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# Terrorism terrorizing Tourism

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When terrorism terrorizes tourism industry, it leads to a global phenomenon as tourists often have international background. Countries which depend on tourism as one of its backbone economically could face economic and infrastructural difficulties as a result of sustained and repeated terrorist campaigns, and this is the case which Kenya is facing today in its tourism industry. The review of literature and thereafter analyzing statistical data suggest that tourism industry is resilient and vulnerable especially when a society and its people encounter other culture and ideas such as terrorism. Incident such as the Nairobi West gate Shopping mall terrorist attack implies that a society could simply loose its value and importance and hence counter measures and policies need to be put in place to help a destination regain its image other than that it can create fear among tourist and damage the idyllic image of Nairobi and Kenya as a whole. Since terrorism has an international phenomenon, solutions towards it thus need global cooperation.

| **Key words** |
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| Tourism, Terrorism, Crisis, Crisis management, Kenya, Nairobi. |

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# 1  Introduction

My thesis does not intend to bring sorrow to families, readers or nations that have had its loved ones killed or tortured in acts of terrorism targeting tourism lately. On the 31$^{st}$ October 2015, a Russian plane carrying 224 tourists was downed by bomb in Egypt's Sinai Peninsula.

Some coordinated attacks in Paris on the night of Friday 13 November by gunmen and suicide bombers hit a concert hall, a major stadium, restaurants and bars, almost simultaneously and left 130 people dead and hundreds wounded.

Again, coordinated terrorist attacks killed 31 people and injured 300 more in Brussels at the its main airport and metro station. The question is, what does all these have in common? The answer is: terrorists have decided to target tourist in order to achieve their aim.

Not withstanding these, it is estimated that the global economy is currently driven by three major industries, namely: Technology, Telecommunication and Tourism (Mishra 2008, 29) but went ahead to predict that travel and tourism would capture the global market carrying 70 million international arrivals in 1960 to 700 million in the year 2000 and that according to WTO, international tourist arrivals could exceed 1.5 billion by the year 2020 (Mishra 2008, 29).

The words 'tourism' and 'terrorism' "exist at either end of a continuum of quality of life. Tourism signifies, relaxation, enjoyment, whereas terrorism always echoes feelings of death, destruction, fear, and panic" (O'Connor et al 2008). Beirman (2003, 4) argues that tourists are primarily concerned with travelling 'to a destination satisfying their own desires with a minimum of complications or threats to their safety and wellbeing', while according to Gilham (2001, 149) 'physical threat (whether real or perceived) or serious disturbances to one's plans are sufficient to reduce the prospects of a tourist destination or a tourist firm'. Therefore, terrorist strikes in Kenya and the threat after is having its negative repercussion on the countries tourism industry leading to unemployment, homelessness crime and other economic and social canker.

 On September 21, 2013, masked gunmen believed and confirmed to be Somalian based terrorist group, Al-Shabab attacked the upscale Westgate shopping mall in Nairobi, Kenya, taking hostages and killing at least 67 people (Blanchard 2013). Over 200 people including foreign national, among which was prominent Ghanaian poet, lecturer and ex minister Professor Kofi Awoonor who was killed in that attack,

this attack happens to be the most deadly ever since the 1998 Al Qaeda bombing of the US embassy in Nairobi leaving scores dead (Blanchard 2013).

According to Baker and Coulter (2009), the October 12th 2002 terror attack in Katu, Bali that killed about 202 people crippled the tourism industry plugging the industry to suffer a "decline of 23,45% in tourists visiting Bali", therefore it is clearly evident that terrorism has the ability and tendency to terrorize tourism as my thesis topic suggest.

In Nairobi Kenya, Somali based terrorist sect known and called Al-Shabab formerly known as Harakat Al Shabaab Al Mujahedeen, or the Youth Movement has become part and parcel of Kenya's national psychie in respect to the way people live, think and act thereby destabilizing the tourism industry which is a major source of revenue and employment for the nation (Munene 2012). They are virtually succeeding in driving tourist away from this naturally endowed east African nation know for its natural safari and other tourism pull factors. This Islamic terrorist group who are affiliated to Al-Qaeda and other terrorist groups were able to brainwash the management of West Gate Shopping mall in Nairobi by renting out an outlet for them to invest into trade at the mall. Unknowingly, they were stockpiling their warehouse with ammunitions with the intention of committing act of terrorism in the facility where foreign tourist are mostly seen relaxing, either shopping or having coffee.

On 21$^{st}$ September 2013, these terrorists took over the shopping mall detonating grenade and killing 67 people and destroying property, putting fear and panic those within and in far places since no one knew what was really happening or who is killed. Unfortunately, many foreign tourists died as a result including a prominent Ghanaian lecture, poet and former diplomat prof. Kofi Awoonor. The attack lasted for 4 days bring the whole of Nairobi and Kenya into a standstill.

It could be observed from the above examples of terrorism incidents targeted against tourism that, aside the loss of life and the personal injuries that victims of terrorist attacks go through coupled with the atmosphere to horror and fear terrorists seek to create with their premeditated brutal violence, such acts has real economic, political, environmental and even social costs. Terrorist attacks have negative effects on a number of economic indicators and variables such as investments, foreign direct investments, optimal allocation of capital, tourism, increased economic uncertainty, investors' decisions, foreign exchange and stock markets through decreasing company's expected profit (Lumumba et al 2012).
It is therefore truism to justify that irrespective of how naturally endowed a destination is, peaceful atmosphere let that destination excel in its resources. Since tourism is quiet a sensitive industry, terrorism, natural disasters, political instability among others could prevent tourism inflow (Araña & León 2008), hence there is always a symbolic relationship between peaceful destination and tourism generations of a

destination therefore as Sonmez (1998) argues, the absence of terror or violence is a pre-condition for potential tourist.

The occurrence of terrorist attacks on the Nairobi tourism industry serves as the context of the research, owing to the prevalence of terrorism crises in Kenya compared to other tourist destinations. In reviewing relevant literature concerning tourism crisis management, one could identify two strands: the first deals with the literature concerning the perspectives of consumers and buyers, which includes the tourists perception and willingness to travel; the second draws on crisis management studies and discusses the methods and strategies by which organizations deal with crises. This thesis thus places its main focus on the first strand, which deals with the perception of tourists in relation to crisis-affected tourism destination. It also focuses on how to implement strategies tackle the perceived threat and minimize tourists' fear of visiting Nairobi.

In particular, although the overall aim of this study is to gain a broader understanding of crisis management in the tourism industry, its focus is on terrorism as a significant and prevailing source of crises and on the utilization distinct phases of recovery.

As Faulkner (2001, 136) states, "relatively little systematic research has been carried out on disaster phenomena in tourism, the impacts of such events on the tourism industry and the responses of industry and relevant government agencies to cope with these impacts". My thesis thus steps in to draw some relevant varieties of issues discussed within tourism and terrorism in relations to impacts, responses and patterns on recovery following terrorist attacks. The literature review will focus on contested definitions on terrorism, media influence on the subject, and crisis management so that at the end the three phases of recovery would be utilized to draw conclusion of the thesis.

Picture 1. victim of the West Gate shopping Mall attack; Source: Google

## 1.1 Research Problem

In trying to achieve whatever aim they seek to achieve, terrorist have recognized that targeting tourism destinations has the ability to help deliver their message through mass media coverage and world attention (Sonmez, Apostolopoulos, & Tarlow 1999) and they have much to gain by targeting tourists (Lepp & Gibson 2003) and "because people tend to over respond to unlikely catastrophic events while ignoring more likely daily dangers, terrorists succeed in achieving society wide anxiety with minimal resources" (Enders & Sandler 2001).

Tourism as according to Essner (2003) is a "service based industry which is made up of several elements including transportation, accommodation, food and beverage, tours and merchandising" is recorded as being one of the leading industries in the world and in fact the leading and fastest growing industry and a major contributor towards the economies of job creation, employment and revenue mobilization (Gitu 2003). Therefore, following acts of terrorism, such as the bombing of the United States embassy in Nairobi, the capital city of Kenya; the bombing of Paradise beach hotel in Mombasa in the past, and more recently the West Gate Shopping mall terrorist attack, tourism industry in Kenya has had a major setback.

Contrary, terrorism is ultimately an example of "essentially contested concept" coined by Walter Bryce Gallie because "when we examine the difference uses of these (concepts) and the characteristic arguments in which they figure we soon see that there is no one clearly definable general use of any of them which can be set up as the correct or standard use and as a result there hopes to be an endless disputes

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concerning the proper use and implications of these concepts" (Bird 2006), any attempt to study terrorism would require the researcher to try and identify few contested definitions of the proper use of the term so as to help readers and analyze understand the theoretical meaning of the word, I will thus include in my thesis some workable definitions of "terrorism".

The purpose of the research is to find a workable definition to terrorism in terms of tourism since a precise definition has not been met yet, and also analyze the phenomenon of acts of terrorism and various crisis management and communication strategies to help address the issues. Terrorism is said to incur fear and panic in non-combatants to achieve a political aim, hence the questions to be addressed are:

❖ What does terrorism mean when studying crisis management in tourism?

❖ Does the severity or frequency of terrorist acts has an impact on a tourism destination?

❖ How do terrorist attacks affect the volume of tourism activities?

❖ Does media coverage has a hand in terrorism and tourism?

## 1.2   Research Aim

The aim behind my chosen topic would focus on the tourism industry in Nairobi, Kenya, especially the hotel Industry that would be my area of study. After the West gate Shopping mall incident, the Hotel industry in Nairobi had a setback in occupancy rate and its repercussions had a spillover effect on the entire tourism in Kenya plugging a decline in the tourist arrivals, revenue and loss of jobs etc. It is moreover observed that, few research has been done concerning the actual effects terrorism has had on the Hotel industry and tourism in general in Nairobi, hence my decision to embark on such research, those that has attempted also made the project broad and vague. Therefore, my specific topics of interest that will be analyzed would be whether the severity or frequency of terrorist acts has some impact on tourists arrivals in hotels; how government and stakeholders governments and stakeholders policies put in place help address the acts in present nature and in the future as well as add a workable definition of terrorism to my research, not leaving alone how media reportage affect terrorism and tourism whenever it occurs.

