with the people being studied (Ritchie & Lewis, 2013). Further, the interpretation of qualitative research tends to emphasize the complexity of each unique data context. The output of qualitative research tends to answer questions like 'how', 'what is' or 'why' (Ritchie & Lewis, 2013). Moreover, the output tends to be detailed and informative.

The data collection in this study will be done by conducting semi-structured interviews. Ten different interviews with DMOs representing European cities will be conducted and analyzed in order to answer the research questions. The interview will consist of 5-6 key questions with corresponding sub-questions. The interview will allow for long and complex answers, and the results are expected to vary significantly due to the complexity of the different destinations and experiences. Hence, another aim of the interview will be to allow the interviewee to share their destination's experience with man-made crises. Therefore a semi-structured interview approach will be applied and naturally allow for each unique experience and story to be collected and analyzed. The interview questions will cover some descriptive information and then move on to questions involving their experiences with crises and how they prepare for crises. Ideally, the interviews will extract unique unforeseen information that will support and enable a better understanding of the research questions. The data analysis will primarily focus on detecting reoccurring trends or essential insights from different experiences. This study risks being limited due to the limitation of authenticity control.

The interviewee might not tell the truth in order to avoid negative reactions. Further, it is well known that people tend to rationalize and adjust their stories in research interviews. However, this human factor is somewhat unavoidable when it comes to this type of qualitative research. Moreover, one could argue that the research could be conducted by applying other methods. One method that could be applied is secondary statistics. Secondary statistics is considered to be highly cost and time efficient. However, the data might not yet exist or accessing the relevant statistics might be challenging. In this case, it could be interesting to look at tourism arrival data in different cities or destinations. This information will be extracted from the interviews when asking about the recovery after a crisis but might also be further analyzed.

4.1 Research instrument

4.1.1 Interviews

While conducting qualitative research different types of data collection may be applied in the process. Some of the most common data collection methods are individual or group interviews (Gill, Stewart, Treasure & Chadwick, 2008). Further, qualitative data collection may also be done by observations, text or visual analysis. According to Gill et al., (2008) the primary purpose of conducting interviews in qualitative research is to gain an understanding of experiences, views or beliefs of a specific group of people or individuals. In qualitative research, the researcher can apply three different forms of interviews: structured, unstructured or semi-unstructured interviews (Gill et al., 2008). Structured interviews leave little or no room for adaptation and exclude follow up questions (Gill et al., 2008). Consequently, structured interviews are easy to conduct and administer, but exclude all elements of elaboration.

On the contrary, Unstructured interviews exclude all preconceived theories and frameworks (Gill et al., 2008). Thus, each interview will be unique and take different directions based on the first initial answer. Consequently, unstructured interviews are complicated to organize and conduct. Unstructured interviews are mainly applied when exploring something completely new or specific in-depth knowledge is required. A semi-structured interview typically includes a fixed set of core questions that guides the interview towards specific topics (Gill et al., 2008). Hence, this interview structure leaves room for follow up questions and adaptation but still explores some pre-defined areas. The most significant advantage of semi-structured interviews is that it offers great flexibility and the opportunity for the researcher to explore new insights during the interview (Gill et al., 2008).

Therefore the interviews in this thesis will be conducted in a semi-structured format in order to optimize flexibility and capture valuable insights.

The key questions in the interviews are developed based on the research questions. The interview questions will depend on the respondent's individual experience with man-made crises. Since some cities have not experienced any man-made crises other relevant questions will be asked. The cities that have experienced a man-made crisis will be asked the same key questions. However, the follow-up questions will most likely differ due to each unique event and experience. Finally, all interviews will include questions related to the usage of social media and its role in crisis management. All questions can be found in the appendix.

4.1.2 Data Collection

Since the interviews will be done with DMOs from different European cities the physical distance will limit the possibility to conduct the interviews face-to-face. Therefore, the interviews will be done by utilizing Voice over Internet Protocol (VoIP) VoIP is a common data collection technique among other Internet-based methods like email or direct messenger services (Lo, Symonds, & Brown, 2016). Moreover, Facetime and Skype are considered to be the most popular VoIP applications. In the case of difficulties to arrange a Skype interview, the interview might be done in a text-only format. However, this format would exclude the possibility to ask to follow up questions and most likely result in shorter less informative responses. The VoIP application called Skype was chosen in this study since it offers flexible possibilities of recording and is a well-established VoIP application across many industries.

Furthermore, the interview will be done with audio-only technique. The interviews will be recorded by an additional application which allows for recording Skype phone calls. These audio files will then be transcribed into raw text data. Each respondent will receive the key-questions in advance in order to have the opportunity to look up necessary statistics and get familiar with the questions. However, each interview will most likely differ based on unique experiences. Moreover, the respondent will be informed at the beginning of the interview that the interview is being recorded.

4.2 Data Analysis

In quantitative research, there is a clear framework to follow when it comes to data analysis. On the contrary, in qualitative data analysis there is no common framework of steps to follow (Ritchie & Lewis, 2013). In qualitative research, the data analysis depend much on the focus of the research and its corresponding aim.

According to Ritchie and Lewis (2013), the following procedures are the most applied approaches: Ethnographic accounts, Life histories, Narrative analysis, Content analysis, Conversation analysis, Discourse analysis, Analytic induction, Grounded theory, and Policy and evaluation analysis. This research will apply a Content analysis approach. A Content analysis approach focuses on both the content and the context (Ritchie & Lewis, 2013). Moreover, the researcher develops themes based on the collected data. Outside factors like gender and the role of the interviewee might influence the content analysis. Schreier provided another definition of qualitative content analysis (QCA) “QCA is a method for systematically describing the meaning of qualitative material. It is done by classifying the material as instances of the categories of a coding frame” (Schreier, 2012, p. 1). Typically the data used for QCA is text found in interviews or emails, but visual data may also be interpreted by QCA (Schreier, 2012). This type of data analysis typically deals with large amounts of data, and the approach is much about reducing this volume of data produced in for example interviews. The data reduction is made by creating a coding frame which consists of primary and sub-categories (Schreier, 2012). Furthermore, once all of the data has been coded the researcher should consider necessary modification of the coding. Finally, the researcher may conduct the main analysis and interpret the findings (Schreier, 2012).

One of the most obvious limitations of qualitative data is the human factor in the interpretation and analysis of the data. Therefore, the analysis in this study was supported by a research software called NVIVO. NVIVO is a software which allows the researcher to store, organize, visualize and categorize data (NVIVO, n.d.). It is a well-established research tool and optimizes the process of conducting a content analysis. Coding can be done within the software of NVIVO which enhances the structure of the qualitative data. Techniques such as word cloud, word count and word searches enable the research to get a less biased and a better understanding of the unstructured data.

The software was built with the specific purpose to improve the structure of data from qualitative and mixed-methods research (NVIVO, n.d.). The main reason for applying this software is to enable a better understanding of the data and a more unbiased treatment of the data. Further, NVIVO supports the organization of data and coding process which may be complicated by hand. The procedure of this study will include the following three steps: 1. Conducting interviews over Skype, 2. Transcribing interviews, 3. Content Analysis using NVIVO.

5. RESULTS AND DISCUSSION

Interviewee	City	Position	Age	Gender
Thomas Deschamp	Paris	Statistical Research Manager.	42	Male
Andre Moura	Lisbon	Head of Research	45	Male
Simon Detemmerman	Brussels	Manager of Market Intelligence	29	Male
Nina Zantout	Berlin	Deputy Director of Strategic Planning and Operational Steering	36	Female
Claudia Pinna	Genua	Web Content Manager and Digital Marketing Manager	48	Female
Caroline Strand	Stockholm	CEO	45	Female
Walter Strasser	Vienna	Spokesperson	missing	Male
Harry Mirpuri	London	Director of Research and Insights	45	Male
Ralf Zednik	Munich	Head of Market Research	49	Male
Oliver Ponti	Amsterdam	Head of Market Research	39	Male

TABLE 4 INTERVIEW RESPONDENTS' DEMOGRAPHICAL INFORMATION AND POSITION

5.1 Results

As previously mentioned in the literature review, a series of terrorist attacks took place in Europe within a short period. A majority of them took place between 2015 and 2017. Six out of the ten participating cities had experienced a man-made crisis like terrorism. Throughout the interviews the cities referred to the following events.

1. **London:** London experienced a series of terrorist attacks in the past years, but the main focus in the conducted interview was on crisis management after the attacks in 2017. In March 2017 a car drove into people crossing the Westminster bridge in London, five people were killed. Subsequently, on June 3, a van drove into pedestrians on the London Bridge and was followed by a series of knife stabbing where eight people were killed (Europol, 2018). The interviewee also referred to other recent attacks in London and Manchester.
2. **Paris:** In November 2015, 130 people were killed, and 368 people were wounded in a terrorist attack (Europol, 2016). France also experienced further fatal attacks before and after the attacks in November 2015.
3. **Brussels:** On March 22, 2016, a major attack took place at the international airport and underground system in Brussels, and 32 people were killed in the attack. Reuters, 2017b). The respondent from Brussels said that they considered their crisis to have had three phases. First phase directly after the attacks in Paris, November 2015. The second phase came after the attacks in Brussels, 2016. The third phase came after the attack in Nice 2016.
4. **Berlin:** In December 2016 also Germany experienced a fatal vehicle attack at one of the well visited Christmas markets in Berlin. Again the Islamic state claimed responsibility for the 12 people that were killed in the attack (Reuters, 2017a).
5. **Stockholm:** In April 2017, a man linked to the Islamic State drove a truck in one of the busiest pedestrian streets in Stockholm and killed five people (Europol, 2018).
6. **Munich:** 9 people were killed in a shooting next to a shopping mall on July 22, 2016 (Reuters, 2017a). The attack was not considered as terrorism, and the shooter was acting alone.

The following themes could be identified in the data collected from the interviews.

5.1.1 Crisis Plan

Five out of the six cities that had experienced man-made crises like terrorism all had an existing crisis plan before the crisis occurred. Brussels said that they did not believe that there was any crisis plan in place before the terror attacks took place. However, the plan evoked with the situation, and if the city were to experience a similar future crisis, they would most likely act the same way again. Berlin had a crisis plan before the attack took place and was in crisis management mode within one hour after the attack in 2016. The organization handled according to the crisis plan

and was communicating with both tourists and the local mayor within the first two hours after the attack. Similarly, Stockholm had a crisis plan which was implemented 15 minutes after the attack took place. Stockholm indicated that they will develop their existing crisis plan further after the terror attack in 2017. In addition to that London noted that they worked closely with the mayor's office and the security authorities immediately after the attacks took place.

Paris said that they already had a well-established co-operation with the security authorities at the time of the attack. Genua, Vienna, and Amsterdam all said that they have a crisis plan in place in case of a crisis like terrorism would occur in their city. Amsterdam, Genua, and Vienna all said that they have a crisis plan in place in case of a crisis.

Lisbon said that the police and civil protection institutions should handle crisis planning related to terrorism. As mentioned in the literature review, an efficient crisis plan has the ability to limit the damage of a tourism crisis and should include specific action plans in case of an unforeseen event like terrorism (Sömnez et al., 1999; Faulkner, 2001).

“So everything actually went according to the plan within the company, we met up that evening after it was clear that it was a terror attack at a Christmas market, which is of course relevant for us being the destination management organization “. Berlin

“ We activated our crisis management team within 15 minutes after the attack, we were in contact with the crisis management team of the City of Stockholm” Stockholm

“So in terms of planning we had none at first, and then we had a plan that really evolved through the different phases of the crisis. Where really the focus about being flexible in each eye.”. Brussels

5.1.2 Flexible Crisis Plan

London, Paris, Brussels all mentioned the importance of having a flexible crisis plan or applying a loose framework when it comes to crisis management. In the same way, Scott et al., (2008) stressed the complexity and unique situation each crisis comes with, and that specific models like the one presented by the WTO might not fit all situations. Brussels said that they had to adjust their crisis plan several times throughout the crisis due to new unforeseen events impacting their market, like the attack in Nice for example.

This affected Brussels tourism market and impacted their recovery process after the attack in Brussels. Likewise, London said that they have a crisis plan in place and some specific standard procedures, but they look at the unique situation before taking further actions.

In addition to that Paris had a crisis plan in place, but noted that the nature of the crisis after the attacks in November 2015 was so unusual and extreme that their plan had to be further adjusted. One of their main concerns was that they did not know when the crisis would end due to the many terrorist attacks in the country and national security situation.

“So as soon as it happened, the business kicked into a crisis management role, and this is about bringing the right people together, to look at the data and the facts that are available and consider the implications for us and for our audiences and decide on what the next best step should be. So it is a loose framework around crisis management”
London

“We needed to change the plan also during the crisis because the crisis changed, and the nature of this crisis changed for Brussels during the time. So we needed to adapt our plan, and we needed again to do that after the Nice attacks, so in July. Because again there was an attack close to Belgium and again we have seen numbers of tourists that were declining in Brussels too” Brussels.

5.1.3 Stakeholders Cooperation

Another reoccurring theme in crisis planning was the importance of working closely with relevant stakeholders like the mayor’s office, the police department or other tourism organization. A majority of the cities all noted that they cooperate with stakeholders like the police or the municipality in crisis training or other proactive actions. Both Amsterdam and Genua described how they cooperate with the police, public transportation, fire brigade and the municipality in crisis management training where the organization gets the opportunity to prepare and practice how a security crisis could be handled in the city.

The training and courses involved different stakeholders throughout the whole city, and the main focus was on communication and safety concerns. Munich said that their previous experience with terrorism at the October festival has caused the authorities to take

extra precautions around security and crisis management. Furthermore, Munich expressed concern about attacks occurring at the October festival due to its potential attractiveness as a terrorist target.

