Tourism Crisis Management in the Light of Political Unrest in Egypt
Hebat Allah Ali Sayed Gaafar
Faculty of Tourism and Hotels – Sadat City University – Egypt

Abstract
Tourism industry is facing a series of long-lasting crises, a major one of that widespread political instability, accompanied by highly complex impacts, so a bad need of a theoretical framework is highly required for the development and governance of the crisis. So, the study of the crisis management enhances the resilience of tourism organizations as well as destinations in crises situations. This paper presents an academic framework for the governance of political unrest crisis in Egypt as an unpredictable crisis where little or even no warning exists. The framework is developed after reviewing of three experts in tourism field, it consists of procedures and activities that play a vital role in overcoming the negative impacts of the crisis on the tourism industry, and provides a guideline for the Egyptian destination managers to strengthen their defense mechanisms and allows them to bounce back to normality faster.

Keywords: Crisis management, political unrest, crisis communications, marketing initiatives.

1. Introduction
Tourism now is considered a ‘big business’ that attracts large numbers of international tourists per year, any crisis will necessarily have a much stronger negative impact compared to that of the past (Pforr, 2009). As tourism flows are affected by a range of events not only that may occur in the destination itself but also in competing destinations, origin markets, or they may be remote from either (Prideaux et al., 2003). The subsequent reduction in tourist arrivals may have significant economic and social consequences for the destination and the economy (Ritchie, 2008; Speakman and Sharple, 2012).

As, the contribution of tourism is essential for both industrialized and developing Countries, as any downturns in the level of activity in the industry are a cause for anxiety, especially for developing countries, which are dependent upon tourism for their growth and survival (Blake and Sinclair, 2003; Ritchie, 2004). So, there is a need to understand such crises and examine strategies that can be used to prevent or limit their impacts on tourism industry sector. So, crisis management should be a core competency for tourism destination managers, in order to help them to develop strategies and deal with the crisis impacts to keep tourism business and society (Ritchie, 2004).

Despite the growing body of studies and researches related to tourism crisis management, there are many researchers observed that many tourism destinations and organizations had been remained unqualified and unprepared for a crisis situation (Beirman and Goordich, 2005; Ritchie, 2009; Speakman and Sharple,
As the tourism sector couldn’t adapt the suitable crisis management models or strategies, which adequate with the crisis type. This in turn, may reflect a challenge facing the tourism destination managers (Sharpley, 2011). Tourism literature is now turning its attention to matters of ‘safety and security’, which were classified among the top ten important world tourism issues in recent years as lack in safety, security and political stability may cause risks and crises, which particularly powerful in influencing tourist destination choices (Breda and Costa, 2006; Blake and Sinclair, 2003; Floyd et al., 2004; Breda and Costa, 2006). Same as political instability in Egypt after January 25th revolution 2011, political turbulence, presents major challenges to tourism industries, which accounts for 10% of the Egyptian economy (Cyprus Embassy Trade Center Cairo, 2013). Consequently, the tourism sector revenues have been decreased, alongside reduction in number of arrivals as ongoing street violence and demonstrations (Egyptian Tourist Authority, 2011). Moreover, tourist behavior is deeply affected by perceptions of security and the management of safety and security. A key success factor for the tourism destinations is the ability to provide a safe, predictable and secure environment for visitors (Beirman and Goordich, 2005; Hall et al., 2004; Volo, 2007). Such crisis can instantly damage the Egyptian destination’s reputation and attraction, both which may take long time to rebuild. It is essential that a series of decisions and actions are in place, to respond to unpredicted crises and to improve the speed and extent to which destinations recover from these crises (Jia et al., 2012).

The main body of the research concentrated more on understanding the nature of crises and defining crisis management in tourism, especially it is the first step of considering how to manage and reduce the impacts of such incidents and crises. Another stream of research displayed models for the development of crises and their management.

This paper aims at providing an academic framework guideline to the Egyptian destination managers in order to help them overcome the negative impacts of the political unrest crisis, which hits suddenly without prior warns. The framework contains several steps and actions that enable the Officials to recover quickly from the crisis. The researcher first looks at the crisis literature within tourism and develops a framework to cope with the political instability crisis in Egypt, based upon a number of crisis management models in order to enhance the destination managers’ ability to rebuild the destination image, reputation and restore the financial outcomes that may be seriously damaged by the crisis. The paper concludes with recommendations and suggestions for the Egyptian destination managers.