My thesis will however pave way for future expansion and coverage on the topic
Research Objectives

In order to fulfill the research objectives, a qualitative research method was used to elaborate on the content of various data collected to arrive at a conclusion. The qualitative aspect of this study is to focus on the effects on society and government. To analyze this aspect the researcher used a historical research method that focused on how society and the government reacted to acts of terrorism in dealing with crisis management. O'Connor et al. (2008) identified three distinct phases of recovery used to anticipate the recovery process in the future.

Phase one: Immediate Shock (first three weeks) - Business is at a standstill, the public is in shock and unable to respond. It is essential that businesses to adhere to a wait and see approach in the first weeks. Marketing and advertising should be suspended briefly but it is essential to maintain contacts in the market place.

Phase two: Initial Reaction (next three months) - Travelers pursue some exploration into resuming regular tourism patterns. Special attention should be given to the domestic market and those markets that have a perceived connection or loyalty to the region.

Phase three: Considered Response (next three years) - This is where there will be a renewal of business and a new state of play emerges. It is important to maintain media coverage to portray the positive image. It gives the consumers the peace of mind that the destination is open for business. These phases of the model are the framework for the analysis.

These data is taken from the statistics that the World Tourism Organization puts together on a yearly basis. For time constraints, the period would be between 2008-2014.

Qualitatively, the research would be based on O''Connor et al. (2008) three stages of used to anticipate the recovery process in the future so as to help formulate how the society and governments address issues emanating from the field of terrorism and tourism. The stages as proposed are;

❖ Phase one: Immediate Shock – This stage would be the immediate time after the incident when virtually every business is at a halt. Citizens, government, tourist and almost everybody has being watching and hoping to get a glimpse of what is happening

- ❖ Phase two: Initial Reaction - Travelers pursue some exploration into resuming regular tourism patterns. Special attention is thus intended to boost the domestic market and those markets that have a perceived connection or loyalty to the region.

- ❖ Phase three: Considered Response - This is where business bounces back and people start to have confidence in the system. It is important to maintain media coverage to portray the positive image. It gives the consumers the peace of mind that the destination is open for business.

These phases would be the framework for analyzing the case study as stipulated in this thesis and would be used to analyze the situation and its outcomes and can be adapted to include additional information that is deemed necessary.

My research would only focus on the West gate shopping mall incidence with the hope of limiting my scope of activity. Therefore, the data and figures to be employed would be those gathered from the world tourism organization. These data would be limited in scope to a year before the incidence, a week surrounding the incidence and a year after the incidence so as to get vivid and precise data to buttress my argument.

### 1.3    Limitations/Assumptions

Limitations to my thesis and research would be finding proper and workable definition of the term terrorism since different countries, cultures, agencies and even governments have diverse meaning of the term, hence, readers from different backgrounds might end up having difficulties in some definitions or ideas concerning the whole project. Another limitation will be accessing data for the research since most documents relating to terrorism is classified and kept out of public consumptions, therefore, I will focus much of data from books, web and other available sources found. The assumptions are that terrorism not only has an instant negative effect on the hospitality industry but also a lingering effect that is extremely difficult to overcome. Whilst some countries have proper crisis management program in place, others find it difficult even proposing one; therefore I will use some countries' crisis management plan as for my analysis for the case of Kenyan hotel industry

### 1.4   Workable definitions to be considered for this research

**Transnational terrorism**- a "premeditated threatened or actual use of force or violence to attain a political goal through fear, coercion, or intimidation" and when its ramifications transcend national boundaries through the nationality of the perpetrators and/or human or institutional victims, location of the incident, or mechanics of its resolution (Mickolus et al. 1989).

**Hospitality Industry-** companies that cater to the cordial and generous reception or disposition towards guest such as hotels, resorts, restaurants, attractions and special events (Baker & Coulter 2007)

**Arrivals of non-resident tourists at national borders**- each visit by the same person is counted as a separate arrival, regardless if the person visits the same country several times a year. If a person visits several countries during the course of a single trip, his/her arrival in each country is recorded separately. Consequently arrivals are not necessarily equal to the number of different persons traveling (UNWTO 2008)

**An overnight stay of non-resident tourists in all types of accommodation establishments** - It refers to the number of nights spent by non- resident tourists in accommodation establishments. If one person travels to a country and spends five nights there, that makes five tourists overnight stays or person-nights (UNWTO 2008)

Terrorism is the calculated use of violence or threat of violence against civilians to attain goals that are political or religious. This phenomenon has a deeper impact than most people realize. Its impact on financial, government regulations and society is one that affects everyone in one way or another. This study is focused on analyzing these repercussions of terrorism on the hospitality industry as well as others that have not been analyzed in previous studies. It is also to be noted that, since majority of the Kenyan attacks are perpetrated by Al-Shabab, a terrorist group based in Somalia renders their activities a transnational terrorist activity.

# 2 Literature Review

As a normal structure of any study of this kind, it is important to review previous studies associated with its kind I order to place the present one in context. As this thesis seeks to offer highly educational emphases on the insight on terrorism, tourism and crisis management, it also seeks to offer a rigorous theoretical analysis for the study on crisis management theories.

## 2.1 Terrorism

Terrorism still remains a global phenomenon that needs to be address with all seriousness, however as Llorca-Vivero (2008) argues, the subject still remains unexplored. According to a new report by Institute for Economics & Peace under the global terrorism Index 2013, issues of terrorism is on the rise. The act has resulted in deaths rising from 3,361 in 2000 to 17,958 in 2013 (Institute for Economics & Peace 2014). It is of importance to therefore understand the impact terrorism is portraying on the tourism industry on the economies of nation states. The areas that constitute the building blocks for this literature review include terrorism, tourism and crisis management, while its theoretical foundation draws O'Connor et al. phases of recovery in crisis management periods.

According to Baker and Coulter, "Acts of terrorism strike fear into the public and lead to a change in regular travel behavior due to the natural human reaction to fear", whereas Henderson writes that tourist always tries to ask if it is safe to travel to a particular destination. It is hence the purpose of my thesis to study the phenomenon of terrorism on tourism and the hospitality industry in general. This chapter thus digs down to fins amicable terrorism definitions coupled with reasons behind the acts; I will again link the effects on the hospitality industry and lastly describe political and social reactions of terrorism.

## 2.2 What is terrorism?

Since terrorism does not as at now have a defined definition, Schmid & Jongman writes, "Search for an adequate definition is still on" (Schmid 2005). Dershowitz further explains "terrorism is successful when the international community gives in to the demands of terrorists or even tries to understand and eliminate the "root causes" of terrorism". I will thus limit my scope to few and follow Schmid & Jongman believe that terrorism does not as at now have a defined definition hence the, "Search for an adequate definition is still on". It is in the view of the erstwhile Organization of African Unity (OAU), now the African Union (AU), 'Convention on the Prevention and Combating of Terrorism' adopted in the Algiers' summit held in

1999, terrorism is "any act which is a violation of the criminal laws of a State Party and which may endanger the life, physical integrity or freedom of, or cause serious injury or death to, any person, any number or group of persons or causes or may cause damage to public or private property, natural resources, environmental or cultural heritage and is calculated or intended to:

(i)Intimidate, put in fear, force, coerce or induce any government, body, institution, the general public or any segment thereof, to do or abstain from doing any act, or to adopt or abandon a particular stand point, or to act according to certain principles; or

(ii)Disrupt any public service, the delivery of any essential service to the public or to create a public emergency; or

(iii)Create general insurrection in a State"(OAU Convention on the Prevention and Combating of Terrorism, 1999: 2).

Like the AU, The United States has defined terrorism under the Federal Criminal Code. Title 18 of the United States Code defines terrorism and lists the crimes associated with terrorism. In Section 2331 of Chapter 113(B), defines terrorism as: "…activities that involve violent… or life-threatening acts… that are a violation of the criminal laws of the United States or of any State and… appear to be intended

(i) To intimidate or coerce a civilian population;

(ii) To influence the policy of a government by intimidation or coercion; or

(iii) To affect the conduct of a government by mass destruction, assassination, or kidnapping; and…(C) occur primarily within the territorial jurisdiction of the United States…"

Bruce Hoffman (2006,3), an eminent theorist within the study of terrorism on the other hand made the following proposal on terrorism: "Terrorism is thus violence or equally important, the threat of violence-used and directed in pursuit of, or in service of, a political aim".

Moreover, according to the CIA, The Intelligence Community is guided by the definition of terrorism contained in Title 22 of the US Code, Section 2656f(d): —The term "terrorism" means premeditated, politically motivated violence perpetrated against non-combatant targets by sub-national groups or clandestine agents, usually intended to influence an audience.

—The term "international terrorism" means terrorism involving the territory or the citizens of more than one country.

—The term "terrorist group" means any group that practices, or has significant subgroups that practice, international terrorism.

Hoffman defines terrorism as "The unlawful use of or threatened use of force or violence against individuals or property to coerce or intimidate governments or societies, often to achieve political, religious, or ideological objectives" (1998).

When one considers different notions and ideas that centers on the definitions of terrorism, Perhaps Schmid might be right, " a narrow definitions may help us more than that of a broader one open for interpretation by many" (Whittaker, The terrorism reader 2012) must be adopted. He further advice "we should seek to always define terrorism in terms of the method used, allowing a room for rhetorics as a measure of legitimacy" (Whittaker, The terrorism reader 2012) seems workable.

The National Consortium for the Study of Terrorism and Responses to Terrorism (START) on the other hand defines terrorism as "the threatened or actual use of illegal force and violence by a non-state actor to attain a political, economic, religious, or social goal through fear, coercion, or intimidation". This definition does not only talk of the physical attacks but encompasses the psychological impacts terrorism leaves a society for generations.

It is key to note that, many academic scholars, politicians, analyst and the general public seems to entangle themselves with competing definitions and typologies on the definitions of terrorism. Therefore, if one should go by the definition of START, a terrorist act must be "intentional act of violence or threat of violence by a non-state actor", meaning:

1. The incident must be intentional
2. The incident must entail some level of violence or threat of violence including property damage, as well as human suffering.
3. The perpetrators of the incidents must be sub-national actors or non-state actors. This however ignores the fact that State could also perpetrate acts of terrorism against its own people or against some other State.