“They usually sit all together in one of the rooms of the office, and they are told what the scenario is, and then they have to mainly communicate on what has just happened and what for the impact this has for visitors mainly” Amsterdam

*“So there is a lot of energy from the authorities to prevent attacks at the October Fest. And there had been a bomb attack during the October Fest, it is now thirty years ago, and this was also very terrible, and this is still in the memory of the Munich people”
Munich*

The six cities that had experienced some kind of man-made crisis, all of them of safety threatening nature, said that they worked closely with local officials, police and other industry partners immediately after the crisis. London and Berlin both noted that they were working with the mayor’s office directly after the terrorist attacks took place. Similarly, Brussels, Paris, Stockholm, and Munich all said that they worked with local authorities and the police in order to receive accurate information about the situation and what to communicate to tourists in the city.

“We received information from the crisis management team of the City of Stockholm and cooperated closely with them and the organizations involved. We followed continuously the information from the City of Stockholm and the media” Stockholm

“We had our President of the board which came and that had contact with the governing mayor of Berlin and then told him that we would now check the situation and go into communication”. Berlin

These findings suggest that DMOs implement crisis management in co-operation with other stakeholders in the community as suggested by previous literature. As seen in the literature review, successful crisis management should be handled throughout the whole community and involve other stakeholders (Ritchie, 2014).

5.1.4 Immediate Communication

Naturally, communication during a crisis or after a terror attack plays a central role in crisis management. A reoccurring topic throughout the interviews was the importance of immediate communication during a crisis. The Internet was considered to be the primary tool, and this also involved communicating through social media platforms like Twitter and Facebook. Paris and Berlin had experienced terrorist attacks taking place in the evening or night time, and therefore they used social media and their websites to communicate with tourists and the public directly after the attacks. Stockholm, Paris, and Berlin all mentioned that their information centers were open the day after the attacks to provide tourists with accurate information and to answer all questions concerning national security. Furthermore, Berlin said that they opened up special crisis phone-lines following the terror attacks. Another aspect of crisis communication was the many sources of information following a terror attack or man-made crisis. Inaccurate information from different sources was an issue for some of the cities with experience of man-made crises.

Accordingly, a reoccurring theme was the urgency of providing the same information as other stakeholders and co-operators during and after a crisis. Furthermore, both Stockholm and Paris mentioned that they had informed and provide answers concerning national security due to the different political responses to the terrorist attacks. Paris had a highly unusual situation where the whole country went into a state of emergency, which naturally resulted in a lot of fear. Stockholm had a situation where border controls were tightened and visitors from other. Tourists from other Nordic countries were advised by the police to bring their passports.

“So what we did concretely to try to do that is first to give as much information as possible on the real situation. Because there were so many well let us say alternative stories that were coming around given by different people especially on the internet. “Brussels

“Different news came out from different corners, and nobody really knew what was going on. So, and finally, the police took over the communication and brought some light in the darkness. And what we learned about this is that there should be just one responsible organization doing the communication within the city and in Munich, it is the Police. ”Munich

In previous research, Mair et al., (2014) found that a lack of communication with stakeholders and the public was a reoccurring issue in tourism crisis management. However, the interview results suggest that the cities with crisis experience highly prioritized immediate communication with both stakeholders and the public. A majority of the cities that had experienced a man-made crisis said that their first communication immediately after the crisis was done on their website and social media, like Twitter and Facebook. This result indicates that social media plays a central role in modern tourism crisis management.

“ We wanted to deliver the best information that we could to our members in order that they could give this information to the tourists. So that is what we did mainly through our website and web-communication and emails. And during the attack in the Friday evening, we had our communication team posting some information for the tourists on our account on Facebook and Twitter”. Paris

5.1.5 Crisis Promotion

The respondents highlighted the importance of immediate communication during a crisis, but another important aspect was the promotion and messages communicated to tourists during the crisis. The majority of the cities that had experienced a man-made crisis said that they had adjusted their promotions immediately after the crisis. London said that one of the first things that they do directly after a crisis is to look at the promotion and to make sure that nothing insensitive or inappropriate is being promoted at the time. Further, they shift their promotional focus on supporting the people involved. However, London also stressed that they look at each unique situation and depending on the circumstances they then plan their next suitable communication. Due to the frequency of crises in London, such as the European Referendum and several terrorist events, the DMO in London has been forced to stop and start promotions a number of times lately. Therefore, they have looked for promotions for London that remain true and relevant, also throughout a crisis. Brussels said that they stopped promotion that was trying to attract new visitors and instead focused on the situation and the people that were affected by the terrorist attack. Moreover, they waited about three months before they tried to promote Brussels as a tourist destination again. Similarly, Berlin highlighted that they used the media to show compassion after the attack.

“In terms of communication at that time as I said, focus was about saying the truth also to show to the people that, well we were, at Visit Brussels and as Brussels as a whole

was suffering with the people and that we were, I mean at that time you need also to understand when is the time to communicate what.” Brussels

“So first we had to thank and create some empathy around our destination. That was our main idea, so we made a video thanking everybody that posted something on Facebook, and that showed a major concern about what had happened in Paris at that moment.” Paris

As presented in the literature review, Coombs (1999) argued that post-crisis communication should stay informative and show compassion. Correspondingly, this approach was implemented by several cities in their post-crisis communication. Furthermore, the post-crisis communication focused a lot on emotions and showing empathy with the people who were affected by the crisis, and in almost all cases by terrorist attacks.

London, Paris, and Stockholm all mentioned that the people came together in different collective actions to show their support for the victims and to show that the city stands strong through the crisis. Paris, for example, created a video to thank people for showing their support. Likewise, Mair et al., (2014) suggested that promotion including an emotional message is likely to be successful after a crisis.

5.1.6 The Role of Media

The respondents that had experienced a crisis like terrorism had mixed experiences with traditional and social media. As previously mentioned, they all had used social media channels to communicate with the public immediately after the crisis. When it comes to traditional media, the cities had different experiences. As presented in the literature review media coverage of a tourism crisis might damage the destination image (Sönmez et al., 1999) London said they had a good cooperation with national press, but with international media, it was more complicated since international press tend to be aware of a DMO's promotional interest. Moreover, London stressed the importance of being careful with a promotion during a crisis where security might be a concern. Brussels said that they tried to handle negative press around the crisis with different approaches depending on what was being said at the time, but when something was too offensive or false, they had to take action.

“Generally speaking, we do get a lot of coverage as London, and we have a lot of goodwill. But, I think actually in those crisis incidents, then we have a fine line to tread because

we want people to be objective and make their own decisions, we do want to promote London, but we do not want to be doing it insensitively or without understanding that there may be some concerns". London

Paris noted that the press coverage was huge after the attacks in November 2015 and that the press had the tendency to bring up Paris again whenever a new terrorist attack had taken place.

Further, Paris had a cluster of negative events in 2016, the year after the attacks. Hence the city struggled with controlling the communication and press coverage concerning Paris. As seen in the literature review, the media plays a key role in risk perception and an intense negative press coverage might result in the destination being "demarketed" (Scott et al., 2008).

"In 2016 we also had floodings, the Sein flooded in June while we had the Euro football cup, we had major strikes, airplane strikes, we had garbage removal strikes, and we had Kim Kardashian robbery. During the Fashion Week in Paris in September if I remember correctly. So each event was an opportunity for the press to have a negative coverage on Paris. So that did it difficult for us to communicate and to chose the right moment to communicate" Paris

Additionally, Paris mentioned that they had several negative events in 2016, giving the press an opportunity to write negative things about Paris. Interestingly, one of the events causing serious fear for causing negative publicity was the Kim Kardashian robbery, due to her influential power on social media. This shows the strong influence of social media on the destination image. Obviously, Paris did not consider media helpful in the work to recover after the crisis. The negative publicity was intense and did not go away shortly after the crisis, instead people were constantly reminded of the attacks in 2015. However, media was part of their recovery plan, and they did work together with different media outlets to promote attractions and events in Paris during their recovery phase. Berlin stressed the importance of having a dialogue with the press and to answer questions concerning the crisis, but also to communicate that the city is still a safe place. Finally, Munich said that the press coverage of the city was not positive, but that was something they simply had to accept. Once the media had shift focus away from the event in Munich, they could go back to regular promotion. Based on the results, the experiences with media seem to be mixed, but clearly, some cities had more negative experiences with media than others. However, the effect of the negative press coverage cannot be clearly identified based on these findings.

“To be honest, when the pictures of terrible things are in the media, you cannot compensate them with nice pictures or messages that it is not that dramatic or whatever. This will not work; that is our experience. You have to let it happen, and in these times things calm down very quick”. Munich

5.1.7 Social Media

All participating cities said that have at least one person working with Social Media. The majority answered that they have more than one person or a whole team working with social media. The leading platforms used by all respondents were Facebook, Instagram, and Twitter, but also Youtube, Snapchat, LinkedIn and WiiChat were used by many DMOs.

Primarily social media was used to communicate directly after the crisis, but many cities also found social media useful in more ways than that. Stockholm said that social media was especially helpful in order to recover from the crisis and that they received a lot of empathy from the public on social media after the attack. London said that they monitored social media after the attacks and also found that people were talking a lot about coming together and staying strong together throughout the crisis. Similarly, Paris used social media to thank the public for the enormous support they received after the attacks. Brussels said that they used heavy social media promotions after the crisis. Additionally, both Munich and Paris mentioned that they have used social media and influencers to promote their cities and that they have arranged promotional trips to do so. Finally, social media played a central role in the promotion and communication during the recovery phase for a majority of the cities.

“We were overwhelmed by love and emotions for Stockholm on our social media platforms”. Stockholm

5.1.8 Media Monitoring

All cities applied media monitoring. However, the cities seemed to have different approaches to the monitoring. All cities except Lisbon practiced social media monitoring. Lisbon said that they monitor their social media networks. Some cities highlighted that they attempt to monitor social media but that it is limited, this might suggest that respondents work with different tools to do media monitoring. Brussels highlighted that foreign media tracking was something they did not practice until after the crisis and that they now have a specific tool dedicated to track foreign, national and social media.

Moreover, Brussels stressed that they had learned the importance of monitoring the media due to the impact it could have on destination image. Brussels and London mentioned that they used various softwares to conduct sentiment analysis and that they primarily monitor the search behavior and market reactions. Paris mentioned that they do not consider themselves as the owner of the brand, but they monitor media in order to anticipate negative events.

The interview results suggest that European DMOs practice media and social media monitoring, but that the practice and tools such as social media monitoring software differ between each destination. Further, the results suggest that monitoring is conducted mainly in a proactive purpose, to measure the success of a promotional campaign and to observe tourism behavior following a crisis or other event that might impact the market.

“We do not only monitor social and conventional media, we constantly and proactively set the agenda and try to influence Vienna’s image in a positive way”. Vienna

“We got a number of tools that we buy in, so Crimson Hexagon we use quite a lot which looks at positive and negative sentiments across markets, and we do a lot that in house, because you really need to stay on top of the taxonomy and make sure you are monitoring the right things.” London

5.1.9 Impact on Tourism Behaviour

The cities that had suffered from a man-made crisis all had different impacts on tourism behavior. Berlin and Stockholm reported that they did not suffer much in terms of declining tourist arrivals. Munich saw a slight but strong decline in overnights the following month after the attack but noted a quick recovery from most markets, but that some markets like Japan and Switzerland needed much longer time to recover. Similarly, Brussels reported that some specific markets like South America had a strong decline after the attacks but came back again soon after. In addition to that, the Japanese market had still not fully recovered two years after attacks in Brussels.

Interestingly, Brussels also highlighted that the attack in Paris and in Nice impacted their tourist arrivals equally to the attacks in Brussels. The attacks in Paris had a great impact on tourist arrivals and also experienced that the long haul markets took the longest to recover. Paris noted that the fear was huge the first two weeks after the attacks in November 2015, but that the tourists were much more resilient than expected.

Finally, London said that they saw a decline in tourist arrivals, but after two to three weeks the figures were back to normal again. However, the more sensitive and high need for safety markets like Japan, needed longer to recover.

“So for example, if we look at the evolution of the number of tourists in Brussels, we can see that the attacks in Nice and in Paris had almost the same impacts on the number of tourists in Brussels than the attack in Brussels itself.”Brussels

“People canceled their trips, they did not book since that moment. And so 2016 has been a really bad year because of that, and we had other attacks in France, in Nice July 2016 it had an impact on our frequentation too, and then Brussels attack in March 2016, that also had a major impact on our frequentation in Paris“.Paris

The results imply that a crisis like terrorism will in most cases cause a short decline in tourist arrivals, but recover within a short period of time. However, the long haul markets tend to need more time to recover and especially the markets with a high need for safety.

These results confirm previous research suggesting that terrorism affects tourism in the short-run and not in the long-run (Sömnes et al., 1999; Rittichainuwat & Chakraborty, 2009; Liu & Pratt, 2017). Furthermore, the results confirm the theory suggesting that high-UAI countries like Japan and countries from South America are particularly sensitive to crises like terrorism (Kozak, Crofts & Law, 2007). Consequently, these markets will be less resilient to terrorism and need longer time to recover.

5.1.10 Recovery Efforts

As mentioned above, Berlin and Stockholm experienced close to no impact at all on their tourist arrivals. Therefore, the two cities had less experience with recovery efforts than other cities that had experienced terrorism. Munich did see a decline in arrivals the following month but, also mentioned that they waited out the media to stop the negative communicating involving the city of Munich. Once the media had stopped reporting on the event in Munich, they started the attempt to promote Munich as a tourist destination again. Munich also stressed how different the recovery speed was and that cultural factors were most likely the reasons. As mentioned earlier, London needed two to three weeks to recover in terms of tourist arrivals, and that was considered to be much quicker than expected. London said that based on their research the speed of recovery depends much on where and when the next event or crisis takes place and that a new attack has the ability to take the previous one off the radar.

One of the response actions taken by London was the new promotion campaign that was developed in order to avoid the constant changes in promotion after crises like terrorism or the European Referendum. This promotion is mainly building on the core values that form the brand of London, like diversity, modernism, and history. By incorporating such core values, the campaign should stay relevant throughout further crises.