2. Literature review

2.1 Growth in tourism crisis research

Crisis management has recently become a main area for tourism research, perhaps, because the tourism industry has a comparatively short development history (Pottorff & Neal, 1994; Drabek, 1995; Pizam & Mansfield, 1996; Glaesser, 2006). The first tourism crisis studies carried out in the early 1990s and focused on the
relationship between tourism and security incidents. There were a number of academic conferences, academic articles, and an edited book discussed a variety of crisis events (Anderson, 2006; Beirman and Goodrich, 2005; Glaesser, 2006; Henderson, 2007). However, there were relatively few publications about crisis management for the tourism industry before 2000 (Santana, 1999).

The number of publications dealing with crisis management in the field of tourism has increased greatly (Anderson, 2006; Beirman and Goodrich, 2005; Faulkner, 2001; Glaesser, 2006; Henderson, 2007). In particular, authors such as Faulkner (2001), Pforr, (2009) and Ritchie (2009) have highlighted that tourism have supposed to many crises, and that in the future tourism destinations will be required to understand and respond to crises in a more strategic and comprehensive way.

Although the interrelationship between tourism and security has existed since the beginning of modern tourism, it took extensive global interest only in the consequences of the 9/11 events (Mansfeld and Pizam, 2006). Since then, many crises such as the 2001 Foot-and-mouth disease (FMD) outbreak in the United Kingdom, the 2003 SARS outbreak and the 2004 Indian Ocean tsunami have provoked massive research and publications (Baxter and Bowen, 2004; Chien and Law, 2003; Henderson, 2005; Kim et al., 2005; Leung and Lam, 2004; Mao et al., 2010; Pforr and Hosie, 2007; Wall, 2006, Speakman and Sharpley, 2012). Crisis and disaster management is also attracting much greater attention among tourism academics (Henderson, 2007).

Despite an increase in activity in the past years, there are, in comparison, still only a few publications on crisis management specifically in the field of tourism, which discuss the concept systematically (e.g. Faulkner, 2001; Santana, 2004; Henderson, 2004; Glaesser, 2003; Nankervis, 2000; Laws & Prideaux, 2006; Scott & Laws, 2005; Mansfeld and Pizam, 2006). There are number of publications have highlighted that in the future tourism Officials will be required to understand and respond to crises in a more strategic and comprehensive way (Faulkner, 2001; Pforr, 2009; Ritchie, 2009).

2.2 The concept of crisis management

Crisis can instantly damage a destination’s reputation and attraction, so destination managers must apply crisis management as a technique both for avoiding emergencies and planning for the unexpected ones, as well as a method for dealing with crises when they happen, so as to alleviate their terrible consequences. As such, crisis management and risk assessment have become, and will remain, a vital component of the way all businesses operate within the tourism industry (Jia et al., 2012).

Wang and Ritchie (2010) states that crisis management can be defined as "an ongoing systemic effort that organizations carry out in an attempt to identify and prevent potential risks and problems, to manage those that occur in order to minimize damages and maximize opportunities, and to take into account learning, planning and training activities as well as the interests of their stakeholders"
Spillan and Hough (2003) argue that ‘crisis management entails minimizing the impact of an unexpected event in the life of an organization’. As the purpose of crisis management is not to produce a set of plans; it is to prepare an organization to think creatively about the unthinkable so that the best possible decisions will be made in time of crisis.

Coordination and collaboration between destination managers and stakeholders are very vital for the effective management of a crisis situation (Henderson, 2003; Carlsen and Liburd, 2007). As both the tourism industry and governments will, in many cases, prevent a crisis or disaster from occurring. However, not all undesirable events can be avoided, so destination managers must respond quickly and effectively to negative situations (Wilks and Moore, 2004; Mansfeld and Pizam, 2006; Rittichainuwat, 2013).

2.3 Understanding crises

A number of authors have attempted to understand crises through defining crises and disasters, explaining the nature of crises and their lifecycle and potential impacts, and actions that can help destinations and organizations develop more effective strategies to cope with such incidents and prevent or reduce the dangerousness of their impacts (Ritchie, 2004).

2.3.1 Definitions

A number of authors have attempted to define a crisis to help understanding of this phenomenon. Pauchant and Miroff (1992) define crisis as a “disruption that physically affects system as a whole and threatens its basic assumptions, its subjective sense of self, its existential core.” Faulker (2001) defines a crisis as “any action or failure to act that interferes with an organization's ongoing functions, the acceptable attainment of its objectives, its viability or survival, or that has a detrimental personal effect as perceived by the majority of its employees, clients or constituents”.