To conclude, it is arguable to note that any action that has the ability to coerce and achieving a political, economic, religious and social goals, which violates international humanitarian law and also conveys a message to the masses other than the immediate victim constitutes act of terrorism.

## 2.3   Terrorism; Terrorizing Tourism Industry

There is no doubt that terrorism leaves negative impact of tourism or the economies of a nation and thus it present major challenge to the industry. The act leaves a lingering impact on international tourism of a country and also it serves the economic equations when factoring terror and foreign tourism (Weimann & Winn 1993). This means terrorism has am impact on the foreign exchange of a country due to the effects it has on tourist flow of a destination.

Tourism which fosters a country's economy, stimulates development process, restores cultural heritage, and helps in maintaining international peace and understanding is regarded as an instrument of a country's economic development but has come under the attack of group of person/s who "intentionally use of, or threat to use violence against civilians or against civilian targets, in order to attain political aims" thereby destabilizing the flow of tourist and the economy of a country. According to Smith (1992), tourism depends on three elements; "discretionary income, leisure time and social sanctions permissive of travels". This acts of terror thus eradicates tourist motivations to travel. When we take for instance the Kenyan West Gate shopping mall terrorist incidents, it destroyed the hard earned reputation Kenya has developed for years. This thus leaves many to believe that Kenya is an unstable destination capable to receiving tourist because it has constant terrorist targets.

Another example is the terrorist attack that rocked Bali on October 12th 2002 and again October 2005, which resulted in about 202 deaths destroying the image of rather peaceful, calm and Serein Island. During that period, Baker & Coulter (2007) believes Hotel occupancy declined from an average 75% to 14%. "Along with hotel occupancy there was a 23.45% decline of tourists visiting Bali between the months of June to September the year following the bombing" (Baker & Coulter 2007).
Terrorism therefore has its negative effects on tourism because vacations and tourism remains like perishable goods that cannot be stored for later use. This thus leave many providers jobless because these local vendors depend on tourism margin for their livelihood, they therefore need to look elsewhere for daily bread for survival when their businesses diminish (Baker & Coulter 2007). Hence, tourism is regarded as vulnerable to external shocks, which can damage a destination's economy, especially those that have higher reliance on tourism.

## 2.4   The Global effects on tourism of September 11th attacks

Tourism seem to be prove to many disasters ranging from wars, conflict, civil wars, economic melt down, climate change and last but not the lest terrorism whereas rape, adoptions, kidnapping and many other

social vices also hinders upon its positive development. The coordinated terrorist attack on US soil on September 11th 2001 popularly called 9/11 by suspected Al-Qaeda terrorist who hijacked two airlines and intentionally crashed into the World Trade Center building in New York resulted in about 3000 deaths and caused about 10billion Dollars worth of damages. American Airlines Flight 11 and United Airlines Flight 175 were crashed into the North and South towers of the World Trade Center complex (Roberts 2014). This thus remains the most sophisticated and deadly terrorist attack in the 21st century. Unlike the Kenyan or Bali incident, this did not target the tourist per se but its economic impacts far out reached that of US and hard a global effect, no wonder the U.S. Travel Association termed it as a "lost decade,". According to the World Tourism Organization (UNTWO), the total economic impact on 9/11 is immeasurable since it resulted in about 4 million less international tourism arrivals globally in comparison to the year before; this was as a result of unwillingness to fly most especially transatlantic flights and long haul. There was a decrease in international tourists in the UK with a 12% decrease in visitor numbers to Westminster Abbey, 20% at the tower of London and 16% at the Tate Britain. However, American foreign travel to the USA was most affected with visits falling by 20%. Globally, there were jobs losses of about 8.8 million people globally including airlines, hotels, tour operators, car rental and credit card companies, creating a 1.7% decrease of total GDP for the world economy (Partnership for New York City 2003).

Although the attack was situated in the US, it has a spill over effect of other economies most especially those that depend mostly on US for tourist (UNWTO 2001), tour operators had to adapt to changes so as to sell and promote tourism during that period. Some other sectors of tourism, ranging from taxi companies, shops also suffered but rail and short haul as well as domestic tourism remained (UNWTO 2001).

9/11 however brought forth a number of changes and modernizations in the hospitality industry which to date tourist enjoy its usage although "the impact of 9/11 on world tourism has been immense" (Beirman, 2011). A major shake up at airport security was upgraded to bolster airlines security so as to counter terrorist attack on a higher scale. "IATA, the UN World Tourism Organization (UNWTO), the World Travel and Tourism Council (WTTC), and the Pacific Asia Travel Association (PATA) have all developed initiatives and networks to enhance the capacity of all sectors of the tourism industry to prepare for and respond to a wide range of critical threats to tourism including terrorism, crime, natural disasters, pandemics, and political and economic shocks" (Beirman 2011). In line with this, the establishment of Tourism Emergency Response Network (TERN) by UNTWO and PATA also established Rapid Response Taskforce (PRRT) to all help and coordinate crisis response in tourism and hospitality industry. The training of staff and personnel in the industry has also seem an upgrade whereas the inculpation of crisis management to help "towards integrating tourism and emergency management" (Beirman, 2011) so as to safeguard tourism.

However, in spite of all the effects terrorism had on tourism after 9/11 and its after steps taken to curb the menace, terrorists have diverted their attacks targets to attack tourists and tourism ranging from hotels, rail termini, tourist coaches, bus stations, buses, conference venues, restaurants, shopping malls and nightclubs.



Picture 2. 9/11 terrorists attacks: Source; google.com

To sum up, Adam Blake and Thea Sinclaie after studying the impact of terrorism on tourism after 9/11 believes the impact of terrorism on a country's economy can lead to unemployment, homelessness, deflation, crime and other economic and social ills, therefore "The contribution of tourism and travel to both industrialized and developing countries is now so great that any downturns in the level of activity are a cause for concern" (Blake & Sinclair 2002).

## 2.5   Media Influence on Terrorism

Media, which is a generic term meaning all channels and methods of communicating, putting out information and entertainment which encompasses newspapers, radio, television, books, films, music, theater and the visual arts. The later part of the 20th century saw the globalization of the mass media culture, but one should not overlook the older form of communication such as the gossip of the taverns, streets and marketplaces that used to be the standard local media for transmitting information, and these

informal channels coexist with all the latest multimedia technology in contemporary societies (Wilkinson 1997).

In modern era, technological advancement has made it much more easier for terrorist to influence the media to its beneficial thereby spreading their message fast globally. The media thus plays an important role whenever a terrorist incident occurs. Arguably, the media plays a double role because the terrorist uses the media to convey they message to its audience whereas the masses depend on the media for information in times of crises (O'Connor et al 2008). In fact, Paul Wilkinson (1997) believes terrorist and the media are locked up in a relationship that appears to be of mutual benefit. He argues the terrorist is not only happy to be on TV and front page of news papers but the "aura of legitimization that such media attention gains for them in the eyes of their own followers and sympathizers", whereas the media also could boost its audience of broadcasting up to date news and coverage.

A typical example was the seizure and killing of Israeli athletes at the Munich Olympic by the terrorist group Black September. It was estimated that it attracted over 500 million viewers on TV (Schmid & Janny de Graaf 1983), no wonder Margaret Thatcher called it "the oxygen of publicity" because as long as terrorist commits acts of violence and the media continues to cover it to satisfy its audience, the tourism industry suffers since consumer confidence at that particular destination diminishes (O'Connor Noëlle 2008).

Another example of the role of the media in terrorism happened in 1997, which led to a court in Britain abandoning a trial of five IRA terrorists and an armed robber in connection with the escape from a top security prison at Whitemoor. The trial judge maintained that London Evening Standard newspaper had published material that prevented the men from having a fair trial. Not leaving alone the mass media's coverage of the hijacking of TWA Flight 847 to Beirut, which Alep Schmid believes, had a devastating impact of the incident (Wilkinson 1997). Researchers thus estimates that three major networks in US reported around 1345 news coverage in 12 months after the 9/11 terrorist attack in US, although those same networks were reporting about 178 news coverage 12 month prior to the attack (Pippa Norries at al 1991, 290)

However, should the mass media provide up to date restoration process of success without leaving tourist and the general public the problem of researching about the destination by themselves, they will be willing to patronize the destination (O'Connor Noëlle 2008). It is evidently clear that mass media has a hand to play when handling terrorist incidents to the extent that how the media portrays the act has its effects and influence on tourist and terrorism. It is an indication that the mass media could be manipulated and exploited by terrorist to;

- ❖ Convey their message and create fear among their target.
- ❖ To mobilize and expand their support based by showcasing their victory and righteous deeds.
- ❖ To mobilize, incite and boost their constituency of supports and in so doing raise funds, train and recruit more persons, and lastly
- ❖ Prove to the world how governments and their security are ineffective.

It is also an established fact that Al-shabab knows how to employ the media and Internet to its beneficial so as to turn Kenya into a battlefield. They have their own media outlet called "Al-Kataeb which was established on December 27, 2009, after the shutting down of its official websites, www.kataaib.net, set up on 13 April 2007, is effective in countering news from other outlets (Shuriye 2012).

Clearly, the media plays an active role for the tourism industry and even in times of crisis as the terrorists rely on media to propagate their message and the masses also rely on the media for information. Therefore, as crisis receives media coverage, the industry should as well use the media to send out information concerning recovery and restoration periods so that tourist would get up to date information concerning that particular destination, which in a way will influence their decision to travel (O'Connor Noëlle 2008).

## 2.6 Crisis management

This chapter seeks to offer some insights into the evolution of the crisis management (CM) field of study, which constitutes the subject of the main body of literature in this thesis. To understand better this field of study it is essential to make sense of the main issue that it was established to deal with: that of crises. Thus, this section seeks to clarify the definition of crisis and as well review and elaborate on crisis management as a whole. However, the main concern of this section is to trace the evolution of CM by discussing critically and analyzing the main approaches adopted since its inception.