Furthermore, London suggested that one of the reasons why the market recovered so much faster than expected might be due to the frequency of terrorist attacks in Europe in the past years and that they feel that every European destination comes with a certain amount of risk. Additionally, also Paris stressed the fact that tourists are getting used to the terrorist attacks and that it has happened in so many European places already, which might have created some resilience among tourists.

“So we had been working with partners previously where we mapped how long it took for London to recover from the attacks sort of ten years ago, and generally the window was about two to three months, but what we found last year was that actually the recovery was a lot quicker and this was partly because no city was safe, you know there was a number of things happening across Europe, so people were generally accepting it as part of city life but actually also it was also quite a lot of confidence where people were almost wanting to stand their grounds and their own values, and you know we found that recovery times are actually much quicker. We are talking 2-3 weeks before bookings fully recovered back to the pre-attacks situation.” London

Paris experienced major negative publicity through 2015 and 2016 and a decline in tourist frequentation. Surprisingly the city measured their best year ever in 2017 and tourist frequentation was fully recovered. Paris believed that this was mainly due to a global economic recovery, resilience among tourists traveling to western destinations, and that the authorities well managed the security in Paris. The recovery took place in cycles, where first the national market recovered, followed by business travelers and the neighboring countries and the European countries, and finally the long haul markets recovered. The city's recovery plan was implemented in fall 2016. Primarily they tried to promote upcoming events and activities and not to remind the visitors about the terrorist attacks and that you could still visit the famous landmarks like the Eiffel Tower and the Louvre museum. One significant change that Paris made in their recovery plan was that they decided to communicate directly to the consumers. Previously they had only done B2B communication, and now they started doing B2C communication directly by using

social media, websites, and advertising. Moreover, the recovery plan became an opportunity for Paris to make changes in their communication and marketing.

“In our experience, it has been really really faster than the 9/11 for example. The 9/11, I think they reached the level of foreign frequentation five years after the attack if I remember it correctly. Which is not our case, less than a year after the major attacks in November 2015, we had a recovery during the fall 2016”. Paris

Brussels experienced three phases of the crisis and had to adjust their actions and recovery plan accordingly. Despite that, the city reported that they had returned to regular tourism numbers again one year after the attacks. Brussels highlighted that this was a longer recovery phase than what Paris or London had after their attacks. Brussels suggested that this difference in recovery speed might be related to brand-power and stressed the strong brands of Paris and London in contrast to the brand of Brussels. The business travelers returned much quicker than leisure tourists and took about four to six months to recover. Finally, a reoccurring theme mentioned by Stockholm, London, Paris, and Munich was that they all cooperated with other cities that had suffered from similar crises. By exchanging their experiences with man-made crises, they could learn from each other and plan their recovery. London and Stockholm also highlighted that they worked closely with like-minded organizations like Visit Britain and Visit Sweden in the recovery phase. Further, London said that they had had a very positive experience with other organizations sharing their knowledge and data. The results suggest that every city had implemented different recovery efforts and also that each city experienced different recovery conditions. This indicates that each crisis is unique and that external factors like economic influences and other crises in the world might play an essential role in the recovery phase.

5.1.11 Spillover Effect

As mentioned earlier Brussels experienced a strong negative spillover effect from the attacks in Paris and in Nice. The attacks in Paris took place before the attacks in Brussels, but tourist arrivals declined just as much as after the attack in Brussels. Amsterdam and Vienna both noted that they believed that people might get the perception that Europe as a whole is unsafe or that tourists mix up the geographical location of the European cities. Moreover, Amsterdam noted that especially markets like Japan might be extra sensitive. Genua noted that they and other unaffected cities experienced a positive spillover effect. The results suggest that the spillover effect confirms the theory presented

in the literature review, where Cavlek (2002) implied that a destination within a short geographical distance or with similar attributes could potentially benefit from the ongoing crisis in another destination. However, Cavlek (2002) also noted that the spillover effect tends to be more negative than positive. This could clearly be identified in the case of Brussels and Paris.

“So people started to think that Genua is a safe destination and there was the idea that Genua is very safe to visit and to be in and then we started step by step to do this kind of marketing”.

Genua

“There has been a certain awareness from travelers especially from overseas that did not differentiate in which country terrorist attacks did happen, and some might have thought Europa to be “dangerous” as a whole, but there is no statistic proof of that.”

Vienna

6. DISCUSSION

The research highlighted the complexity of each unique crisis and the strong impact a crisis like terrorism can have on tourism behavior. Naturally, close to all cities had experienced some type of impact from the series of terrorist attacks taken place in Europe between 2015 and 2017. Genua mentioned that they had had a positive spillover effect, Vienna and Amsterdam showed concern that some tourists might consider Europe as a less safe destination or mix up the geographic locations of European destinations. A central topic in the interviews was the preparedness for crises and crisis planning. Eight out of ten cities answered that they have a crisis plan in place in case of a man-made crisis like terrorism would take place.

Moreover, several cities stressed the importance of having a flexible crisis plan and keeping in mind that each crisis is unique and might, therefore, require adjustments accordingly. This finding confirms the theory suggested by Scott et al., (2008), who implied that frameworks on crisis management like the phase model developed by WHO might not always apply to the unique situation. This might suggest that preparing for crises is essential, but that every crisis plan and crisis management team should be prepared to adjust the existing plan.

Additionally, the findings suggest that DMOs implement crisis management in co-operation with other stakeholders in the community. This was done in the form of training with police and local authorities in the cities with no crisis. All cities that had experienced a man-made crisis mentioned that they cooperated with other stakeholders like the mayor's office and other local authorities. These results indicate that crisis management in European destinations and cities is conducted according to the theory presented by Ritchie (2014), where successful crisis management should be handled throughout the whole community and involve other stakeholders.

Crisis communication was another core topic in the research, and according to the results, immediate communication was considered to be a crucial component when dealing with tourism crisis management. Social media and the overload of information is one of the reasons why it is highly important for DMOs to be in charge of the communication concerning the destination. Nowadays, communication is expected to be immediate and open in order to avoid false information spreading.

All DMOs mentioned that their first crisis communication was done over social media and the internet, mainly using Facebook, Twitter, and their websites to communicate directly to the tourists and the public. This suggests that social media plays a central role in crisis communication and tourism crisis management. Therefore social media should be considered as one of the most essential tools in modern tourism crisis management. Social media was also considered to be one of the main tools in destination marketing. The results implied that most DMOs adjusted their promotion and marketing activities following the crisis. Moreover, any insensitive or unsuitable promotion was paused, and instead, the different organizations focused on showing their empathy for the victims or other people who were affected by the attacks. Many cities also mentioned that the public showed strong support after the attacks. London, for example, tried to utilize this strong collective support for the city to develop a new type of promotion that stays relevant through a crisis like terrorism. These findings imply that European DMOs act according to best practice guidelines provided by Coombs (1999) and Mair et al.,(2014), who both argued that post-crisis communication and promotion should focus mainly on information and the emotional aspect of the crisis.

As previously mentioned, social media obviously plays a central role in modern tourism crisis management. However, traditional media is still an essential component to consider and especially in crises like terrorism. As seen in the literature review, Mair et al. (2016) argued that media has the tendency to focus on negativity and sensationalism when it comes to tourism crises. The research results are mixed, and some destinations like Brussels, Paris, and Munich confirm this theory and highlighted the negative consequences of the media's constant negative focus following the attacks. London, Stockholm, and Berlin did not imply that the media had a negative impact on their destination. Yet, London's interviewee mentioned that media tends to shift focus as soon as a new attack or crisis takes place. This theory is supported by Glaesser (2006), who argued that mass media has the ability to influence the public debate and the next topic of discussion. Therefore the sequence of crises and terrorist attacks in Europe might be an influential factor to consider when analyzing the recovery process of European destinations.

All destinations said that they practice some media monitoring. However, social media monitoring differed in terms of tools and knowledge. Interestingly, for example, Brussels stressed that they had learned the importance of media monitoring after the crisis and now advanced their monitoring practice further. Similarly, Schroeder et al. (2013) highlighted that the excessive use of social media among tourists also intensifies the influential power of social media on risk perception.

The destinations that had experience of crises reported different levels of impact on tourism behavior and arrivals. Paris, Brussels, Munich, and London all reported declines in arrivals immediately after the attacks. Other cities, like Stockholm and Berlin, experienced less impact on tourism behavior. According to the results, the speed of recovery was very heterogeneous, and for example, London only needed a few weeks to recover while Brussels needed much longer. In general, a majority of the destinations reported that recovery speed was much quicker than what previous destinations had experienced. Furthermore, a series of reasons were provided by different cities, but a common answer was that tourists are becoming more and more resilient to a crisis like terrorism in Europe. Hence, to the many terrorist attacks all over Europe people might feel just as safe or unsafe no matter where they travel. Additionally, brand power was another interesting reason provided by Brussels. Brussels referred to brand power as one of the reasons why Brussels needed much longer to recover in comparison to London and Paris. While Paris and London both represent two of the most famous European destinations and both have strong brand identities, Brussels might not be considered as that popular and lacks a strong brand identity. Another reason behind the quick recovery speed was introduced by Paris, who believed that the quick recovery might have been facilitated by a global economic recovery and a combination of resilience among tourists. Despite that, long-haul markets like Japan are still not fully recovered in some, and this is likely due to cultural differences, where some cultures have a higher need for feeling safe. Further, this result confirms the theory introduced in the literature review, where Kozak et al., (2007) suggested that high-UAI countries like Japan and countries from South America are particularly sensitive to crises like terrorism.

When it comes to recovery efforts, different strategies could be identified from the results. Some destinations like Stockholm and Berlin felt no real need for implementing any specific actions after the attacks. Paris, London, and Brussels all mentioned that they firstly worked with adjusting promotions and focused on emotional communication. Furthermore, Paris implemented a recovery plan where they started communicating directly to consumers over social media and the internet.

Most promotional campaigns focused mainly on events and activities in different cities. London, however, said that they had developed a new type of promotion building on core values that will stay relevant also through crises. Further, Brussels emphasized the timing of communication after a crisis like terrorism and said that they waited for the right time before they started to build positive communication again after the attacks.

This result confirms the theory suggested in the literature review where Avraham (2016) argued that timing is highly sensitive and marketing efforts should be carefully implemented after terrorism. The research questions can be answered based on the results from the interviews presented above.

RQ 1: How well prepared are destination managers from European cities for terrorist attacks?

Destinations managers in Europe prepare for crises in co-operation with other destination stakeholders. Furthermore, crisis plans are developed and implemented in the majority of the studied destinations. Important crisis management tools like social media are practiced by all destinations. Therefore the results from this research indicate that European destination managers are well prepared for a crisis like terrorism. However, the nature of a crisis like terrorism means that destinations cannot be fully prepared for unforeseen events.

RQ 2: How can successful destination image repair be achieved?

Based on the results of this research, a destination manager should consider communication as one of the most essential tools in order to avoid damage to the destination image. The results imply that the following factors might influence the recovery of a destination's image after a crisis.

- Immediate communication is required in order to avoid false information spreading. Moreover, promotional adjustments are often necessary and should be considered based on the unique conditions. Immediate communication can successfully be done over social networks and other internet based communication tools.
- The timing of communication is considered to be a highly influential factor when it comes to destination image repair and recovery. Therefore, marketing efforts should be implemented with caution.

- Communication and marketing efforts can successfully involve an emotional message.
- Post-crisis communication should be aimed directly at consumers.

RQ 3: How useful is media and social media for destination image repair?

The results suggest that social media plays a central role in modern crisis management and crisis communication. DMOs communicating immediately after a crisis like terrorism avoids false information spreading and therefore limit additional harm to the destination image. Since social media platforms provide a communication platform that reaches a broad audience with minimum efforts. Further, the results imply that social media and platforms like Instagram and Facebook are useful and widely applied for destination marketing. Finally, the results indicate that social media monitoring is a highly useful tool in destination image repair.

7. IMPLICATIONS FOR RELEVANT STAKEHOLDERS

The results found in this research suggest that DMOs and relevant stakeholders already apply several necessary actions and tools in order to mitigate the negative effects of a crisis like terrorism. The recommendations and best practices in crisis management can be seen from different time perspectives. Firstly, stakeholders can take actions in order to assure the best possible preparedness ahead of a crisis like terrorism. For example, multiple stakeholders can successfully co-organize crisis training where real-life scenarios should be managed. A close cooperation between DMOs and local officials like the Mayor's office or the municipality has been stressed in both literature and the results found in this research. The results showed that an existing cooperation between DMOs and other destination stakeholders simplified the crisis management once the destination suffered from a crisis. Many destinations have well-developed crisis plans, and they all involved co-operating with stakeholders like police, local authorities, national and international media. Hence, a well-developed crisis plan that involves local stakeholders will improve the ability to manage the crisis. However, the results of this research also indicated that an existing crisis plan should be flexible and easy to adjust to the unique situation. Therefore, it is essential for DMOs to understand that a crisis like terrorism requires more than a pre-developed crisis plan. Secondly, once a destination enters crisis mode, it is essential to understand and consider the unique context of each crisis.

This might mean that the existing crisis plan is no longer relevant or must be adjusted according to ongoing events like in the case of Brussels and Paris, where new crises occurred throughout the attempt to manage an already existing crisis. This point was brought up in both literature and in the collected data. Furthermore, most crises like terrorism attacks are unpredictable, and they may also occur in clusters, and this might influence crisis management. Thirdly, this study suggests that communication is the most crucial aspect of crisis management after a crisis like terrorism. For relevant stakeholders, this implies that immediate and accurate information should be communicated as soon as possible. The information communicated from different destination stakeholders should be harmonized in order to avoid false information to spread. Post-crisis communication should be not only immediate but also stay open for the national and international press.

The research in this study suggests that DMOs should try to answer as much as possible and keep an open dialogue with the traditional media and social media. Further, the study found that the most important tool to communicate during a crisis is social media, where Facebook and Twitter are considered the most used platforms. Thus, relevant stakeholders should stay up to date with social media and its development.