2.3.2 Nature of crises

Crises can range, according to Coombs (1999) from small-scale organizational issues ranging from staff illness, staff challenges and organizational misdeeds to external factors such as natural disasters and terrorist incidents. While World Tourism Organization (2003b) stated that there are many risks which can escalate into a crisis if it is not addressed immediately such as:

a. The human and institutional environment outside the tourism sector, fall in Common criminal behavior; Organized crime; Terrorism; Wars, social conflicts and political unrest

b. The tourism sector and related commercial sectors such as transport, sports and retail trade, can threaten visitors' personal security, physical integrity and economic interests through: poor safety standards in tourism establishments (fire, construction errors); poor sanitation (Wilks and David, 2000).
c. The individual traveler (personal risks), can endanger their own safety and security by practicing dangerous sports and leisure activities, and consuming unsafe food and drink, through inadequate behavior towards the local communities or by breaking local laws (Page et al., 2006).

d. Physical or environmental risks (natural, climatic, and epidemic), can occur if travelers are unaware of the natural characteristics of the destination, in particular its flora and fauna; not medically prepared for the trip (vaccinations); do not take the necessary precautions when consuming food or drink and in their hygiene (Wilks and David, 2000).

However, for the purpose of this paper focus will be made on large-scale crises that have the ability to cause the most damage to the destination, which represented in the political turbulence in Egypt.

Parsons (1996) suggested three types of crises:
- Immediate crises: where little or no warning exists, therefore organizations are unable to research the problem or prepare a plan before the crisis hits.
- Emerging crises: these are slower in developing and maybe able to be stopped or limited by organizational action.
- Sustained crises: that may last for weeks, months or even years.

Each crisis will have a life of its own and will generate different problems requiring different solutions. Understanding crises, their lifecycle and potential impacts and actions can help destinations and organizations to develop more effective strategies to cope such incidents and prevent or reduce the dangerousness of their impacts, despite their complexity (Ritchie, 2004).

2.4 Crisis Management Models

There were many proposed crisis management models to suppose guidelines to destinations managers and planners prior to, during and after a crisis event, and would help them to overcome the crisis with the least loss. The following crisis management model has been divided into four distinct phases:

a) Reduction: discovering early warning signals, the key to crisis management is to identify a potential crisis, and then seek to reduce its impact. Managers need to perform a survey of their destination's internal strengths and weaknesses and external opportunities and threats (a SWOT analysis mentioned that a SWOT analysis should be used when developing plans and procedures to cope with crises affecting a tourism business (Robertson et al., 2006).

It should focus upon: Strengths, including the resources and support available within a community to deal with a crisis affecting tourism; Weaknesses, the factors that will affect the ability of each to cope with a crisis and its consequences; Opportunities to gain government and community involvement and support to tourism; and Threats including the sources of risk to tourism. Based on this analysis, they can evaluate the impact on the destination of a particular type of crisis, create continuity and
emergency plans and work out how to reduce the possibility of a crisis (Prideaux, 2003; World Tourism Organization, 2003a).

b) Readiness: "Being Ready" in this stage destination managers need to determine and evaluate the crisis damage and develop tactical, strategic and communication plans. Destination managers must check their plans regularly, organize crisis response exercises and improve crisis management skills for the crisis management team (Wilks and Moore, 2004).

c) Response: is focused on the immediate result of an incident. It will illustrate if the reduction and readiness phases have developed emergency and effective plans. The first step will focus on diminishing destination damages. In this phase managers must prepare and apply crisis communications strategy in addition to encourage stakeholders and the public (Ritchie et al., 2011).

d) Recovery: The best assessment of effective crisis management is if a crisis has been avoided. But, many crises couldn’t be avoided. In this case, the efficiency of crisis management systems can be assessed through three ways:

- The speed with which a destination returns to normality.
- The degree to which business gets back to pre-crisis levels. 
- How the lessons learned from such crisis have been included in preparation and preparedness stage to avoid future problems (Wilks and Moore, 2004).

Whereas, other authors mentioned that the crisis management model is composed of three main stages:

a) Pre-crisis stage, which involves identification of potential crisis situations and developing crisis plans, that describe all the actions taken in the proactive stage of crisis management which help destinations to become crisis prepared rather than crisis prone. Pre-crisis preparedness is considered by many to be a vital ingredient of tourism crisis and disaster management. Being in a state of readiness can help reduce the impact of an event when it happens. Consequently, preparation is a fundamental element of many contemporary tourism crisis management models, with an emphasis on not only planning but on staff training and organizational culture (Ritchie, 2004; Speakman and Sharpley, 2012).

b) Crisis stage, which involves management of an ongoing actual crisis situation itself. As, organizations must seek problem reasons through environmental scanning and historical data analysis and determine the scope of knowledge needed to plan for a crisis.

c) Post-crisis stage, which includes corrective and recovery actions to restore public confidence (Wang and Ritchie, 2013).