## 2.7 Crisis and Crisis management defined

Just as terrorism, crisis management also faces the issue of finding a concrete and unified definition. Up to date, numerous authors and academicians have attempted to find unified definition but this has proven difficult to come by. For example, the terms 'disaster', 'negative event', 'catastrophe', 'problem', 'turning point', 'risk' and 'chaos' have all been used interchangeably with crisis, which has also been associated with vulnerability or the absence of safety and security (Faulkner 2001). Santana (2004, 307) argues that "the

literature provides no generally accepted definition of crisis and attempts to categorize types or forms of crises have been sparse".

Some authors remain vague and provide more generalized statements of the nature of crises. Pearson and Mitroff (1993, 49) define a crisis as "an incident or event that poses a threat to the organization's reputation and viability".

Ritchie et al (2004, 202) maintained that "crises are indefinite, numerous, unexpected and unpredictable". Fink (1986, 15) defines the term in business concept as; "a situation that runs the risk of (i) escalating in intensity; (ii) falling under close media or government scrutiny; (iii) Interfering with the normal operations of business; (iv) jeopardizing the positive public image presently enjoyed by a company or its officers; and (v) damaging a company's bottom line in any way".

Also, according to Rogalski (2004), there is a crisis when a system is confronted with an event, generally unexpected, of which the consequences are going to develop in time with a dynamic which can be very fast, producing significant risks which exceed the pre-existing resources in terms of procedures of actions and actors"

In the context of tourism, Coles (2004, 175) added that some " events unfold at a variety of spatial scales that impact on local tourism sectors and can cause temporal market disturbances of varying duration…. such events take a variety of forms from natural disasters to episodes of famine, disease and pestilence to wars, terrorist atrocities and political instability", Hence, crisis within the tourism sector can have a significant impact in the industry often beyond the control of its managers and executives (Scott et al 2010).

Similar to the defination of crisis,that of crisis management is not free from difficulty.Here too,many scholars have given their definition and understanding as to what actually constitutes the terminology.The table below gives some definitions of crisis management given in the literature.

Figure 1. definitions of crisis management

| Author | Definition |
| --- | --- |
| Scherler (1996) | Measures of all types that allow a business to cope with a suddenly occurring danger or risk situation in order to return as quickly as possible to normal business routines. |
| Santana (2004) | An ongoing integrated and comprehensive effort that organizations effectively put into place in an attempt to first and foremost understand and prevent crisis, and to effectively manage those that occur, taking into account at every step of their planning and training activities, the interests of their stakeholders. |
| Glaesser (2006) | Crisis management is understood as the strategies, process and measures that are planned and put into force to prevent and cope with crisis. |
| Coombs (2007) | Crisis management seeks to prevent or reduce the negative outcomes of a crisis and protect the organization, stakeholders and industry from harm. |

As the above definitions imply, CM constitutes a series of strategies and gestures to be undertaking to control and mitigate the actual damage. Therefore, an effective crisis management strategy should incorporate an issue of planning, incident response, business continuum and crisis management by itself. To avoid falling into a definitional trap, this thesis will adopt the following comprehensive definition proposed by Santana (2004, 308):

> *Crisis management can be defined as an ongoing integrated and comprehensive effort that organizations effectively put into place in an attempt to first and foremost understand and prevent crisis, and to effectively manage those that occur, taking into account in each and every step of their planning and training activities, the interest of their stakeholders.*

This definition fits into the research framework properly and it is hence adopted definition for my research purpose.

# 3 Tourism and Terrorism in Kenya

Tourism as according to Smith (1988) is "the aggregate of all businesses that directly provide goods and services to facilitate business, pleasure and leisure activities away from home environment…. which is both an economic and a social phenomenon that is an agent of change in these areas as well as for the environment".

For Enders & Sandler (2001, 1) "terrorists choose their targets to appear to be random so that everyone feels at risk, when getting on a plane, entering a federal building, or strolling a market square",

Kenya, a nation in the Eastern part of Africa and the home of wild-game parks including the Maasai Mara in the southwest and Indian Ocean beaches, has tourism as its second-biggest foreign-exchange earner after tea (Ombok 2013) and it constitutes about 25% of its Gross Domestic Product (GDP). According to figures released by the Ministry of Tourism in September 2012, tourist arrivals stood at 564,835, the UK accounted for 14.8% of all arrivals by air and sea, followed by the US (10.6%), Italy (6.7%), India (5.2%) and Germany (5.1%) (Business monitor 2013). Thus making tourism a significant aspect of the economy of Kenya providing jobs, infrastructure, social amenities and many more. According to the governments blue print for Kenya's Vision 2030, the tourism is earmarked as one of the six key growth sectors of the economic pillar of Vision 2030 and the sector is "task of making Kenya one of the top ten long-haul tourist destinations globally (Government of Kenya 2013)". Vision 2030 recognizes that attaining the top ten long-haul destination statuses "will involve addressing constraints facing the sector and implementing strategic projects to improve the quality and breadth of Kenya's touristic offerings at the coast, in game parks, and in 'niche' products (e.g. cultural and eco-tourism), as well as an expansion in conference tourism. Further attention will be paid to creating an environment where tourists spend more per visit" (Government of Kenya 2013).

Picture 3. Kenyan safari. Source(Google)

## 3.1    Tourism Attractions of Kenya

Although wildlife and savanna safari happens to be the topmost pull factors in Kenyan tourism, deserts and alpine snows; forests and open plains; the metropolis of Nairobi and colorful tribal cultures; freshwater lakes and coral reefs are handful of the countries attractions not leaving hotels and magnificent shopping malls made attractions, this thus buttress Smith (1992) believe that tourism behooves on three distinct elements: " discretionary income, leisure time and social sanctions permissive of travel".

Just by the Indian Ocean and with Mount Kenya rising above a magnificent forest and wooded savanna, Kenya is a richly rewarding place to travel. The country's dramatic geography has resulted in a great range of natural habitats, harboring a huge variety of wildlife, while its history of migration and conquest has brought about a fascinating social panorama, which includes the Swahili city-states of the coast and the Maasai of the Rift Valley.

Kenya's world-famous national parks, tribal peoples and superb beaches lend the country an exotic image with magnetic pull factors. Treating it as a succession of tourist sights, however, is not the most stimulating way to experience it. Wandering in Nairobi and its surroundings gives hope of friendliness coming from a destination of hospitable people feeling the great aroma of teashops and tea farming. Over the Kikuyu moorlands grazed by cattle and sheep one could see monkeys and feel birds singing. Trekking Mount Kenya, ballooning over the Masai Mara, snorkeling in Malindi on the Indian Ocean coast. Spending time at the National and Marine parks and Lamu makes Kenya a superb tourism destination

when one dreams of travelling to Africa. Some famous national parks in Kenya are the Amboseli, Marsabit, Masai, Aberdare whereas Kistie National Marine Park and Maundi and Watumu National Marine Parks are among the most attractive marine parks. In fact museums and art galleries are sprung up all across the nations as well as conference centers, which has given the nation the leading role to play in Africa in terms of tourism flow and arrivals. In Nairobi, the capital, wildlife, parks, restaurants, shopping malls, museums, nightclubs set the stage moving and going for the local inhabitants and tourist.



Picture 4. Map of Kenyan tourism sites, source; Google

Picture 5. Kenyan safari: Source; Google



Picture 6. Kenyan safari. Source; Google

### 3.1 The role of Tourism to Kenya



Picture 7. Sheldrick elephant Orphanage: Source; magiskenya.com

Tourism has had its positive impact on the economy of Kenya for quiet some time now. Its key sectors operating in the country mainly include restaurants and accommodation business, however, amusement parks, resorts, festivals and other cultural services, and camping sites not to eliminate eco tourism plays am important role. It is noted that for such an important sector of the economy to flourish, other well noted aspects are supported or created to help run the tourism industry smoothly. Property and equipment maintenance, the security business, the grocery trade, specialty trade, construction and building development services, IT services, airline, the production of foodstuffs, food processing and waste management hence become the backbone of tourism in Kenya (Government of Kenya 2013). Inline with this, the governments blue print out lined some key roles the tourism industry is playing in Kenya, they are:

**Employment Effect**; Since tourism is a labour intensive venture which requires man power and has no barriers, it has created massive employment in Kenya, employing higher number of women and young professionals who in a way set up Small and Medium Scale Enterprises (SMEs) to help boost the industry.

**Prosperity and Wellbeing to Regions**: In Kenya, tourism is a regionally significant source of livelihood. In absolute terms, the income and employment impacts as well as the facilities of tourism are centered in the same regions as population therefore it turns to be beneficial to the locals and the governments. Wherever tourism sector flourishes, infrastructure develops, social amenities sprang and the livelihood of the inhabitants thus booms.

**Growth Potential**: Tourism is the only export business in which consumption takes place in the home country while being subject to domestic value-added tax.

**Sustainable Development**: Tourism, when carefully managed, is non-extractive and can support conservation measures, raise incomes, and provide employment without denuding the country of its resource base.

**Source of Revenue**: The revenue generated by tourism in every destination helps the government achieve revenues for development. Revenues from landing fees, departure taxes, VAT, park entrance fees, and use of public utilities can make a significant difference to government income.

 **Image Building:** Kenya's image has been build around tourism by tourists who share their memories with friends and loved ones when they return from their tour. It has thus built a positive image for Kenya internationally.