Moreover, DMOs and another stakeholder should prioritize their social media management to guarantee that communication is done in the most efficient way possible during a crisis. Additionally, it is vital to understand the power of false information spreading on social media channels during a crisis and how it can harm the destination image. Correspondingly, media monitoring should ideally be done on both the national and international level. Fourthly, the spillover effect can influence the destination in both a negative and positive way. Therefore, DMOs might be required to take certain measurements to mitigate a negative spillover effect. For example, it might be necessary to clarify the geographical location of a neighboring city or communicate that a destination is still safe to visit. For cities experiencing a positive spillover effect, tourism capacity issues might occur.

Finally, promotional messages should be done with caution and timing is considered to be highly important when it comes to the success rate of post-crisis promotions. Ideally, DMOs and other relevant stakeholders may implement promotional messages that include an emotional element and restrict all inappropriate messages or too aggressive destination marketing. An example of this would be to cancel promotion that involves specific areas in a city or destination. Furthermore, the timing of promotion should be considered after a crisis like terrorism. It is highly essential that the DMO or other relevant stakeholders express emotional support for the people who have been affected by the crisis. As seen after some of the crises in Europe many people came together and showed mutual support for the city, this could be an opportunity for a positive message to utilize in post-crisis communication. This research suggests that each unique situation will influence the right timing to start destination promotion again after a crisis.

8. LIMITATIONS

This research was limited by various factors, one factor was the number of interview respondents. The ten interviews were all initially planned to be conducted over Skype. However, due to difficulties in organizing a meeting and other organizational obstacles, three out of ten interviews were conducted in text form only. This meant that the interview respondent received all questions in a text document and then responded without the opportunity to ask spontaneous follow-up questions. Naturally, this resulted in shorter answers and less data to use as input for the content analysis. This factor was most likely the strongest limitation of this research. Additionally, this study looked exclusively at European destinations where many countries are less dependent on tourism as a national income. Hence, the outcomes from this research are most likely less applicable for destinations that are highly dependent on tourism income. Moreover, no quantitative research method was applied, and therefore this study cannot be reproduced and reach the same results. Further, the study is limited due to the researcher's role in the interpretation of data and the creation of all components of the content analysis.

In addition to that, this thesis was limited to the level of authenticity in the interview respondents answers. It is a common issue that individuals tend to make adjustments when being asked about dramatic events or crisis. Therefore, the researcher can not guarantee the authenticity of the experiences and actions mentioned throughout the interviews

9. FUTURE RESEARCH

The results of this study imply that several related areas of research could be of interest for further studies and exploration. Studies involving social media and its role in crisis management could produce valuable insights for different industries and academia. One area of research is tourism behavior on social media during a crisis or an exploratory study investigating how social media monitoring could be optimized during a crisis. Due to the dynamic nature of social media, this area of research is challenging for academia and relevant stakeholders, but could be of great value for all stakeholders. Further, researchers should consider looking closer at the spillover effects of crises. This study encountered some interesting insights which suggested that the lack of knowledge concerning geographical location might influence the destination image. These phenomenas could be explored further. In addition to that, future research should consider exploring the power of destination's brands when looking at crisis management and destination recovery.

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Appendix 1: Interview Questions

Interview Questions

1. Descriptive

City:

Current position:

Gender:

Age:

2. Did your city/destination suffer from any man-made crisis?

And how did you handle it?

Did you work together with other stakeholders (local community, government or other organizations)?

Did you have a crisis plan before the event?

Or if no man-made crisis...

After observing terrorism attacks in Western Europe, did you notice any change in tourism behavior or demand in your city?

And did you implement any crisis plan in case it would happen in your city?

If so, could you describe the plan?

And if no plan, how do you think a crisis like terrorism should be managed?

3. How long did you need to recover from the crisis? (if you experienced a crisis)

4. Did you find media (TV, newspapers, and social media) helpful in the work to recover from the crisis?

5. Which social media platforms are you using?

Do you have a specific person working with social media?

Did you use social media platforms to repair your destination image?

Appendix 2: Interview Transcripts

Interviewer: Linn Minar (MSc Student)

Interviewee: Ralf Zednik (Munich)

Setting: Skype

Date 18 May 2018.

L: Hi! This is Linn speaking!

Thank you so much for participating in this interview first of all! It won't take that long, so I hope that's fine for you.

R: Yes, of course, of course

L: You also got the questions, right?

R: Yes, but I have no clue if I have the answers for your questions

L: Okay, we will see. It's also fine if you don't have all the answers.

L: We will start by some descriptive questions. Your city is Munich, right?

R: Yes!

L: And what is your position?

R: I am the head of Market Research in the tourist board.

L: Okay

R: I am male and 49 years old.

L: Okay, So, did your city or destination ever suffer from any man-made crisis?

R: Yes, we had a very tough situation in summer 2016. There was a gun rampage in Munich that took place in a Shopping mall and when it happened nobody knows if it's just a crime or if it's a terror attack. And the media broadcasted it all over the world about this what happened there and CNN was live so pictures were spread out all over the world that something terrible is happening at that moment. And of course this influenced our tourism demand a lot and yeah so we had this type of crisis.

L: yeah

R: Actually it was not a terror attack it was just a crime.

L: Yes, that was more portrayed like terrorism in media?

R: During that time also there had been some real terror attacks in northern Bavarian areas. So it was a combination of what happened in Munich and what also happened in north Bavaria and also what happened in Nice during that time.

L: Yes

R: So, yeah and of course the media broadcasted about this and there were not the picture of a peaceful safe Munich in the world at that time.

L: Yeah, and how did you move on or handle it?

R: To be honest, we did nothing.

L: Okay

R: Because, or in other words, when this happened there were chaos in the city at that moment. Because different news came out from different corners and nobody really knew what was going on. So, and finally the police took over the communication and brought some light in the darkness and yeah. And what we learned about this is that there should be just one responsible organization doing the communication within the city and in Munich it's the Police. Because they have the best overview of the situation. So all other parts of the authorities, they keep calm. This is what we had agreed together. And police took over the communication.

L: And did you have any plan before this event? Were you worried that something like this could happen in Munich?

R: We of course worried all the time that something can happen, because maybe you have heard about this small little festival in Munich that takes place every year where people drink some beer and celebrate, so the October Fest is of course a or would be a perfect target for terror attacks. So there is a lot of energy from the authorities to prevent attacks at the October Fest. And there had been a bomb attack during the October Fest, its now thirty years ago and this was also very terrible and this is still in the memory of the Munich people.

L: Yeah, but you didn't have a crisis plan before the event, or?

R: There is a crisis plan if when something happens, for example during big big events like the October Fest.

L: Yes

R: There had been a crisis plan what should be done when something happen let's say during a normal day and how the tourism or authorities should deal with the situation. But, after this gun rampage, we sat together with other parts of the city government and as well with the police and we worked out what we can do now.

L: Okay, so and did you, or do you know how long you needed to recover from this crisis? if you saw any change in the tourism behavior.

R: Yes, yes as I am the man who have an eye on the figures, I know the development of different markets after the crisis. And, we saw that the recovery differs a lot from market to market. It differs in maybe something complete different way, we, this was very interesting for us. For example, we shortly after this happened, this gun rampage was end of July and in August we saw a strong decrease of the overnights. Almost from all countries, but September, for example, our national market recovers very very fast. As well as, for example, the south-east Asian markets and the Scandinavian markets were hardly influenced by this crisis. Other markets like the Japanese market still suffers as well as the for example the Swiss market. So I think there is in maybe in some nations a strong need of feeling safe in a destination. And if you do not have this gut feeling, then you do not travel to a destination.

Li: That's very interesting.

R: Yeah, yeah.

R: And I think the Japanese people they are, or let's say with other words, not the bravest people.

L: Okay, I understand what you mean.

R: And the Swiss people are also very security minded and very conservative. And yeah. So this was very interesting for us.

L: I understand that, yeah. Very useful.

R: And the Chinese market for example, there was a strong decrease which took finally three months. Those who cancelled their tours to Munich after these happenings and those who didn't book a Munich tour during that time. In total it took around three months. Normally they the Chinese travelers book three months in advance before they start to travel to Europe. So, we had this lag of three months after, but shortly after this they start to book Munich again.

Which means it was a short but heavy blow in the media about this. Then the thing disappeared in the media and the people were not worrying anymore. So they start coming back

L: So, that takes me to the next question.

L: Did you find media (TV, newspapers, and social media) helpful in the work to recover from the crisis?

R: To be honest, when the pictures of terrible things are in the media, you can't compensate them with nice pictures or messages that it's not that dramatic or whatever. This will not work, that's our experience. You have to let it happen and in these times things calm down very quick. Then what's up to date at the moment is not up to date tomorrow. So, these things disappear from the media without our efforts. They disappear and then you can start to remind the people that there is a city you can visit or whatever. But as long as things are in the media, let them be in the media and do nothing.

L: Okay. So, about social media. What platforms are you using?

R: We have a Facebook, we have Instagram. We have videos on Youtube and our convention people they use Twitter as well.

L: And do you have a specific person doing this?

L: And do you have a specific person doing this?

R: We have an own department who is dealing with Social Media and web.

L: Did you use any Social Media platforms to repair your destination image?

R: No. Because the same with other media.

L: Yeah, okay.

L: And when it comes to Destination Image, do you monitor the news about your city in traditional and Social Media?

R: We monitor the medias all the time, not just when bad things happen but also during the whole year. Of course we do this. Just to know what is reported about the city of Munich.

R: As well as we host a lot of Journalists, we invite them to come to Munich and then of course we would like to show if they write something about the destination after hosted by Munich tourist board.

L: It's not in the questions, but do you also use Social Media influencers to do this?

R: Yes, yes of course! More and more. It's becoming more and more important.

L: And, do you know if it is successful?

R: I think it is successful but you have to be careful to select the right influencers and this is a challenge to be honest and it's also a lot of movement in this segment I would say, the influencer which has an influence today must not necessarily have an influence tomorrow.

L: Okay, and also if you see a negative trend in the media regarding your destination do you take any measures do you take to reverse the situation in your favor? Or do you just leave it?

R: It depends, sometimes it does not make sense to do anything against it because it would mean to much effort to repair something or to compensate something. Normally we do nothing, we just let it happen and wait a little and then do a positive, we try to do a positive promotion which compensates the bad things about the city. But this happens not that often to be honest

L: Yeah, okay.

L: Okay, good. I think that was everything. It was kind of fast.

R: Okay

L: Thank you so much for your time.

R: Yeah, your welcome!

Interviewer: Linn Minar (MSc Student)

Interviewee: Claudia Pinna (Genua)

Setting: Skype

Date 24 May 2018.

L: This interview will be recorded

Claudia: Yeah

L: First some descriptive information, you are representing Genua.

C: Yes, I am representing Genua and I am from the City Tourist Board. Actually I work for the Tourism office in charge of the system and management of hospitality in Genua and that is, we are managing the TIC of the city, directly in connection with territory with the city and not with the province and we have four offices in total, one at the airport, one at the ferry terminal and two in the city center in the best location of the city center, one in the historical center and one in the old boat area.

L: What is your position

C: My position is Web Content Manager and Digital Marketing Manager.

L: And your gender is female.

L: Can I also have your age?

C:48

L: Did your city/destination suffer from any man-made crisis?

C: No, luckily not and we are trying to find a way to manage it in time, and we did not suffer any of this, but we had the chance to attend some courses organized by the police department because they were aware of the possibility of this kind of situations might happen so they decided to do it with all of the staff that are in charge of managing with the audience and the public audience. Just to be aware of every single danger and being in crisis and then focus positions and locations.

L: After observing several terrorism attacks in Western Europe, did you notice any change in tourism behavior or demand in your city?

C: Yes, but actually it was a positive change and as I said in our knowledge group in ESM, we profit of a positive change because were one of the luckiest cities not to have any attacks, so people started to think that Genua is a safe destination and there was the idea that Genua is very safe to visit and to be in and then we started step by step to do this kind of marketing above all abroad and with the idea that Genua is safe and that Genua is very nice and that you can be really safe and that you can have a nice stay in the city.

L: So actually you profited from the terrorist events?

C: I know, it sounds not so nice but I am really sorry about saying that but when we were in the group we noticed that all the cities that were not involved in a terrorist

attack actually in a natural way, not being aware of this, that we were profiting from the situation. Of the idea that not being in an attack, we were considered safe destinations.

L: Okay, I understand.

L: And did you implement any crisis plan in case it would happen in your city?

C: Yeah, yeah! In our very very central location we started to improve some for examples physical jersey something, connecting with the idea to be safe in this location, so police department started to do, as I said courses and started to set something in the location that could give the idea to be safe in this locations that were very very attractive.

L: Which social media platforms are you using?

C: Yes, but I am not in directly linked with them because one of our other colleagues are in charge of this, of social media so I am not connected with them.

L: But you do have a specific person working with Social Media?

C: Yes, but not in my department.

L: Okay.

L: Do you know if you have used any social media platforms to work on your destination image?

C: Yeah, yeah. My colleagues are working on that and what I have noticed in my personal life, I noticed when I was abroad and something happened connected to terrorism attacks, I noticed that people wanted to assure their family and friends that they were safe and they were well and that they were safe in their destination when attacks happened in that destination. But, only in a personal way, not to in a work way.

L: But in a professional way, do you think social media can be useful in times of crisis?

C: Yeah, Yeah for sure.

L: And, when it comes to your destination image do you monitor the news about your destination in traditional and social media?

C: Yes, in traditional media and in social media, yeah both of them.

L: And if you see a negative trend in the media regarding your destination which measures do you take to reverse the situation in your favor?

C: Yeah, Yeah that's part of our work for sure.

L: Could you describe what you do?

C: It is difficult to describe because it is very personal and our city is a very small city, so we take part in round table meeting to realize what is useful and important in that situation, I mean normally we try to do a brainstorming together with all the institutions and the private companies connected with our work and with the city,

And with the destination as in total as all and we try to find the right decision and any other marketing and in any other field that is requiring our action just to change the

negative to the positive idea, but I don't know how to exactly describe in which way we are working because it is very personal in each situation.