Figure 2. Travel and Tourism, Economic Impact on Kenya, 2012

| Kenya | 2011 KShs (bn) | 2011 % of total | 2012 Growth | 2022* KShs (bn) | 2022* % of total |
|---|---|---|---|---|---|
| Direct contribution to GDP | 167.6 | 5.7 | 4.4 | 244.5 | 5.1 |
| Total contribution to GDP | 403.7 | 13.7 | 4.3 | 603.1 | 12.6 |
| Direct contribution to employment | 313 | 4.8 | 1.3 | 357 | 4.3 |
| Total contribution to employment | 778 | 11.9 | 1.2 | 906 | 11.0 |
| Visitor exports | 171.1 | 18.6 | 4.7 | 229.9 | 11.9 |
| Domestic spending | 113.1 | 3.8 | 4.6 | 185.3 | 3.9 |
| Leisure spending | 200.4 | 6.8 | 4.0 | 278.1 | 5.8 |
| Business spending | 88.1 | 3.0 | 6.2 | 144.2 | 3.0 |
| Capital investment | 44.4 | 7.5 | 6.8 | 74.1 | 7.7 |

Figure 3. Kenyan travel and tourism outlook: Source; world economic forum report 2015

## Evolution of the T&T Industry Over Time
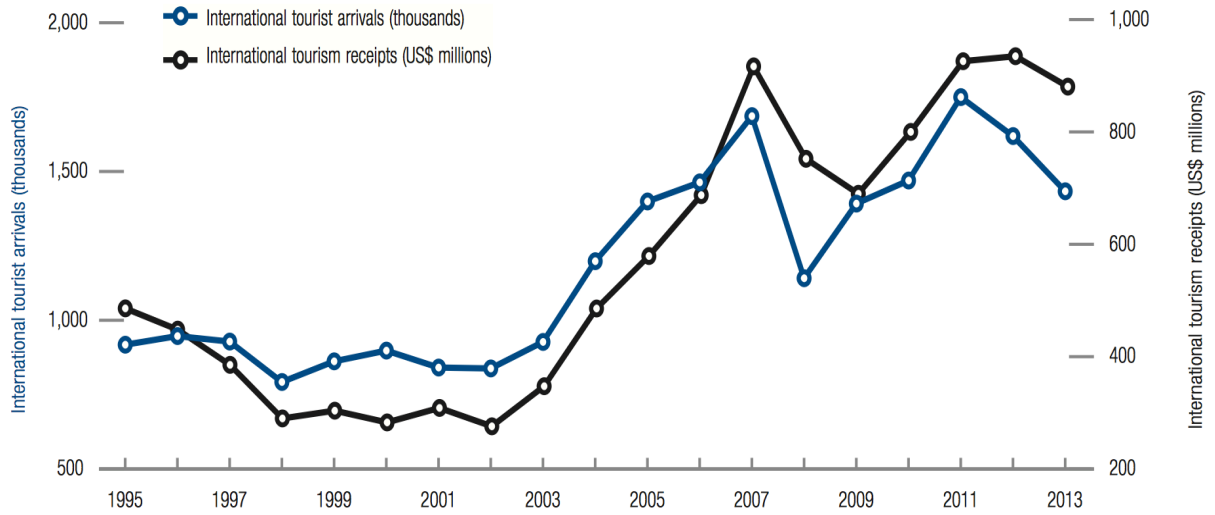


Picture 8. Safari Picture. Source (google)

### 3.2 Mitigating factors against tourism in Kenya

Although Kenyan tourism industry has had positive and steady growth for over a decade, some factors mitigate against its growth and if care is not taken to halt those, it will have a negative repercussion on it. A major challenge to tourism planning in Kenya is the reliability of data put forth. A typical example is a case in point. While the Kenya's Tourism Strategic Plan 2000-2012 records 10% as tourism contribution to GP in 2011; the Economic Survey 2012 reports it as 3.26% for 2011; whereas the World Travel and Tourism Council (WT&TC) reports it under two categories; direct contribution being 5.7%, while total contribution is reported at 13.7%, also for 2011, (Government of Kenya 2013). Therefore, it is hard to actually know what the real figures are there to show.

Also, it has been recorded that over 5 cases of terrorist attacks in Kenya in the last 2 years resulting in deaths and facility damages, therefore, tourist are finding it difficult to access a destination that is not safe. Since the Al-Shabab terrorist has warned tourist 'Kenya is now officially a war zone and any tourists visiting the country do so at their own peril' (Poulter 2014), it is thus difficult for tour generating countries to organize tourist bound for Kenya (Poulter 2014). No wonder British and other international tourists are turning their back on Kenya.

Moreover, one news agency reports that Charles Robertson, a global chief economist and head of macro-strategy at Renaissance Capital believes "there was already an 18% fall in tourism numbers in the first quarter of 2013, due to media-led concerns about election violence in the 2013 elections," and that " the election violence which killed over 1,000 around the 2007/2008 elections was most damaging of all," "Combined with the global financial crisis, it led to a 27% fall in tourist numbers and an 18% fall in tourism receipts in the central bank data. The first three quarters of 2008 saw year-on-year declines in holiday arrivals of 22%-36%" (Douglas 2013). Thus political instability and poor governance hence become a contributing factor that is leading the tourism industry in Kenya into a decline. A recent gunmen attack killed at least 48 people in Mpeketoni, nearby Poromoko and Pagani, both popular with tourists, the President blames the opposition for causing these attacks although Al-Shabab, a militant group with Somali ties, claimed responsibility for both attacks saying "Our operations in Kenya will continue" (Linthicum, 2014), "leaving commentators and analyst to believe that still Kenya is not at peace with itself and terrorist. It is thus not surprising the current president is before the international criminal court for crimes against humanity leveled against him in the wake of 2007-2008 political unrest, which resulted in deaths.

### 3.3    Terrorism in Kenya

According to Brauner & Galey, "Terrorism is an act or threat of violence or an act harmful to human life, tangible or intangible property or infrastructure with the intention or effect to influence any government or to put the public or any segment of the public in fear" (Brauner & Galey 2003). It could thus be explained further as coercing non-combatants or civilians by a private group or a person with the aim of creating hatred and panic by sending a message to achieving his/her aim, be it religiously, politically or even socio-culturally. Al Qaeda linked terrorist group, Al-Shabaab also known as Harakat al-Shabab al-Mujahideen  based in Somalia has taken majority of these attacks in Kenya even threatening tourists that "Our operations in Kenya will continue" since "Kenya is now officially a war zone and any tourists visiting the country do so at their own peril" (Poulter 2014)

### 3.4    Historical background of terrorist attacks in Kenya

On the 7th of August 1998, the Al Qaeda network simultaneously executed twin attacks in Tanzania and Kenya, targeting the U.S. embassy. As a result of the embassy bombing, hotels in Kenya received numerous cancellations. The U.S. embassy in Kenya was severely damaged with media outlets spreading the news, there were casualties including some Americans (Kelley, et al 2003).

On 28th November 2002, terrorists' organization, affiliated to Al Qaeda bombed the Paradise hotel in Kikambala on the North Coast of Kenya in a deadly attack. The Israeli-owned hotel was severely damaged by the terrorist bomb. Sixteen people died in the hotel attack, including three suicide bombers (Daily Nation, Friday, November 29 2002). Simultaneously, two rocket-propelled grenades were fired at an Israeli airliner at the Moi International Airport, Mombasa. Both missiles narrowly missed the aircraft. These attacks triggered fears in the hospitality industry, with tourism suffering a setback due to a drop in the number of incoming tourists (Agutu 2003). It should be noted that the attack targeted Israelis. These attacks let to revenue loss, at stake were over 500,000 direct jobs and another 2.5 million indirect jobs since almost all international countries flew back their visitors and also placed travel ban on Kenya (Gitu 2003).

On 16th October 2011, after the kidnapping of three tourists in Lamu and two aid workers in the Dadaab refugee camps, Kenya sent its troops under "Operation Linda Nchi" to southern Somalia to fight Al Shabaab, a fundamentalist group with links to Al Qaeda. The Kenyan government intervened and coordinated with Somali and Ethiopian Armies under the African Union Mission to Somalia (AMISOM) in the attempt to preserve tourism, which is a key source of foreign currency. Some believe "Operation

Linda Nchi" is the genesis of constant Al Shabab attacks in Kenya since they believe Kenya fought an unjust war (Benjamin Katu & James Groves 2004).

On 24th October 2011 the Al Shabaab attacked a bar in Nairobi and one person died and twenty others were injured. The same day, terrorists attacked the Machakos bus terminus in Nairobi and five people died and twenty others were injured. Other terrorist attacks happened on 29th April, 2012 where worshippers were attacked in a church in Ngara, Nairobi and on 15th May, 2012 when a nightclub in Mombasa was attacked, killing one person and injuring five others. On 24th June 2012, terrorists attacked a pub in Mombasa, killing three people and injuring thirty people (Kelley 2002).

On 21 September 2013, unidentified gunmen attacked the upmarket Westgate shopping mall in Nairobi, Kenya. The attack, which lasted until 24 September, resulted in at least 67 deaths, including four attackers. Over 175 people were reportedly wounded in the mass shooting, with all of the gunmen reported killed. Al-Shabaab claimed responsibility for the incident, which it characterized as retribution for the Kenyan military's deployment in Somalia. Many media outlets also suspected the insurgent group's involvement in the attack based on earlier reprisal warnings it had issued in the wake of Operation Linda Nchi from 2011 to 2012 (Kelley 2002).

Kenyan authorities arrested dozens of people in the aftermath of the attack, but had not announced any suspects directly related to the siege. On 4 November 2013, a Kenyan court charged four Somali nationals with harboring the slain gunmen in their homes, with each pleading not guilty (bbcnews, 2014).

On June 2014: At least 48 people killed in raid on Mpeketoni after Al-Shabab militants attacked hotels and a police station (bbcnews 2014). It is thus clear that terrorism is indeed terrorism tourism in Kenya. The country is plugging down of over 1 billion Kenya shillings ($128 million) per week. In addition to the revenue loss, at stake were over 500,000 direct jobs and another 2.5 million indirect job (Gitu 2003).

The group has increased its operation targeting about 496 incidents resulting in about 1,021 deaths. According to global terrorism index of 2015,about 25% of Al-shabab's operations happen in Kenya and 15% deaths also occur in Kenya. Thus making them number one killing group and activity in Kenya.