L: Yeah, but I understand it better now.

L: So you work together with other stakeholders in your city then?

C: Yeah, Yeah, we work all together, we have a roundtable, a table where people and stakeholders of the city and institutions of the city, they all together try to find the right solution and decision for each very important situation to manage.

L: Okay, thank you! That was all of my questions!

C: Thank you very much!

Interviewer: Linn Minar (MSc Student)

Interviewee: Thomas Deschamps

Destination/City: Paris

Setting: Skype

Date 7 June 2018.

T: Hello!

L: Hi! This is Linn

T: How are you?

L: Fine, thank you!

L: Thank you so much for the time for this interview first of all!

T: You are welcome!

L: I would like to start with reminding of that it is recorded, this interview.

T: Okay, no problem!

L: I will start with some descriptive questions.

L: Your city is Paris?

T: Yes, it is.

L: And your current position is?

T: I am the Statistical research manager.

L: And gender is male.

T: Yes.

L: And age?

T: I'm 42

L: Did your city or destination ever suffer from any man-made crisis?

T: Yes, we did.

T: I think you have heard of it, I guess.

L: Yeah.

T: Quite a couple of times in fact.

T: Twice in 2015 and we had minor attacks since then, just policemen was being attacked by terrorist, well this kind of things.

L: And how did you handle this crisis? I think the worst crisis that you had was in 2015?

T: Yeah, it was really, really tough and unusual. Because we had two really major attacks during this year. The first in January and a second in November. The first attack, if you remember. The victims were cartoonists, so they were not tourists. So it's been a major impact on the, how could we say. Not the image of the city but on the freedom of expression more than fear and there has been a tremendous communication around this attack, but we had no impact on the tourist frequentation.

After this attack it was low-season, it was January, so it was low-season in Paris at that moment and then in March-April things went as, business as usual.

But then we had this attack and in between January and the attacks in November we had a really really good year in fact. It was one of the best year we had in Paris at that moment. But then we these attacks in November and that stroke inhabitants that could have been tourists, I'm not sure there were tourists in the people who have been injured or killed. So that had a really major impact on the tourist frequentation at that moment. People cancelled their trips, they did not book since that moment. And so 2016 has been a really bad year because of that and we had other attacks in France, in Nice July 2016 it had an impact on our frequentation too, and then Brussels attack in March 2016, that also had a major impact on our frequentation in Paris.

Well, how did we handle that? That was quite complicated because we did not know when it would stop. So first we had to thank and create some empathy around our destination. That was our main idea, so we made a video thanking everybody that posted something on Facebook and that showed a major concern about what had happened in Paris at that moment. Because we could not do anything else to master the crisis in terms of promotion. When the attack happened, it was Friday evening in November, so we were open on Saturday. On Saturday our tourist information centers were open and so we wanted to be there to inform the tourist as far as we could and we had an association so we have members, so we wanted to deliver the best information that we could to our members in order they could give this information to the tourists. So that is what we did mainly through our website and web-communication and emails. And during the attack in the Friday evening we had our communication team posting some information for the tourists on our account on Facebook and Twitter I think.

L: But did you also work with other stakeholders?

T: At that moment no, but then the week after we worked with the administration that deals with security in Paris, it's called Préfecture. And so we went to search for information mainly. We already had a close contact with this administration, security administration because we have constant about security in Paris, concerning pickpockets. Since 2013 in fact, we had a major strike in the Louvre museum, because there were inside the Louvre museum there were pickpockets at that moment in 2013. And so we, since then we are in contact with security administration in Paris to deliver some advice to the tourists to be careful, to avoid pickpockets and things like that in Paris on major tourist attractions. Meaning Eiffel tower and Montmartre. Because of that concern we have about security, we also had this issue with the Chinese. Some of the Chinese had been harassed in the suburbs because Chinese tend to go into, dwell in the suburbs because the hotels are less expensive. There were some attacks on tourists' busses, Chinese busses in the suburbs. So we had to deal with that too. But this was before the

attacks in 2015 so that's why we were in close contact with the security administration, we had all this advice that we could give to the tourists already ready for the tourists. So then we had to go a bit further on these attacks and to mainly give information to the tourists that was delivered by the security administration. And because of the state had also announced that it was a state of emergency. So we had to explain what it meant for France to be in a state of emergency to the tourists so we had to communicate about this kind of sentiency I would say. Not to scare the tourists too much, which on the first two weeks was huge.

The fear was huge but I think it was three weeks after we had a really major event taking place in Paris which was the COP 21, the environmental summit, so the state decided to maintain this summit. So it was quite a good sign to send to the tourists before the Christmas season, holiday season. Because everything went okay, we had really no problem with security at all.

And so we could build on that since this big event.

L: So, actually you had some kind of crisis plan already or at least parts of it ready because of the pickpocket problem?

T: Yeah, we could say that but we never thought that we had to leverage the level of this plan because of these attacks and the gravity of these attacks so that's, in fact we are just, our main object here is to communicate with the tourists in fact. That's the main lesson we learned from these attacks in fact. We tend now to be more aware of what to do and it's not really, how could we say that, it's not a written plan, now it's more the experience that we have. So we know how to deal with that and how to react. Considering the importance of the crisis, but that's maybe the main thing we have to think about before doing anything because since then we had these attacks in Brussels and we had the attack in Nice. Then in 2016 we always had the question when is it, is there an impact on the tourist frequentation in Paris? In the press coverage it was huge! Each time something happened in the world, we had the press asking us, what about Paris? Is it, is there consequences on what happened there and there on the frequentation in Paris.

So this is the, I know it is horrible in 2016 we also had floodings, the Sein flooded in June while had the Euro football cup, we had major strikes, airplane strikes, we had, what we had, we had garbage removal strikes and we had Kim Kardashian robbery.

During the Fashion Week in Paris in September if I remember correctly.

So each event was an opportunity for the press to have a negative coverage on Paris. So that did it difficult for us to communicate and to chose the right moment to communicate.

L: Okay, but how long did you need to recover from the crisis in 2015? If we only focus on that big crisis.

T: Well it's been really really fast the recovery, we were really surprised in fact. Because there has been kind of an economic momentum since 2017, there has been a global. And we, we noticed that by the end of 2016 in fact. And so we realized that there was a global economic recovery worldwide that had an impact on tourist frequentation. And we discovered that there was a really really strong resilience of the tourists considering the security in Paris and I think in the rest of the world, I mean at least in major destinations, occidental or western destinations I would say. Because we tackled the security really really seriously, every major tourist site had a control of the tourists,

every major event has been security wise controlled so the tourists tend to be used to this kind of control each time they want to visit something or to attend any event in Paris or anywhere else in Europe. So, has it happened in Belgium, Germany, France, London, Barcelona too.

Now the tourists, we kind of discovered they have sort of resilience. They do not want to postpone their trip because the economic recovery allows them to travel again, which was not really the case during the period and 2013 and 2015, 2016 in fact so this global recovery created this dynamic, and benefited from it definitely.

2017 has been one of our best years in Paris in terms of tourism frequentation if not the best.

L: And now you would you say your back? Completely recovered?

T: Yes, definitely back yeah! We reached the level and we overcame the level before the attacks and so which were really quite high figures in terms of frequentation so yes, yes. Last year, it was the first year we overcame the ceiling of 23million arrivals in the year in Paris. That was the first time. And if you add to that there is Airbnb, also which has a really huge success in Paris and so it's a record year.

We were not expecting that recover so fast because we made some studies just after attacks in 2015 and analyzed the other attacks, that happened or took place in London in 2004, in Barcelona I think it was in 2005, in France, Paris we had some attacks in 1995 or 97 if I remember correctly and then 9/11 in New York. And we discovered then that the recovery was with concentric cycles, first it is the national market who comes back, mainly business tourists, business travelers, and then the closest countries, European countries for us. And then the major and the long haul markets. But for, in our experience it's been really really faster than the 9/11 for example, The 9/11 I think they reached the level of foreign frequentation five years after the attack if I remember it correctly. Which is not our case, less than a year after the major attacks in November 2015 we had a recovery during the fall 2016. Yeah it's been really really fast but it's, we had a recovery plan in 2016 that we implemented in autumn and that we carried on 2017 so we communicated on what to do, what you can do in Paris. We tried to make the tourists forget that or not to make them forget, not to remind them o that something happened. And to let them know that nothing has changed in Paris, nothing has been destroyed, it was not the 9/11 so you could still visit the Eiffel tower and visit the Louvre museum and we had some really really strong communication plan. In fact it's been quite a chock for us in our organization as we decided to communicate towards the tourists directly, which was not the case before, we had a B2B communication but not a B2C communication so that, from that moment on we decided to communicate directly through the social networks, through our websites, through advertisement campaigns. So that what we did mainly during 2017.

L: So you used a lot of social media then in this recovery plan?

T: Yeah, yeah definitely! We were already on the social media before the attacks, we were beginning in fact, but its been definitely a channel that we favor now more and more for sure.

L: Okay. Also, you already mentioned that media was writing a lot about Paris and did you find media, TV, news media and social media helpful to recover or not?

T: Not in 2015, not at all. No, we did not receive any help from them for sure. It was the contrary and little events was an opportunity to point out that Paris had suffered, was suffering from attacks and the Kardashian robbery was the last blow and we were really afraid because she was and is very powerful on social media but in the end it was the beginning of the end of the negative impacts of all the events we could have to take place in Paris so she was not, she was not followed by, she is followed by the type of tourists we do not want to have in Paris anyway. So in 2016 no, we could not say we had help from them but then beginning, we had to work with them on, with the media with our recovery plan. So we have a media coverage and media planning to let them know that we were back and that we had some major exhibitions taking place and major events taking place. And we had to create an emergency because we had, you know dealing with tourism in Paris had always been a bit tricky because we have always been so successful since beginning of mass-tourism so people could think whatever we do we will have success, but it is not true anymore as we could say. Since the last ten years there is a really really increase in competition among the destinations and there is quite a lot of destinations who grows from nowhere in fact that invested a lot in marketing and so on. So we decided to take the opportunity of the recovery plan, we invested a lot, we had a plan of 8 million Euros for our recovery plan only together with the state and the region so that was really huge for us as our budget is around 11 million each year. So that was a huge effort for us and so that's been the opportunity to change our ways of promoting our city. So of course media are at the core of our strategy to promote our destination. And also influencers, blogs, bloggers and things like that. So we have some trips organized really really regularly so we have a special departments who deals with that yeah.

L: And these trips to Paris to promote the city, is it successful?

T: Well, it is always difficult to assess because we never really know when, well we know when the article they can write is published but we do not know when it is going to be published so we have no real control on these influencers. So we just pay a trip and we hope they are going to write something positive on our destination or on the theme we wanted to emphasize on, but well we have a really good press coverage. We tend to translate more and more of our press communication which was not always the case so we tend to be more internationally oriented, which could be seen as something no one could have thought of from Paris. But that is the case.

So, I could not say, for sure they are part of the success of the recovery but you know assessing marketing actions and their impact is always really really complicated. Because when you launch a campaign, especially if it is communication campaign just posters in the Berlin metro or stuff like that, you do not know. You can say how many people saw the posters but you can not say when and how people integrated it and when they decided to really come to Paris. That is why we focus on advertisement on every type of events sites and record the frequentation we have, that is how we tend to do.

L: Okay, so you already mentioned social media. What platforms are you using?

T: Facebook, Twitter, Instagram, LinkedIn but it is not so active. And we recently opened, I think we are the only city to have opened a WeChat account.

Something really important for us, we opened it and we manage it by ourselves, which

is not the case in other companies. Other companies have to deal with a Chinese company that would take care of everything for them, but we opened it last week so it is brand new. And we are really happy about that because we needed to be in touch with the Chinese market to give them information, to reassure them.

The Chinese are really risk averse so that was a major concern for us to be able to give them the information, to make them dream about Paris, but also to give them information and advice on how to behave and how to take care of themselves and not to be the targets of the pickpockets and things like that. So that was quite important to us to be present on that market which is huge. It is such a great potential so that was important for us.

L: And I am sure you have at least one person working with only social media?

T: Yes, we have one community manager and she has help from time to time by a trainee or something like that, yeah.

L: Did you use social media to repair your destination image? I think you already answered yes to that question.

T: Yeah, for sure. I would not say repair, I do not know how to say that, but to protect and kind of a new image. I mean to show, we launched our really new operations, communication operation called show time in Paris, that shows that we have major attractions at night in theaters, in the cabarets in Paris and that you can attend even if you do not speak French so it is this kind of stuff. So you buy one ticket and you get one free and this kind of really strong operations. So we try to animate our destination and through all the channels we have. So it is main stream press but also bloggers, social media and so on.

L: And on social media, which platform would you say that you are the most active on?

T: I think it is Facebook and Instagram.

L: So, when it comes to Destination Image, do you monitor the news about your city in traditional and Social Media?

T: We try to yeah, but as a major destination we know that we are not the owner of a brand. So we try to anticipate all the events that could be negative for us. For example, we are aware that over tourism are a major concern for other big cities in Europe, in Barcelona, Amsterdam and Berlin at the moment. That is not really the case in Paris yet, but we anticipate communication that we could have and we have some explanations on why it works better in Paris than in other new destinations and stuff like that. So we try to anticipate.

L: Okay, and also if you see a negative trend in the media regarding your destination do you take any measures do you take to reverse the situation in your favor?

T: Not, not. if there is fake news, but that is not really the case on the social media. There is not really fake news about tourism in Paris. So we do not have to fight these kind of things. What we tend to oppose to that communication about an aspect of our destination. And there is less and less negative aspects on our destination. We work quite a lot on the quality of our destination but we tend to have, dis-

cuss more quality and value for money than just “Paris is expensive”. So we balance the negative aspects of our destination by the positive ones and counter some media attacks.

L: That was everything! I am really happy you participated!

Interviewer: Linn Minar (MSc Student)

Interviewee: Harry

Destination/City: London

Setting: Skype

Date 29 June 2018.

H: Okay so let's get started!

L: The descriptive information again.