# 4   Research Approach

To be abreast with the research approach on (social) research methods, it has become evidentially clear that different academicians used different terminology for the same concepts in the field. For instance, Bryman (2004) uses the term 'research strategy' to cover quantitative and qualitative research types, whereas Saunders et al (2009) consider grounded theory, case studies and surveys as research strategies. There has always been difficulties when epistemological and ontological typologies and definitions re echoes. Easterby-Smith et al (2002), for instance, refer to 'positivism' and 'relativism' as the 'epistemology of science' and to 'realism' and 'relativism' as the 'ontology of science'. Conversely, Bryman (2004) uses 'interpretivism' and 'positivism' as 'epistemological' terms, while 'objectivism' and 'constructionism' are labeled 'ontological'. Such examples are abundant in the field. Thus, it is probably wise to rely on one typology or a few similar ones, without looking down upon the advantages of others.

Research methods for the studies of this kind would be adopted from the studies put forth by Saunders, Lewis and Thornhill (2009), which illustrates the research process as an "onion". The figure below illustrates the different layers of the onion that need to be peeled away, starting with the research philosophy. The next layer is the research approach followed by research strategy, research choices, time horizon and finally the center of the onion consists of data collection techniques and procedures.

Figure 4. Source: Saunders, Lewis & Thornhill 2009, 108(The research "onion")
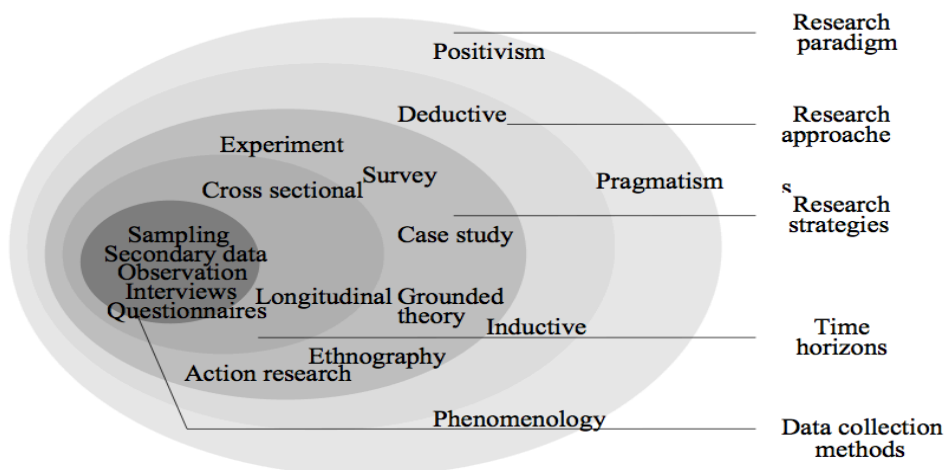
In trying to establish my case, my thesis would employ a qualitative research method. It would be supported by documents analyzes and a case study since some chosen countries, destinations and particular sectors within the tourism industry would be studied. I will draw my analysis from a range of secondary data including books, web sources, journal articles and reports and already written works concerning the area of research. The Quantitative data would help the numerical understanding of facts and figures of my chosen destinations.

There has been a numerous research on acts of terrorism on tourism yet some academic scholars such as Llorca-Vivero (2008) believe the subject still remains relatively unexplored. It should be noted that after the 9/11 terrorist act in the US, a lot was researched on terrorism however, its impacts on tourism was partly left out, therefore, the purpose of this research is to address the how terrorism in terrorizing tourism industry in the East African countries of Kenya which has tourism as its backbone of its economy. By doing so, crisis management theories would be used as the theoretical framework to help incur some crisis management plans in the constructions of tourism management policies coupled with their understandings.

## 4.1   Sample

Although Kenya is a country chosen as my case study, the researcher will develop the research with the help of Mumbai's in India and Bali of Indonesia to help the effects terrorism has on a particular destination when it befell to terrorist in the past. The reason for shortlisting these countries is that, since terrorism and tourism studies on country basis is limited, I will require knowledge from destinations that are internationally acclaimed tourism destinations but has had terrorist incidents before. Mumbai was chosen because in 2008, terror group Lashkar-e-Tayyiba stormed hotel buildings killing 164 people including nine of the gunmen were killed during the attacks, one survived. Bali on the other hand befell to terrorist in 2005 resulting in about 26 peoples death at two resort spots parked with tourist. In addition to these 26 deaths, hospital officials claimed 102 people were wounded in the attack which happened at the Jimbaran Bay and the bar and shopping hub of Kuta, according to cnn news of October 2, 2005. Therefore, in trying to research of current happening of the effects of terrorism in Nairobi, it is prudent to rely on past evident to prove current happenings.

## 4.2   Data Analysis Process

The final stage of research design is the analysis and interpretation of data, having collected the data, the researcher needs to analyze them to answer their research questions or test their hypotheses. This stage is

essential to make sense of the research. As said earlier in this thesis, a case study approach was adopted in this thesis.

Currently, most qualitative data researchers make use of computer software's such as NVivo to analyze data but one needs to weight the strengths and weaknesses of these computer-assisted data analysis softwares. The pertinent question is whether computers can take over the analytical process and how they can improve the validity of qualitative analysis, if at all. These softwares are of course helpful to researchers who deal with enormous amount of text. However, as (Bazeley 2007) points out, it is subject to some criticisms, including (1) the sacrificing of depth for breadth of analysis and the application of quantitative principles such as frequency, (2) the favoring of distance rather than personal engagement with data  (3) overemphasizing data analysis with grounded theory rather than a wide range of theories.

Apart from the potential shortcomings indicated above, each of which can serve as a barrier to using computer-assisted data analysis in research such as this, the decision to use it in a particular project is influenced by a number of factors, such as the nature of the data and the researcher's preferred approach to data analysis, which will have at its basis certain epistemological and ontological assumptions (Morison & Moir 1998, 106).

Miles and Huberman (1994) seem to provide useful techniques in order to analyze the collected data. For the purpose of this research, the researcher will adopt this technique to analyze the data.

Figure 5. Interactice model of analysis. Source: Miles and Huberman (1994)
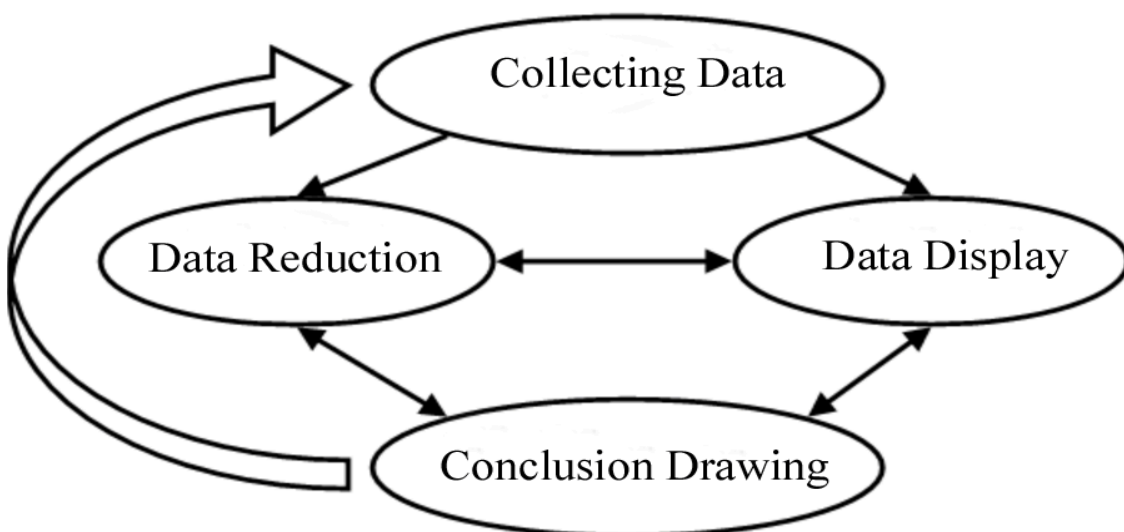
### 4.3    Aims and Objectives

As said before, the aim of this research is to find out the meaning of terrorism when one is arguing about tourism and move further to ascertain the real effects terrorism has on tourism when it occurs at a tourism destination. In this case Kenya's Nairobi West Gate Shopping Mall incidence of 21st September 2013.

When the Somali based Al-Shabab led its prey on this popular tourism destination based in Nairobi, It did not only target Kenyans but rather they knew that particular location was filled with tourist from all wall of life. They then chose to kill innocent civilians to tell the Kenyan Government and the international community that that location is not save for tourist. This particular incident has had toll on Nairobi's tourism and hospitality industry resulting in decline in tourism, cancellations of flight and hotel bookings, lost of employment, looting and decline in revenue. Therefore, it is the aim of my thesis to know the real effects terrorism had on Nairobi after the West Gate Shopping Mall terrorist attack with led to the death of 67 people and lasted for about 4 days.

### 4.4    Data selection Criteria

To ascertain credibility, reliability and validity, secondary data would be gathered from the World Tourism Organization database to provide an in-depth understanding of the subject area whereas the primary data were obtained at the national level. These would ensure that the facts are accurate and reliable. My thesis would follow the figures and data on a yearly basis about Kenyan tourism figures on the arrival and overnight stay of non-resident visitors who enter the country through its national borders legally. Since I am also doing comparison based on Mumbai and Bali simultaneously, the same data from these two countries would also be proven. For the data and figures to be used in this research, that is Nairobi, Mumbai and Bali, the researcher will adapt the figures of a year before the incident and a year after the incident.

To sum up, data would be collected on the volume of tourism will emanate from the 2014 figures of World Tourism Organization. The tactfully compile figures would help the researcher to analyze the changes of tourism activities from the chosen destinations. The study would also move further to identify other factors, which could potentially affect the flow of tourism and hospitality industry of a chosen country or destination ranging from media coverage, government regulations to society at large. These would help the researcher to either support or refute the research aims.

### 4.5    Case Study

Case study research method is an "empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used" (Yin 2003). Case studies usually follow one of two types of research methodology: They may be based upon the use of multiple sources of evidence: (multiple triangulation); they may be based upon review of multiple case studies. In this approach, the onus lies on the researcher to collect and store multiple sources of evidence comprehensively and systematically, in formats that can be referenced and sorted so that converging lines of inquiry and patterns can be uncovered.