H: I am representing London, my title is Director of research and insights at London and Partners, which is the mayor of London's international promotion agency.

H: I am male and I am age 45.

L: Perfect!

L: So, did your city ever suffer from a man-made crisis?

H: Yes, we have. Unfortunately, last year we had some incidents of terrorism, which impacted the city. This included a number of events over a short period of time and it impacted both residents, businesses, but of course also tourists and visitors from other countries as well. Would you like me to go in to detail what they were?

L: It is not necessary I think but we are talking about the incidents in 2017, correct?

H: Correct, yes! Obviously we have had incidents in the past as well, but the most recent ones are top of mind. But obviously we have had incidents previously as well, which we have learned from. Now generally speaking as the promotional organization the first thing we do is to make sure that we work with the police and the mayor to stop any promotional advertising that might be insensitive and to focus our efforts to support, supporting the people involved, providing our channels and assets to make sure that communication is consistent so we will use Visit London for example to make sure that we are putting the right messages out. But if they are insensitive we will stop and say for example we would not be promoting people to come to the area immediately where the incident had taken place because obviously it might be closed while the police is obviously conducting the investigations.

Now the range of people we work with is quite extensive, first of all the mayor and his office, the communication and crisis teams, we work with the police, we work with our partner organization across the areas involved and we are very sensitive to making sure there was consistency in the kind of messages that people were putting out, to ensure it was positive, to look and try to address the concerns that people might have had about whether London remained a safe place to visit or to study or maybe even come for business.

L: Do you already have an established or fixed network that you work together with?

H: Yes, very much so and I think the, we do have different paths to our business and I think we therefore have different ways that we would work with them, but ultimately we are representing our international audiences, so our most important stakeholder is the mayor and his team to make sure that the views of our audiences are understood and represented in decision making, but actually our footprint then extends to hundreds of business both in tourism, but also businesses that we have helped come and set up in London. And across the university and the college network where we represent all of the international students in London. So we work with a range of different organizations to make sure we understand what is happening on the ground and how can we best support and intervene and quite often the support is with regards to research, reassurance and bringing people together so we have a coordinated response and consistent response.

L: And how fast would you say that act after one of these events that happened in 2017 for example? How fast do you take action?

H: So there is always an immediate crisis response group that is put together which includes our CEOs and heads of communication, our response in the research team is immediate so for example with the types of tools that we have available we can track using social media monitoring tools and the impact of people's search and booking behavior online to see if they are having an immediate reaction with an impact on for example on tourism. With the attacks in 2017 we were monitoring those, you know we have some safety monitors for example so we could see actually that there was a build from the attack in Manchester so when we had an attack in Westminster, there was already some concern in people's minds about cities generally. And then when we then had the follow up with London bridge having two attacks in one city in a short period of time meant actually that there was a bigger impact than what we would have expected to normally see and also a slightly longer recovery. So we had been working with partners previously where we mapped how long it took for London to recover from the attacks sort of ten years ago and generally the window was about two to three months, but what we found last year was that actually the recovery was a lot quicker and this was partly because no city was safe, you know there was a number of things happening across Europe, so people were generally accepting it as part of city life but actually also it was also quite a lot of confidence where people were almost wanting to stand their grounds and their own values and you know we found that recovery times are actually much quicker. We are talking 2-3 weeks before bookings fully recovered back to the pre-attacks situation.

L: And you already said that you had some events before 2017 and as well, so did you have a crisis plan in place before the attacks in 2017?

H: See, so we have a loose framework around crisis management and that would be for any type of crisis, so including for example the Greenford fire last year or even the EU referendum so you know that is the sort of event that is potentially unexpected. So as soon as it happened the business kicked in to a crisis management role and this is about bringing the right people together, to look at the data and the facts that are available and consider the implications for us and for our audiences and decide on what the

next best step should be. So it is a loose framework around crisis management. But we always stop marketing and promoting first of all until we consider the implications and make sure we plan our next move based on the event and the advice we will get from the greater London authority as well. So I think the reaction from each will be very bespoke to what we are finding.

What I would say is, there is, the one thing we would always do is speaking to our stakeholders as well and compiling their views based on what we see and if they need it, then we will go out and do some research. So a good example was last year, we found international bookings had continued quite strong, but our tourism attractions were still reporting a drop in their visitor numbers. So we did quite an extensive piece of research for them, where we spoke to over 4000 people across the UK to see whether the impact was in fact from the domestic visitors. And we did find that some family groups and some business travelers within the UK were short-term, had cancelled trips or had decided not to visit the city. But actually we also found that there were economic reasons behind it and people were, the larger group of people were just less well off compared to previously and actually it was not just terrorism, but there had been a decline in the number domestic visitors.

So even though it is not our core aim at London and partners, we still brought a range of partners together and we collaborated on a campaign around “enjoying a summer in the city” and this involved bringing a whole range of value let offers and the best of what London’s cultural offers at the time. And we did quite a big campaign to encourage visits to London and we could see that we impacted sentiment by tracking that. So that was one which we had not planned to do, but we specifically in reaction to the visitor numbers cooling off, it was expected it was because of terrorism, but what we found in our research actually it was economic matters as much as safety that was coming through.

L: And this campaign it took place in 2017 as well?

H: Yes, it did.

L: And you already mentioned, your recovery time, but could you just repeat that? How long did you need to recover from the events in 2017?

H: Yes, so we are sort of looking at two to three weeks, depending on which sources you looked at. One example of the source we track is ForwardKeys, I am not sure if you have heard about that one. They track booking from travel agents across and tour operators across a range of markets. So we could see and compare to the weeks before the impact and then you do have to do some analysis to look up when key events are for example Easter or big holidays that might boost what would be a normal pattern. But actually it is working with supplies like that where we have been able to say, okay recovery times are actually better than they used to be and we are generally seeing two to three weeks.

Where there is some differences might be in the organizations of big meeting and events where actually some markets are a bit more sensitive to safety matters so we will potentially see slightly longer term thinking there so that might be for example people in Japan who organize big conferences and events, it takes a little bit longer I think to see the full recovery there. What we found in our research is actually it depends where and when the next big event is and usually when it happens somewhere else it takes you off the radar and actually can bring you back in to people’s thinking. Now one

thing we have done again in response to the most recent challenges, is we do not want to be in a position where we are constantly stopping and starting our promotion around London. So we have done a very significant piece of research to try to understand what are the deep seated values of the city life London which would stand true regardless of any incidents that might be happening and therefore still be promotable you know throughout any difficult times. And what we found out for London for example is people expect cities to be safe and expect them to be open and welcoming, but what stands out for London is modernity, it is kind of diversity and also it is kind of mixture of history and dynamism, so you know you get a mixture of old and new.

So actually we are developing a kind of brand identity for London now, which we then hope to build across all of our partners to make sure it is kind of a consistent narrative about what makes London so special. And our hope would be it is that kind of thing that would enable us to continue to always be talking about London in a positive way even if there might be individual incidents or challenges that we face.

L: And would you also say that your brand supported a fast recovery after the events?

H: Our hope would be in the future, that it would do. I think the main recovery story for us was people coming together to stand up in the face of the challenges that were happening, and that stands true for the way Manchester as well as London responded. We were monitoring and tracking things in social media and we could really see that, really the overarching message from what was being discussed was of defiance and strengths and standing together and really it was the individual stories for example from London bridge where you know as many people internationally, visitors and people who live in London but who might come from overseas were very involved and were you know much part of the heroes of the way which people responded. So what we found was, it was the kind of values of the city that brought people like that together, that people then stood up and stood together even more strongly in the face of that kind of challenge. So, you know through the mayor, he held a vidual, continued to being very vocal about London being open and London standing up to issues. But then also very tangibly obviously we worked with the police and we worked with the mayor to make sure there was some changes made to help London be safer. So, we were consulted on hard measures like barriers and where people need to be protected, where there be bigger footfall of people for example. But then also with transport for London who we work very closely with to make sure that people have the right messages about who to inform and how to react and what to look out for and to make sure that Londoners are part of the community helping to keep us safe. So there is quite a lot of messaging across our transport network now about see and tell and you know reporting things if there is any concerns.

L: Okay, and when it comes to media, traditional and social media, did you find it helpful in the work to recover after the crisis?

H: I can not say I have the data to hand you the definitive about it. But what I would say is most of our communications are online now, you know we use a lot of social media platforms including Twitter, Instagram and Facebook and so forth to get our key messages out. But we do also work with traditional print, so quite a lot of our stories are carried by the papers here, like The Metro and The Evening Standard and then across our markets we work very closely with the big print papers as well to make sure our stories are carried there. Generally speaking, we do get a lot of coverage as London

and we have a lot of good will. But I think actually in those crisis incidents, then we have fine line to tread because we want people to be objective and make their own decisions, we do want to promote London but we do not want to be doing it insensitively or without understanding that there may be some concerns. So, an example there is there have been some challenges around safety from a knife crime and there was some attacks last year that was making some press internationally, for example in China or Scandinavia and you know we did our very best to monitor and understand what was being discussed.

So that the mayor could ensure that his communications helped to reassure people. So I think it would be helpful but I have not actually got the data in front of me to prove it to you.

L: Yeah, but it is kind of different with the international media or print compared to your British media, or?

H: Yes, yes I would say because with the British media there is a very big collective, you know we are working together all the time and I think actually with the international media, you know we are promoting London to them to try and get access in the regional papers for example and to promote a very positive story about London. So, yeah I think we will continue in our PR-team to always look to make great relationships, but I think there is less control in international media.

L: Yeah, and in Social Media you already mentioned, you are using Twitter, Instagram, Facebook.

H: And quite a range, so we do have a team. There is a general promotion team, but also our PR team, who would use it differently from corporate and crisis messaging and we work closely with the mayor or London's team over the, in the greater London authority.

So, we are joining up to make sure that we know what our headlines are and what we are working together on. And that will include general inclusion, things like for example, there is a lot of work at the moment about being behind every great city, which is an inclusive campaign and really showcasing the best of all of the female talent that has driven London through all sorts things like London is open. London is open was very specifically created as a crisis response to the EU referendum result where really wanted to showcase to the world that London voted differently and does not want to lose the good will and the opportunity to attract great talent and people to London.

L: And this is something you communicated through Social Media?

H: Yes, so it is Social Media. Have you come across London is Open?

L: No, actually not, no.

H: So obviously here, it is in the heart of everything we have been doing and saying for 18 months and the range of ways in which that has been taken is on and offline you know. We have put it on buildings, we have talked about it all the time. But actually social media is obviously where the biggest footprint has come from.

L: Yeah, yeah I am checking right now on Instagram and I see you have a lot of posts so I am sure you have been very successful.

H: Yeah, a good example of that is we got quite a lot of celebrities and business people to be part of a video where they were talking about how London is open, you know and sorts of things got a lot of good coverage for us. So I would say we do move towards visuals as much as possible and we got quite a lot of videos that really supports this kind of thinking around the best of London, so yeah.

L: Yeah, and you have already mentioned that when it comes to your destination image you do monitor the news about your destination in traditional and social media?

H: Correct, yeah. We got a number of tools that we buy in, so Crimson Hexagon we use quite a lot which looks at positive and negative sentiments across markets and we do a lot that in house, because you really need to stay on top of the taxonomy and make sure you are monitoring the right things. We got traditional PR measure tools like Meltwater and then we also have some other Social Media specific tools that we will also use. So we are proactively looking at the success of our campaigns, but we also have some general monitors. So that if there is a particular issue that is being raised in the market then we can consider what implications are for us and decide if there should be a response.

L: Okay.

L: So, I think that was it. That was all my questions.

L: Thank you so much for taking the time again!

H: No problem.

H: Just two more things I will just briefly mention.

H: One is, in terms of understanding the impact we have also really strengthen our ties with other likeminded organizations and this includes people like Visit Britain and Visit England, where we are pooling our research and knowledge so that we can get a better, strong and robust sense of what is happening. I think also our suppliers generally that they stopped asking for money, they really got behind helping the city understand what was happening and they were all absolutely fantastic in saying, look we got some data here we will share it with you openly because we also want to help to do the right things and help you understand how to best react, and I think that has gotten as far as across the ECM network.

So being active in the ECM knowledge group you know, Thomas from Paris and you know others who were all very open and saying look we got data too.

And I think through your Masters and then also just working with Modul more collectively, I think that is a great next step in saying what can we learn from each other and showcase what works and not. So again we stand together and we stay true to our values to our city.

Interview Transcript**Interviewer: Linn Minar (MSc Student)****Interviewee: Simon Detemmerman****Destination/City: Brussels****Setting: Skype****Date 20 June 2018.**

L: Hi! First of all, I would like to thank you for taking the time for this interview.

S: **You are welcome.**

L: And also I wanted to remind you that it is recorded, everything.

S: **Okay, sure!**

L: Perfect!

L: I sent you the outline of the questions.

S: **Yeah**

L: Just if you had a look.

S: **Yeah.**

L: So, we will start with some descriptive information.

L: Your city is Brussels, correct?

S: **Yeah, exactly!**

L: And your current position is?

S: **Manager of Market intelligence**

L: Okay, and gender is male?

S: **Yeah**

L: Age?

S: **29**

L: Okay.

L: So, now I'll move on to the other questions.

S: **Yeah**

L: Did your city or destination ever suffer from any man-made crisis?

S: **Well, yes. Unfortunately, we did.**

L: Could you describe this, if we focus on one specific.

S: **Yeah, well the most direct one was the Brussels attack. We had impacts from both. If we looked at impact it had in Brussels and on the choices we had to make, it actually we had three attacks that can be seen as one crisis.**

So for example if we look at the, the evolution of the number of tourists in Brussels, we can see that the attacks in Nice and in Paris had almost the same impacts on the number of tourists in Brussels than the attack in Brussels itself.

L: Okay.

S: So, that's why I think it is better to see it as one global crisis around these three events.