A case-study approach in research is useful in a number of ways. Firstly, it is useful in conducting qualitative research and when answering questions on why and how. Secondly, it is applicable to real life, contemporary, human situations and its public accessibility through written reports and finally, when there is no clear demarcation between the social phenomena and the circumstances that influence the event. Taking this into consideration, the main objective of this study was to find out terrorism is affecting the tourism industry in Kenya, most notably the Nairobi tourism sector after the West gate shopping mall terrorist attack which Al-Shabab claimed responsibility. In this case study, the social phenomenon is the impact and emotional stress the terrorist act had of tourist and the locals as well as the government. By answering the research questions, the study will find out how to construct crisis management strategies to mitigate future occurrences and look to ways ahead.

Case studies are complex because they generally involve multiple sources of data, may include multiple cases within a study, and produce large amounts of data for analysis. Researchers from many disciplines when building upon theory, producing new theory, disputing or challenging theory, use it. It is used to explain a situation, to provide a basis to apply solutions to situations, to explore, or to describe an object or phenomenon.

As Yin (2003) argues, to be as objective as possible in your research, it is important to demarcate the boundaries of your case study orderly. This is done by carefully elaborating on the analysis, the time frame utilizes in conducting the research in the context of the study. In this case study, the unit of analysis is the comparism on India, Indonesia and Kenya. The social phenomenon to be tackled is how tour operators construct the images of destinations after terror attacks in destinations they are promoting. The context is

that of Kenya. In conclusion, the case-study approach was utilized because it allows the researcher to use a systematic data collection to arrive at his conclusions.

## 4.6    Validity and Reliability

According to Creswell (2009), validity in qualitative research determines the accuracy of the research findings from the participant's point of view, the external auditors and the researcher. To check for credibility of the research findings, Creswell (2009) proposed several strategies commonly used to check the validity of qualitative research. The first procedure used to check the validity of qualitative studies is triangulation. Triangulation consists of using a variety of data sources to research a social phenomenon and to justify the application of the categories and themes used in data analysis.

The second one involves spending a lot of time in the field when collecting data. Creswell (2009) pointed out that, in ethnographic studies, spending much time observing and participating in the participants' activities helps one to collect rich detailed data. The same method should be applied when conducting interviews. By giving the participants enough time to answer and explain their experiences enables the researcher to gather rich and descriptive data that contains the participants understanding of the social phenomena.

As a result, the researcher gives an account of the participant's settings, events and experiences.

The third criterion used in checking for validity of the research is to state clearly the researcher´s bias in the study. By this, the researcher acknowledges how elements such as the researcher's historical, socio-cultural background may affect data interpretation. The other criteria used by researchers to check for validity is the use of external auditors or advisors in the field of study to check for consistency between the research findings and the research questions (Creswell 2009).

In this study, the above strategies were utilized in data analysis in order to confirm for validity. Triangulation was utilized by searching for data from different sources such as the Internet, books and government sources and already researched materials in the same context in order to check the participant's details. In order to check for inter-coder consistency, help was sought from friends who academically are in the same level as the researcher and also advice from the advisor. After the data analysis procedure, the final copy was sent thesis supervisor for clarity and approval.

The second procedure was to check for reliability. According to Creswell (2009), reliability in qualitative research pertains to whether different researchers will produce the same type of results if they conducted a similar study using the same research design and methods. To determine reliability in qualitative studies, the researcher has to document all the procedures taken in conducting the study including the steps taken during data collection. This would assist other researchers to replicate the study following the same steps.

The author argued further that, a researcher may enhance reliability by doing the following, checking for possible grammatical errors, use of traditionally accepted research designs .In this study, reliability was enhanced by documenting all the procedures used in data collection and data analysis.

# 5   Results and Data Analysis

This chapter will focus on the finding of the three countries data and thereby provide comparison to find amicable answers to my research question. Since terrorism has the tendency of putting fear and panic to everyone directly or indirectly, my focus was to employ mixed method in this research to provide the effects of terrorism on tourism and hospitality industry in general in the three destinations chosen; Nairobi, Mumbai and Bali.

Each destination would be analyzed based on O'Connor et al's three stages of recovery established in 2008.They are phase one: **Immediate shock**; Phase two: **Initial Reaction;** and Phase three: **Considered Response**. These data would be based on the arrival and overnight stay of non-residence visitors at the national borders of these countries in all types of accommodations; these figures would be compiled on a yearly basis.

To choose a case study, it was necessary to bear in mind the components of the tourism development process (Gunn, 1994) namely objective setting, site selection, planning, construction and pre-operational stages. The choice of case studies was made considering; following aspects;

- ❖  To enable comparison of regions with differing mixes of foreign and domestic visitors;
- ❖  The particular characteristics of each tourism project case study;
- ❖  The development stage and complexity of each case study;
- ❖  Data accessibility.

**Indonesia ( Bali)**

According to Hill  "Tourism is one of the fastest growing sectors globally and Bali has already established itself on the map" (Dr. Hal Hill 2012) Bali is the most attractive destination for tourists in Indonesia rich in local culture, great food, shopping, arts and craft and pulsating nightlife is some of the factor that makes it great destination for international tourists.

Tourism accounts for about 2.5% of GDP and it is also estimated that it share of employment is about 3.5% in Indonesia as according to the UNTWO. Therefore, one needs not under estimate the tourism industry on this country. In trying to analyze the effects terrorism had on Indonesian tourism, qualitative data analysis would be employed because data is acquired on a yearly basis. The first phase known as the immediate shock phase in the case of Indonesia would be the year of 2005 since it was that year that the

terrorist act was recorded in those two popular destinations in the country. As could be seen from the figures below, a sharp decrease in tourism statistics was recorded resulting in -6.00% from the year before. The second phase of initial reaction could also be seen on the figures of the year after the incident which is 2006 which resulted also in -2.62% from the year before. Phase three or considered response stage was Indonesia's tourism industry recovery pattern as tourism arrivals saw an increase of 13.04% according to the figures. This thus justifies that any event the negatively impact tourism, when managed effectively, it could generate positive response. (O'Connor 2008).

In looking at the overnight stay of non-resident tourist at national borders in Indonesia between the years of 2003-2007,one could see that Indonesia's tourism was always booming but between 2005-2006 when the deadly terrorist act occurred in Bali, the tourism arrivals and overnight stay both decreased drastically. However, the years that followed saw an increase in tourism statistics. Knowingly, tourism might have forgotten of the past incident and may be enjoying their vacations in these popular destinations.

Figure 6. Indonesia-arrival of non resident tourists according to UNWTO data 28/10/2014

| Indonesia-arrival of non resident tourists according to UNWTO data 28/10/2014 | |
| --- | --- |
| Year | Total number of non resident tourist arrivals (In thousands) |
| 2003 | 4,467 |
| 2004 | 5,321 |
| 2005 | 5,002 |
| 2006 | 4,871 |
| 2007 | 5,506 |

Source: http://statistics.unwto.org/news/2014-03-05/methodological-notes-tourism-statistics-database

## India

Figure 7. India- arrival of non resident tourists according to UNWTO data 28/10/2014

| India- arrival of non resident tourists according to UNWTO data 28/10/2014 | |
|---|---|
| Year | Total number of non resident tourist arrivals (In thousands) |
| 2007 | 5,082 |
| 2008 | 5,283 |
| 2009 | 5,168 |
| 2010 | 5,776 |
| 2011 | 6,209 |

Source: http://statistics.unwto.org/news/2014-03-05/methodological-notes-tourism-statistics-database

Economically, India seem to be flourishing along side its tourism boom but as reported in the 2014 Global Terrorism Index report, the country is among the worlds top 10 countries to be affected by terrorist activities in 2013.It therefore comes not surprising after Abu Bakr al-Baghdadi, ISIS leader claimed to have said that Indian nationals could be chosen as part of his fighting warriors (Bora, 2014). It does not come as a surprise that tourism in India seem to be diminishing as a result of constant terrorist fear. As indicated, my research will focus on the terrorist incident in Mumbai in 2008 that ripped a hotel killing innocent people which was been perpetrated by suspected terrorist based in Pakistan called Lashkar-e-Taiba. This thus goes to confirm that "Transnational terrorist groups frequently target busy tourists areas such as historical places, beaches, bazaars, banks, restaurants and hotels that are linked to Western interests" whilst domestic terrorist target local infrastructure (Yaya 2008) with the aim of sending political message. The figures above indicate that there was a decline in tourism flow in the country after the terrorist incident in 2008.However, tourist returned to the country as could be seen from the 2011 and above figure. Hence, in taking the three phases analytically, it could be seen that there was a total decline

in tourist arrivals in the figure of 2009, but the figures of 2010 and 2011 shows a return of tourists in the country signifying tourist might have forgotten of potential threat been posed by terrorist.

It might be worth putting out some terrorist incidents that has occurred in the country some time ago. On march 2003,an international terrorist group been coordinated by Dawood Ibrahim allegedly attacked Mumbai with 13 series of bomb blasts killing over 350 people and injuring over 1,200 in retaliation of a demolition of a mosque in Northern India in 1992. In 1996 and 1998,a bomb blast killed 33 people on an express train and 58 respectively in the state of Tamil Nadu. Over and over again, two car bombs on 25th August killed 54 people and injured 244 in Mumbai being carried out by Lashkar-e-Taiba of Pakistan. More currently, as reported by Kukil Bora for the International Business Times of February 2015, in 2013, two blast occurred in the city of Hyderabad in a shopping area killing at least 16 and injuring as many as 119.These and many more of similar attacks thus demonstrate how prone India is to terrorist both domestic and Transnational ones. Hence, it is worth noting in my thesis as a case study.

**Kenya**

The tourism potential of Kenya seemed bright but with this terrorist threat day in day out, it is having a negative impact on the tourism industry. The government statistical figures as well as that of UNWTO proves that in the phase one after the West Gate Shopping Mall incident, there was an instantaneous decline in the number of visitors crossing the national border into Kenya and it was all as a result of the terrorist incident and its aftermath threats. As at the time of this thesis, phase two could not be ascertained as data concerning tourism activities were not available, however, qualitative data analysis could be employed in this instance since a lot has already been written and reported about this scenario from reliable sources. The last phase which happens to be the recovery phase could also not been proven but as stated already, words of government officials, stake holders in Kenyan tourism industry and that of UNWTO could be analyzed to prove that the industry is recovering gradually a year to two after the incident.