L: Yes

S: So how did we handle it? it depends on the different phases of the crisis. The first thing was related to the first phase, which was the Paris attacks, where our focus was to try to reassure the people. Trying to show that nothing was really happening at that time in Brussels. So the focus was really about reassuring people, potential tourists but also the people organizing meetings in Brussels. So what we did concretely to try to do that is first to give as much information as possible on the real situation. Because there were so many well let's say alternative stories that were coming around given by different people specially on the internet. So in that type of situation the only thing that you have to do is to provide well, relevant information. So we had information that we provided through different information channels, being social media or websites etc., etc. We also provided or partnered so for example with the people organizing events in Brussels with material to, so that they could also broadcast the message. Finally, we also had a bit more out of the box ways to try to communicate on the real situation, so there were for example the action "call the Brussels" where we had a number of phones in certain public places in Brussels and there was a website where the tourists, so foreign people could call these different phones and well, citizens or people from Brussels who were just around these phones and anybody just random people hang up the phone to speak to people and tell them the situation was normal in Brussels.

L: Okay, and this was all before the big attack?

S: So that was after attacks in Paris, but the attacks in Paris were strongly related to Brussels. Because well, the people that had committed these attacks were coming from Brussels. And at that time it was decided by the politics to shut down Brussels, so almost all the public transportations were closed and big number of stores etc. were closed and there were military people in the streets. So that was already, quite a big crisis already for Brussels. And so during this phase, all focus was really about trying to say to people that the situation was actually quite normal in Brussels, there was no attack at that moment. Etc.etc.

S: Then there was the second phase right after the attacks in Brussels.

Where again the first thing was to, well, provide information on what's really was happening. Because again if you don't communicate on things other people will do and you can not control what other people say and how they say it. So it's really important that you be in the center of the information and again that you provide the materials to your partners to be able to answer to all the questions and the calls that they also receive,

L: And would you say that the main tool to communicate was over Social Media or?

S: Yes, Social Media and we also had press kits that were delivered to the people. There was also, well a crisis committee that had been created at that time internally here to be able to take quicker actions and quicker decisions than what we normally do at Visit Brussels. So that the reaction time could be smaller to take actions.

L: And you were also working together with other stakeholders?

S: Yes, exactly. That was also very important to be in close coordination with politics and also with, well the touristic actors, being the hotels and restaurants etc., etc. That were also hit directly by the crisis.

L: Yes

S: In terms of communication at that time as I said, focus was about saying the truth also to show to the people that, well we were, at Visit Brussels and as Brussels as a whole was suffering with the people and that we were, I mean at that time you need also to understand when is the time to communicate what. So for example if you go two weeks after the attacks and that you say now let's go, business as usual. It's just too soon because it is important to understand what is the timing of communication. So for example for this or did you bring this message of trying again to communicate on trying on attracting new people, it's not something that you can do directly and it is not something that we have done. So, when we did that it was already in summer so three months after the attacks. Then we build again a positive communication on trying to say okay well here is what is organized in Brussels during the summer. Brussels is still a cool place to be during the summer etc., etc. The important thing here is really the timing.

L: Yes

S: So that's also something which is for me very important in terms of understanding crisis management and crisis management is really the timing of the communication and understanding when you need to communicate what and which are the messages that you need to tailor for the situation.

L: And did you have a plan already before the attack happened in Brussels and after Paris? Or did you have some plan even before the crisis in Paris?

S: To be frank I don't think there was any emergency situation plan before neither in Visit Brussels nor at the Brussels level of the communication and the tourist communication. I think there was nothing. Then as I said, I think the plan also evoked with the situation. Because the first plan after the Paris attacks was really as I said try to say that, well actually there was no attack in Brussels at the situation and that Brussels was not dangerous at all etc. etc. We needed to change the plan also during the crisis because the crisis changed. And the nature of this crisis changed for Brussels during the time. So we needed to adapt our plan and we needed again to do that after the Nice attacks, so in July, because again there was an attack close to Belgium and again we've seen numbers of tourists that were declining in Brussels too.

L: So you saw a clear effect from both Paris and Nice?

S: Yes, exactly. With, well I think it was because of different reasons. For Paris it was the fact that all Europe was affected. But also, for the Paris attacks there was a clear link to Brussels. Because these people were coming from Brussels. While Nice, there was no direct link with Brussels, it is more, I think that it was a reminder for people of the previous attacks.

L: Yes

S: And so, again after this third event our plan or our communication plan was not the same anymore. Because, well it's a bit difficult to say look okay you see there are other attacks it's not just about Brussels. So again, we had change the communication and also to show that we were suffering with Nice because they were just experiencing what we had been experiencing three months before.

So in terms of planning we had none at first and then we had a plan that really evoked though the different phases of the crisis. Where really the focus about being flexible in each eye. So that was the crisis committee that I explained and, well I must say that I have never seen the organization making so much fast decision then at that time. And most of them was really about the communication.

L: Yes, and today, do you have a plan today?

S: So, there is plan but I don't think and it's not a good thing, but I don't think there is already a plan if there is an attack right now in Brussels for Visit Brussels. So we will probably do the same as what we did during the that time. Because at a certain level it was efficient, but there is not something that is really official that is put on paper.

So, I think it's clear for everyone then that there is a plan, which is doing the same thing. But, it has not been officially put on paper or shared with everyone.

L: So it's more of a reactive approach.

S: Exactly

L: And, do you know how long you needed to recover from the crisis?

S: We see the number of tourists, it was progressive, really.

The time where it was really just normal numbers, it was I'd say one year afterwards,

L: Okay

S: Which is longer than Paris for example or before in London and Madrid after their attacks too, which I think is related to the Brand power. I mean Paris, London these brands are so strong. They can adverse really high crises, at the end okay Paris will always be the very romantic city where any American guy has to go with his girlfriend at one point of his life. Well, it's not the same really in Brussels. Also, the recover of the crisis was not the same, with the same pace for leisure tourism and for business tourism. It was really a faster recovery for business tourism, which is positive for Brussels because 55% of the tourism in Brussels is professional.

And for professional tourism it was more a question of months. I'd say around 4-6 months to get back to normal scenario, but then there's nationality of the people.

The ration to risk and to fear other attacks highly depend on cultural things and we could see that for example people from South America, their reaction was really strong, stronger than in European countries. But they came back quicker than some European countries. While, on the other hand, where again the reactions were really strong and the declining numbers were also quite high. But there we are not recovered yet. So even two years after attacks, it's not recovered yet for Japan.

L: That's very interesting.

S: When we say that there is, well for me it's more that there is different speed of recoveries based on the type of tourism and the cultural and nationality of the visitors. And yeah, the intrinsic brand power of the city.

L: Okay

S: But that's probably something you will demonstrate in your paper.

L: yes

L: And did you find media, like tv, news paper, or social media helpful in the work to recover?

S: It depends, Belgium media were really working closely and hands on with this. Then for international press, well it depends on the country, but we had also to use that a bit. So for example when there was an article about Brussels being a hollow. We had quite fun communication about that. Trying to make some fun about it to leverage a bad burst to recreate a positive burst. So that's what we did when we've seen more negative communications. It's more trying to react to that, but trying to react with a sense of humor, which we think is sort of Brussel's identity. So we had to do that quite a few times in the next months. It's something that we still sometimes see, the last time it was a journalist which is located in London, who had a very strong negative communication on Brussels being the capital of terrorism and so on and that time I think that some Brussels's responsible politicians, they took a law suit against her, so they reacted quite strongly also because there was something that was pure lie and not factual. But that was also a bit special.

L: And when it comes to Social Media, did you use them also to recover? Like, from your side?

S: Yeah, globally when we look at different measures and on the sentiment analysis of posts on social media, Brussels is, I'd say around the same place than before. So we are not one of the best cities in terms of sentiment analysis of the posts on social media but we are not completely behind everybody neither.

L: Okay

S: So, and it's a pretty good measure of that yeah, the sentiment of global social media.

L: Yes.

L: And what social media platforms are you using?

S: We are mainly using Instagram and Facebook.

L: And do you have a specific person working with them?

S: Yeah, we have a specific team actually. Oh well, and also they also do our website. So this is more public relation part. There are three people just really working with social network management or community management. So creating or using the material that we create and also answering to people, creating this sense of community. And then there is also some communication on LinkedIn which is more connected to the business part of our tourism here and this is managed by a different team, which is directly our convention bureau. So they are directly managing their communication on LinkedIn I think.

L: Okay

L: I think you already answered, did you use social media platforms to repair your destination image?

S: Yeah. Because it's also the more dynamic and one of the more fast reaction that you can have.

L: And did you apply any specific strategy to recover over Social Media? That you implemented?

S: Well, It's again, the strategy was to feel the moment where we could have a communication that was first, well we understand that it's a dramatic situation, we suffer with all the people. And then it was a phase, which was more reactive on the bad bursts that were created. And it's after as I said 3-4 months than yes, we were quite heavy on the Social Media try to share the experiences that you can have in Brussels during summer, during the different periods and then we came back to the communication that was more related to positive experiences. It was really the big focus that we tried to have, well even more than speaking about specific activities, it was really about the positive experience in Brussels being a very good place to have a positive travel and so on, so on.

L: Okay,

L: Also, I think you already answered. When it comes to the destination image, do you monitor the news about your destination in traditional and social media?

S: Yeah, so we monitor that in the press. By the way that is something that we implemented after this crisis, the foreign press monitoring. It's something that we were doing a bit, well like not that well. But now we really have a monitoring tool dedicated to foreign media, traditional news papers and online newspapers.

Because we've really seen the impact that it could have on the image of Brussels. And for Social Media again, currently they use different tools and again we really see the importance of this sentiment analysis and so on, so we are launching a new market to have more powerful tool and a more integrated tool to do that and to improve this monitoring. After this crisis it was also important to understand this. The fact that we need to have a very fast reaction monitoring.

L: if you see a negative trend in the media regarding your destination do you take any measures do you take to reverse the situation in your favor?

S: Yeah, it depends a bit. If we see a very small newspaper in a non-territory country, well sometimes you make the issue bigger by writing to it. So, I'd say that most of the time we see that well the impact of the negative communication is not big enough to react to it because otherwise we will just make it big by reacting to that.

But if we see something which is really big and that needs to be reacted to, we will do it our selves and we will also try to leverage other actors to do that so being ambassadors of Brussels, that's also something that we have created, having ambassadors for Brussels that can speak out certain messages and using the political network that we have to try to make them react also officially.

But again it depends a bit on the size of the bad communication and its importance.

L: Okay, great that was all my questions. Thank you so much!

S: You are welcome!

L: And thank you for your time!

Interview Transcript**Interviewer: Linn Minar (MSc Student)****Interviewee: Nina Zantout****City: Berlin****Setting: Skype****Date 31 July 2018.**

N: Hi! Can you hear me?

L.: Hi! Yes, thank you so much for taking the time

N: I am not here by myself so there might be you know some talking in the background but just let me know and I'll speak up.

L: That's fine, yeah.

N: Okay

L.: Just to remind you the interview is being recorded.

N: Okay

L: Thank you for taking your time to participate in this research.

L.: We will start with some descriptive questions.

L: Your city is Berlin, correct?

N: Correct

L: And what is your current position?

N: I am Project Manager for strategy and Operational steering and the Deputy Director of Strategic Planning and Operational Steering is the correct English word for the department.

And everything that has to do with like Crisis Management within Visit Berlin is my task so I am responsible for the Crisis Management within Visit Berlin.

L: Okay, gender is female.

N: Yes

L: And age?

N:36

L: Okay

L: So, did your city or destination ever suffer from a man-made crisis?

N: The only crisis we had or where we actually had to react kind of depend on how you define crisis. But I would say the only crisis Berlin actually had that concerned tourism was the attack that we had in December 2016, was it 2016? yeah it's already a couple of years ago. Yes, the terror attack. And that was the only crisis where we as a city were strongly influenced and where we had to have our crisis management work. Of course we had some smaller issues like the volcano eruption in Iceland in I can't remember what year it was, which influenced tourism a little bit as well. But that was more that we had problems with the to have tourists leave the city or arrive because the airports weren't functioning in Europe. But I wouldn't say that that was a crisis, that was something that was evolving into a crisis, but didn't or wasn't a crisis in the end so I would say that the terror attack was the only one in 2016.

L: Okay, and how did you handle the terror attack?

N: So, Visit Berlin already has like a crisis plan within the company since I don't know 2008.

So, over 10 years so everything actually went according to the plan within the company, we met up that evening after it was clear that it was a terror attack at a Christmas market, which is of course relevant for us being the destination management organization. Within an hour after the attack we had the crisis team at the office and where we discussed first measures where we had to check how the situation was within Berlin. We had our President of the board which came and that had contact with the governing major of Berlin and then told him that we would now check the situation and go into communication. Especially for the tourists that were in town and we opened up our telephone hotline just to make sure that if tourists would wanna reach us or would have questions then they could. And we had contact to our most important partners also board members as the hotel industry, we had first information's go out to other tourism partners within the city and to our offices outside of Germany, so UK, Asia and the USA. So we had that communication done within let's say the first two hours after the attack.

L: Okay, and how did you communicate with the tourists?

N: So we have our crisis plan actually has one main communication tool which is the internet. We basically had a banner on our website communicating that something, yeah that there was an incident. We had the telephone number of the police station communicated and the Twitter account of the Berlin police, because that is where the, all the official information went out concerning the terror attack. So that was on our website and then we had the Facebook as the Social Media tool. So those were the two main tools because it was in the evening we didn't have any information at our tourist information desks, which would have been different if the attack would have been daytime cause then we would've also had the information with our colleagues at the tourism information on the screens there. But since it was at night time or very late incident, yeah we choose that communication tool.

L: Okay.

L: And do you know how long you needed to recover from the crisis?

N: Well, it depends on what you mean with recover, the figure if you now look, I mean it was something luckily we did not have too many deaths in Berlin if you compare that with other terror attacks it really always depends on how strong the impact is. So Berlin had like a short, I mean to measure it you can only look at the tourism figures but it's really difficult to say how do you know when you have recovered. If you say recovering in terms of how having visitors come back to Berlin, we did not really see a big decline. That was maybe in January with a very small, figures went down a little bit but it was very minimal, and so was maybe January and after January everything was fine again. So Berlin really didn't to be honest suffer that much.

L: Yeah, and for December, just thinking about the Christmas markets, did you see any change the year after in 2017? The visitors of the Christmas markets or?

N: Well, that is just the information that we got from some hotels in Britain is that there were some people that decided not to come during Christmas but that wasn't the majority so we hardly saw any effects, just like of course the one or two partners who were saying yes, they had some cancellations in hotels but that was not something that we could actually then see in our December figures, not at all no.

L: Okay

N: We don't really have proof how strong or if it had a strong impact or not, it doesn't really look like it in terms of figures.

L: Okay,

L: And did you find media (TV, newspapers, and social media) helpful in the work to recover from this crisis?

N: Well we had a monitoring going on throughout the time of course, we had our entire press team and our social media team was checking every you know, every basically media. And there was, to recover I don't know it's just basically to get information I mean. I don't know if it was helpful in order to recover from a crisis but I think it was good to see that, that it was like a press, if you have a press information that goes out and our CEO saying that Berlin is still safe that of course is helpful. You have to communicate with the press because they ask question, they want to know how strongly the effects were and if you are open to talk to the press and say okay this is unfortunate and it's really bad that it happened but this not something we are going to experience on daily basis and it's still safe to travel to Berlin. And if that's written in the media and in the press then of course it is helpful to send out that message to the world.

L: So, what Social Media platforms are you using in general within your organization?

N: All of them basically, all the big ones, from Facebook, Twitter, Snapchat, Instagram.

L: Are you using any Asian? The big one, I don't remember the name right now.

N: Oh yeah, the Chinese, Wi Chat.

L: And you already mentioned that you have a team working with Social Media, correct?

N: Yeah, exactly so we have a team that dedicates its work just for Social Media.

L: And when it comes to your destination image, you monitor the news about your destination in traditional and social media, or?

N: Yes, we do both. We do the traditional, because we have also press team and media relations that goes out worldwide and talks to the press in all the countries that we travel to. So we of course always check the traditional press in those countries but we also monitor social media platforms or anything that is related to Berlin as good as we can. Yes, social media is always a bit more difficult to monitor but we do monitor everything as good as we can.

L: and if you see a negative trend in do try to reverse it in your favor? Or do you leave it?

N: It depends on the discussion, so if we do see. It kind of depends on the topic to be honest. It's nothing that we. We do comment on some issues but it's more that we actually go into, for example you look at the crisis that we had on social media, the team had to delete post, hate posts, that were you know not according to what is by law okay to say. So we do have to sometimes comment or delete posts, sometimes we go into this discussion but it really depends on the topic. That's not something that we can you know say general. Sometimes we accept different opinions, and we let people talk about Berlin, sometimes we try to help if there are bad experiences that happened. It really kind of depends on the situation and if it's a discussion where you can actually talk about or where it is okay for us to say something. Yeah.

L: Okay

L: I think that was actually everything!

L: Thank you so much, the information is very useful!

N: Well, then good luck with the continuing work.

Interview Transcript

Interviewer: Linn Minar (MSc Student)

Interviewee: Oliver Ponti (Amsterdam)

Setting: Skype

Date 16 Juli 2018.

L: I will start by saying that I am recording our conversation

Oliver: Good

L: We will start by some descriptive questions. Your city is Amsterdam, correct?

O: That's correct!

L: What is your current position?

O: I am in charge of the research department. I manage research.

L: And gender is male?

O: That's correct!

L: And your age?

O: My age is 39.

L: Did your city or destination ever suffer from any man-made crisis?

O: Not really, not in the recent past. No terror attack, no major natural disaster. So far so good.

L: After observing several terrorism attacks in Western Europe, did you notice any change in tourism behavior or demand?

O: I mean; I think people are getting used to it. They are getting used to the risk and they are aware that there is always the chance that there is a terror attack wherever they go in Europe whenever they are visiting a European city. So, I think there are some short-term effects of things taking place in different countries let's say for example when there were threats in Brussels or after there were attacks in Brussels. Many people don't know exactly where Brussels is and you think Brussels is part of the Netherlands or very close to Amsterdam or whatever. Then maybe decide to postpone their trip, I think of some markets such as the Japanese market for example. But really if we look at data we don't see much impact so far.

L: So you didn't see any really impact from the events in Brussels, London or Paris?

O: As I said just for some remote markets we are very sensitive to safety issues, such as the Japanese. But its always very limited in time.

L: After the terrorist attacks, did you implement any crisis plan in case it would happen in your city?

O: Yes, there is one. We actually have trainings every now and then. We had one I think two weeks ago for example. Its done in collaboration with the municipally authorities. So its really a city wide exercise.

And then we have for different people within the company who are playing a role in this real size exercise, crisis training. They usually sit all together in one of the rooms of the office and they are told what the scenario is and then they have to mainly communicate on what has just happened and what for impact this has for visitors mainly.

L: Okay, so you said that you work together with the city of Amsterdam, right?

O: Exactly.

L: Do you also work with other stakeholders?

O: Yes, I mean it really goes from the police to the Fire brigade to the public transportation company, its pretty big.

L: Okay, then I will move on to some questions related to social media.

O: Okay

L: Which social media platforms are you using?

O: We are using mainly Facebook, Twitter and Instagram.

L: But you do have a specific person working with Social Media?

O: Yes, we have several people actually. We got a communication department and we got a colleague who is specifically working on social medias and she's usually not alone. So there are several people involved and we usually don't communicate in the same way via the different communication channels.

L: Okay. Would you say that you see social media as something useful when it comes to crisis management?

O: Of course! This is clearly one of the ways to get in touch with people pretty quick. But. There is also more traditional ways of communicating which we use when there is some kind of crisis. It would be very different from a terrorist attack or a natural disaster but we had a few years ago a problem with a dealer who sold let me see that I don't get it wring, I think he sold heroine as cocaine. Something like that. A specific type of heroine and that meant that people overdosed. And because several tourists overdosed, the municipally decided to communicate really heavily on this. So there were boards in the city informing people that heroine was sold as cocaine and that they should be extra careful about this.

L: And in that case it was very useful to use traditional communication I guess?

O: Yes, and its also for people who are already in the city.

L: Yes

O: So that traditional way of communicating was probably the most relevant even the situation.

L: Okay. And when it comes to your destination image do you monitor the news about your destination in traditional and social media?

O: We monitor the news in traditional medias, but when it comes to social medias there is some kind of tracking but its not exhaustive.

L: Okay, and also international traditional media?

O: It's mainly the national medias in deed.

L.: Yeah, okay!

L: And if you see a negative trend in the media regarding your destination which measures do you take to reverse the situation in your favor?

C: We went so far that we developed a lobbying plan to react to kinds of negative articles which were published in the local press concerning our company. There is as you may be aware of a lot of discussing going on in Amsterdam about over Tourism or un-balanced tourism. And because Amsterdam marketing is very closely linked to tourists and tourism our company has really been vilified in the media in the past two years and we decided that we needed to do something about this so we decided to work with a company who advised us and produced a lobby plan for us and media strategy and that's the strategy we have been implementing in the past year.

L: Okay

O: So that's one way of reacting to what is being published in the media but then you also understand why we mainly focus on national medias,

L: Yeah, definitely.

L: Okay great! That was actually all of my questions.

O: Alright!

L: Thank you so much for taking the time!

O: You are most welcome!

City: Stockholm

Current position: Acting CEO

Gender: Female

Age: 45

Did your city/destination suffer from any man-made crisis?

On 7 April 2017 a hijacked lorry was deliberately driven into crowds along Drottninggatan (a pedestrian street in the center of Stockholm) before being crashed through a corner of an Åhléns department store. It was an afternoon and many people and tourists in the area. Five people were killed and 14 others were seriously injured. Police considered the attack an act of terrorism.

And how did you handle it?

We activated our crisis management team within 15 minutes after the attack. We were in contact with the crisis management team of the City of Stockholm. We informed our staff, checked that we reached everyone (at the office/staff outside the office/on business trips etc.) We made sure that all of our staff was safe and could return home safely. Our tourist office, Stockholm Visitor Center, located not far away from the point of attack, was closed shortly after the attack. Their staff came to the main office on Drottninggatan 33. Stockholm Visitor Center opened again on 8 April with extra back up staff.

Did you work together with other stakeholders (local community, government or other organizations)?

Visit Stockholm is the official visitors bureau of Stockholm and a part of Stockholm Business Region, a company wholly owned by the City of Stockholm. We received information from the crisis management team of the City of Stockholm and cooperated closely with them and the organizations involved. We followed continuously the information from the City of Stockholm and the media.

We had a meeting with Visit Sweden (<https://corporate.visitsweden.com/om-oss/en/>). We followed the effects and results the attack lead to in the tourism business and what it could mean to our brand. We had dialogues with other European cities that also had suffered from terror attacks.

We documented the actions from stockholmers bringing them together in a manifestation against terrorism.

Ceremonies were also held by the City of Stockholm in memory of the victims.

Did you have a crisis plan before the event?

Yes we have a crisis plan. After the attack we have had meetings among others with the City of Stockholm and the tourism industry. We will develop our crisis plan. We need also a focus on the visitor sector, for ex. crisis-information in English, a contact area with the tourism industry through Visita, (<http://www.visita.se/medlemskap/other-languages/english/>).

After observing several terrorism attacks in Western Europe, did you notice any change in tourism behavior or demand in your city?

We haven't noticed any major decrease in visitors to Stockholm. In our dialogue with

the tourism industry we find out that there were very few cancellations right after the attack.

And did you implement any crisis plan in case it would happen in your city?

If so, could you describe the plan?

We are working on developing our crisis plan.

How long did you need to recover from the crisis? (if you experienced a crisis)

Relatively quick. For Stockholm as a tourist destination we continued to receive visitors and didn't get many cancellations. The meetings, conventions, events were held as planned and booked cruise vessels arrived according to their planned schedule.

Did you find media (TV, newspapers, and social media) helpful in the work to recover from the crisis? Yes, especially social media.

Which social media platforms are you using?

Facebook, Instagram, Twitter, LinkedIn.

Do you have a specific person working with social media?

Yes, both strategic and practically.

Did you use social media platforms to repair your destination image?

We didn't have to repair our destination image. We continued to prove our dna. We were overwhelmed by love and emotions for Stockholm on our social media platforms.

It was important to inform visitors about facts and most of that was done through the City of Stockholm, TV/media, (Ex. Swedish border controls were tightened following the attack, and travelers from other countries, including Nordic countries, were advised by police to bring their passports etc.).

When it comes to destination image, do you monitor the news about your destination in traditional and social media? And if you see a negative trend in the media regarding your destination which measures do you take to reverse the situation in your favor?

In both traditional and social media. We bring up facts.

Stockholm is a fundamental part of the perception of Sweden internationally. Our ambition is to cement a cohesive picture of Stockholm and Sweden, in a time when more and more people travel. Visit Stockholm's communication is value-based on our core values such as openness, equality, and sustainability. It's directed at target groups that have an interest in the Stockholm-way of life or fields where Stockholm is at the forefront; music, science, tech, design, and gastronomy.

City: Lisbon

Current position: Head of Research

Gender: Male

Age: 45

Did your city/destination suffer from any (man-made?) crisis? No

Or if no man-made crisis...

After observing several terrorism attacks in Western Europe, did you notice any change in tourism behaviour in demand in your city?

Not exactly.

And did you implement any crisis plan in case it would happen in your city?

If so, could you describe the plan? In terms of tourism, and don't know of any specific contingency plans. But I'm certain that police and civil protection entities do cooperate on this within Europe and perhaps North America.

And if no plan, how do you think a crisis like terrorism should be managed?

Exactly by those who make of safety a profession: police and civil protection institutions.

How long did you need to recover from the crisis? (if you experienced a crisis)

No evidence

Did you find media (TV, newspapers, and social media) helpful in the work to recover from the crisis?

No evidence

Which social media platforms are you using? Facebook, Tweeter, Instagram, Pintarest and Youtube (but only for tourism promotion and in Turismo de Lisboa's pages)

Do you have a specific person working with social media? Yes, one.

Did you use social media platforms to repair your destination image?

There's no image to repair. In fact, Lisbon is known to be a very safe place, at least until now. But we never promote ourselves as a place to visit because it is safe (if people asks, we confirm). If we had the opposite image, I believe that things would have to be dealt differently – If safety is not a reason to visit, unsafety surely is not to.

When it comes to destination image, do you monitor the news about your destination in traditional and social media? And if you see a negative trend in the media regarding your destination which measures do you take to reverse the situation in your favor?

Monitoring is only made within Turismo de Lisboa's social media pages. There's no monitoring of other sources.

City: Vienna

Current position: Spokesperson

Gender: Male

Age:

Did your city/destination suffer from any (man-made) crisis? No

Or if no man-made crisis...

After observing several terrorism attacks in Western Europe, did you notice any change in tourism behavior and tourism demand in your city?

There has been a certain awareness from travelers especially from overseas that did not differentiate in which country terrorist attacks did happen, and some might have thought Europa to be "dangerous" as a whole, but there is no statistic proof of that and Vienna certainly hasn't suffered because of this – there was no decline in visitor or bed night numbers.

And did you implement any crisis plan in case it would happen in your city? If so, could you describe the plan?

Of course we prepared measures on how to react and communicate in case of a crisis, but I can't give away any details on that matter.

Which social media platforms are you using?

Facebook, Twitter, Instagram, YouTube, Linked in (B2B)

Do you have a specific person working with social media? Yes

When it comes to destination image, do you monitor the news about your destination in traditional and social media? And if you see a negative trend in the media regarding your destination which measures do you take to reverse the situation in your favor?

We do not only monitor social and conventional media, we constantly and proactively set the agenda and try to influence Vienna's image in a positive way. Of course we react to negative impact, too, but there's no solution that fits all purposes – depending on what issues we may have to face in future we will try develop tailor made measures on how to react adequately.