According to one chief global economist, Charles Robertson, tourism numbers in Kenya reduced by about 18% after the terrorist attack in Nairobi but he forecast that it would re-bounce in 2014 and 2015 7% and 25% respectively (Douglas 2013). It is also an established fact that, the terrorist incident did not only deprive Kenya of its revenue sources but it crippled the whole economic activities in the country. The share index dropped significantly by 51% from a whopping 26.2million shares to 12,7 million shares, according to the Nairobi Stock Exchange. The table below shows the data.

Figure 8. Share and Index



**NSE 20 Share Index Before and After the Siege**
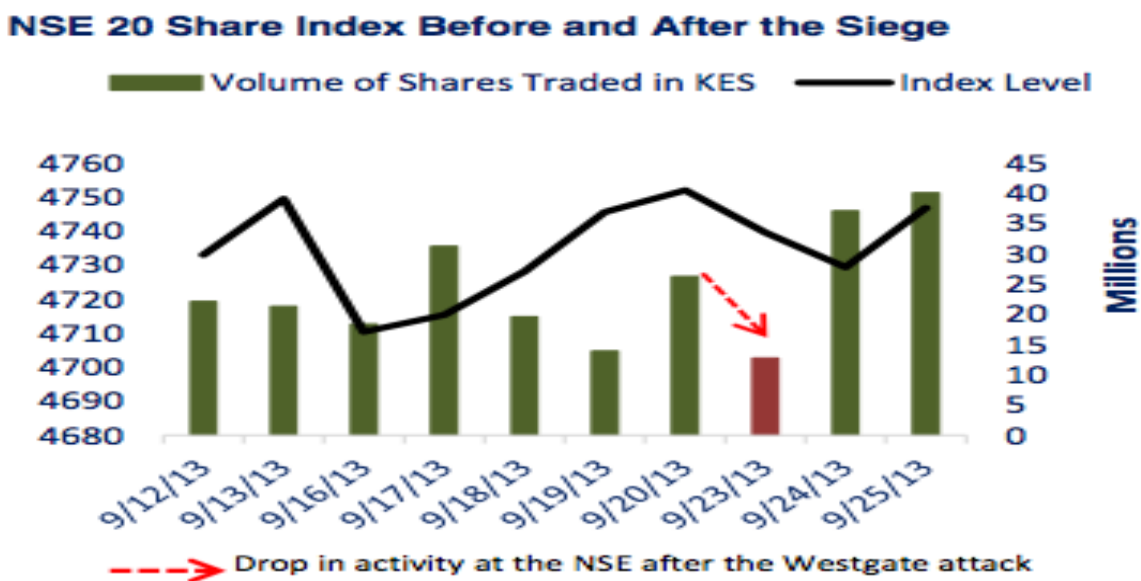
Source: Nairobi Stock Exchange

Figure 9. Kenya- arrival of non resident tourists according to UNWTO data 28/10/2014

| Kenya- arrival of non resident tourists according to UNWTO data 28/10/2014 | |
| --- | --- |
| Year | Total number of non resident tourist arrivals |
| 2009 | 1,490,448 |
| 2010 | 1,609,110 |
| 2011 | 1,822,885 |
| 2012 | 1,710,829 |
| 2013 | 1,519,551 |
| 2014 | - |

Source: http://statistics.unwto.org/news/2014-03-05/methodological-notes-tourism-statistics-database

Figure 10. Overnight stay of Non-resident tourist in Hotels and Similar establishments in Kenya (data UNWTO, 2014)

| Overnight stay of Non-resident tourist in Hotels and Similar establishments in Kenya (data UNWTO, 2014) | |
| --- | --- |
| Year | Total number of non resident tourist arrivals |
| 2009 | 4,062,400 |
| 2010 | 4,260,100 |
| 2011 | 4,353,400 |
| 2012 | 4,027,000 |
| 2013 | 3,840,100 |
| 2014 | - |

Source: http://statistics.unwto.org/news/2014-03-05/methodological-notes-tourism-statistics-database

When one takes a closer look at the data of the arrival of non-resident tourist entering the country from its national border, it could be noticed that between 2009-2011,there was constant increase in those figures. However, 2011 saw a slight decrease as according to the pattern and it could be attributed to the threat that the terrorist has already issued to tourist and the government of Kenya. The figure of 2013 saw a total decline in numbers and this could be attributed to the terrorist attack, which saw deaths and devastations.

In looking at the data of the overnight stay of non-resident visitors, it followed similar pattern as those of the arrivals and it goes to confirm that before the terrorist attack, tourist were enjoying their travel

vacations at the peaceful and colorful African safari destination until these Somali based terrorist group laid its deadly hands on the Kenyan territory destabilizing the whole economic activity and terrorizing the tourism industry.

# 6   Discussion, Conclusion and Recommendations

There is a saying that "tourists vote with their feet in cases where there is a perceived threat to their safety"(Gilham 2001, 151) therefore, tourism industry players, notably in Nairobi need to draw potential crisis management strategies to draw tourists attention back to the city. They should also acknowledge that terrorism targeting tourism has been on the increase and "need to face up to the fact that   terrorism is now an integrated risk of contemporary travel and will have to learn how to deal with it"(Gold and Holland 2001).

The interest of this research was born out of the fact that terrorism is vehemently bringing the Tourism in Nairobi to a halt and as such serious steps needs to be implemented to curtail the menace. It is upon this fact, that I adapted the phases of recovery put forth by Stafford (2007) and Lynch (2004) as outlined in O'Conner et al article (2008), Hence I termed it O'Conner et al' phases of recovery.

From the above, it could be seen that the method used to analyze the data was helpful when one considers terrorism and its implicational effects on tourism. Various researchers had attempted to do similar research about the subject and might have attained different results. Therefore, it is inevitable to note that the research topic have diverse influence on the financial situations of a nation, it impact Government regulations and the citizenry as a whole. This chapter will thus discuss the findings of the research questions, make some recommendations and conclude the thesis.

From my research, it would be observed that the severity of a terrorist attack rather than the frequency would have a negative affect on the tourism flow of a destination. As the three destinations' data shows, the recent the attack, the decline in its international tourism flows. This therefore builds the theory that destinations are bound to recover once the media coverage fades away. It could also be seen that terrorist acts decreases the volume of tourism instantaneously since tourists rely on information flow. As Baker& Coulter (2007) states, within weeks of the terrorist acts in Bali, tour operators withdrew their holiday packages to Bali, hotels suffered and air packages cancelled. Hotel occupancy melted from an average 75% to 14%. They believe it took nearly two years to recover from the slump.

As every nation seeks to convince its numerous tourist that the state is save to travel to, Government policies and programs are implemented to give hope and security to travellers. It is therefore prudent for governments to respond to terrorist threats and attacks by implementing proper and up to date rules and strategies to combat terrorism. An example would be screening passengers at the national borders thereby making sure that travellers enter a nation without having weapons or dangerous belongings. Also the implementation of crisis management plans ahead of terrorist incidents is useful so as to manage, prevent, contain and recover after a terrorist threat. One very powerful way of testing pre-event readiness of terrorist when implemented by governments and tourist boards is through simulation scenario learning.

The media plays a vital role in restoring faith in a tourism destination after a threat of terrorism or after the act itself. Since tourist rely of the media for information, the destination can collaborate with the media so as to win the trust of tourist. Since in modern days access to Internet and new coverage ids instantaneous and available anywhere, the public would be abreast with news feeds so an act of terrorist has the potential of causing mass exodus of tourist from a destination and potential ones also cancelling their trip. The spade at which people get information in their smart phones, Facebook, twitter pages makes the media influential when the issue of terrorism and tourism comes up. Therefore, it would be recommended for Kenya to adopt more up to date app that will supply basic news and information at all tourist destination and points so that the public do not rely on poor information.

Therefore, with proper crisis management plan and strategy, tourism in Kenya could overcome future terrorism threat and acts that would otherwise destabilize its tourism potentials.

Also, a crisis management taskforce consisting of departments, security agencies and committees to see to it that the taskforce coordinates with proper procedures that would be followed in times of need.

Furthermore, local tourism should also be encourages to that international tourist would learn from the participation of local ones to know that the place is save to travel to. Therefore, discounts should be places on locals who part take in travelling to make it attractive and affordable.

It would also be recommended for a crisis management guidebook to be developed and launched to give a clear guide to what needs to be done and by who since the shopping mall incident saw many shorts falls as to who was leading the role against the fight with the terrorists. This administrative shortfall gave the terrorist an upper hand to fight and cause destructions and death.

Figure 11. Distinct phases of crisis recovery

| Phase I | Immediate Shock (1ˢᵗ three weeks) | 1.All tourists evacuated to their various countries. 2.All trips to Kenya and Nairobi cancelled. 3.Security on high alert in Nairobi. |
|---------|-----------------------------------|---------------------------------------------------------|
| Phase II | Initial reaction    (Next three months) | 1.Hotels occupancy down. 2.Airports virtually empty. 3.Securitu still high. 4.Most of the dead tourist flown to their various home countries. |
| Phase III | Considered response (Next three years) | 1.Tourism back to normal. 2.Government implement security measures at all entry borders. 3.Tourism stakeholders actively advertising to potential tourists that Nairobi is safe. |

In conclusion, terrorist attacks in a country do affect the tourism industry by frightening potential tourists from visiting the particular destination whilst those at present do cancel their trips and fly away. The factual truth is that countries that are culturally and naturally rich and attractive may not live up to their full potential as a tourist destination because lack of strategies to remedy any potential crisis. According to Evans & Elphick (2005), companies and even governments have been taking precautions in fighting against terrorism attacks by either enforcing stronger laws or developing crisis management strategies for when a crisis takes place. Crisis management strategies are very diverse seeing as each crisis differs from the other.

In Nairobi, tourists were the main targets, perhaps not because they were tourists, but because their behavior is predictable and are soft targets. Their value is enhanced since ordinarily there are fewer backlashes to attacking tourists than to indiscriminate bombing, which produces civilian deaths.

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