2.5 The impact of political unrest in Egypt on tourism

Egypt is one of the most popular tourist destinations in the Middle East region. It received 14.7 Million international tourists in 2010, an increase of around 17.6% over the previous year (The Egyptian Tourist Authority, 2011). Since revolution erupted on 25th January 2011, terrorism and/or political instability, presents major
challenges to tourism industries, the tourism sector has been devastated despite marketing efforts. There has been a £2.5bn decrease fall in tourism revenue alongside 32\% fewer visitors as ongoing street violence and demonstrations (British Embassy, 2011). Foreign governments such as Sweden and Germany have been advising their nationals to exercise increasing caution when travelling to Egypt, and to avoid large crowds and demonstrations. But most of the warnings actually pertain to worse security situation over 2011, 2012 and 2013, not the political unrest. Lack of road security, a decaying railway system, rising crime, and the regions bordering Libya and Sudan, carry the severest warnings (The Egyptian Tourist Authority, 2011; RNCOS E-Services Private Limited, October 2011).

The following table illustrates the number of tourist arrivals to Egypt from 2010 to 2012, in order to show how the tourism arrivals affected negatively by the downturns of political unrest which considered an immediate crisis that hits Egypt without warnings.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of arrivals</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>14318606</td>
<td>-</td>
</tr>
<tr>
<td>2011</td>
<td>10236742</td>
<td>-28.51</td>
</tr>
<tr>
<td>2012</td>
<td>10983906</td>
<td>+ 7.3</td>
</tr>
</tbody>
</table>

Source: (Central agency for public mobilization and statistics, 2013).

Table (1) shows negative growth in tourist arrivals in 2011, 2012 in comparison to 2010 this decrease in number of arrivals resulted of the consequences of the political instability and a rise in the crime rate that followed the 25th January revolution in 2011. As foreign governments advising against travel to the Egyptian destination, besides holiday companies cancelled their tours.

According to Business Monitor International (April 2012) the Egyptian Tourism Ministry conducted a study in 2011 reported that the tourism sector has been losing US$267 million a week since the breakout of the 25th January revolution. The actual decrease in holidaymakers is closer to 50\%. Hotels and tour operators had seen a strong drop in bookings, so the service providers were forced to drop prices and compete aggressively for business. The study said that losses in tourism have led to layoffs and the loss of revenues from taxes and insurance. Between January-April 2011 the Egyptian tourism industry lost US$2.5 billion in business and 3 million cancellations, catastrophic numbers for an industry which employs 1.75 million people, many of whom have either lost their jobs or whose positions are in danger. Business Monitor International (April 2012) mentioned that the Egyptian Tourist Authority didn’t have a crisis management plan in order to overcome or prevent a crisis.

As, the tourism crisis management plan should:

- Describe activation procedures- the means of alerting personnel and activating the tourism crisis management system.
- Allocate tourism crisis management roles and responsibilities.
- Identify control and coordination arrangements.
- Include standard procedures for the response to as well as recovery from crises.
- Identify operational information management requirements, including the assessment of the effects of the crisis on the facilities, personnel and operations.
- Establish communications methods and establish a system for providing warnings and information to visitors and staff, and for communicating with regional tourism organizations.
- Illustrate media management arrangements (Robertson et al., 2006).

The written crisis management plan is positively supposed as management’s commitment, to offer reasonable care to protect the guests and could successfully be used as a marketing tool to attract and retain tourists (Henderson, 2005; Beirman, 2006; Page et al., 2006). As well, tourist destinations whose local authorities have a written crisis management plan and actively implement it recover better and faster than do their counterparts (Hall et al., 2003; Anderson, 2006; Rittichainuwat, 2013).

3. Proposed framework to cope with political unrest in Egypt

Policymakers in Egypt are confronted, in particular, by three issues that are relevant to any downturn in tourism activity. The first issue is the amount of the decreases in income in tourism activities, the spreading of induced effects across other sectors of the economy. The second is the issue of the duration of the downturn. If an economic shock is believed to be long-lasting, policymakers should concentrate their attention on minimizing adjustment costs. If a shock is believed to be temporary, they should protect the economy from its unfavorable effects. The third issue concerns the choice of policies for implementation. In this context, policymakers need to evaluate the relative merits of alternative responses and consider the combination of policies in order to overcome and diminish the crisis consequences (Blake and Sinclair, 2003).

From the theoretical study and crisis management models, the paper suggests an academic framework guideline to cope with the political instability crisis in Egypt. The framework has been developed after an interactive process with three experts in tourism field, who have extensive knowledge in tourism crisis management. Our discussion led to the final proposed framework illustrated in (Figure 1). The first expert accepted the framework. But the second and third experts suggested combing crisis recovery stage in the framework, because of its crucial role in rebuilding the positive image of the Egyptian destination throughout crisis communications and marketing initiatives. They recommended to state tasks and activities to deal perfectly with media, as it is considered one of the most important channels to connect directly with visitors, as well as, the promotional actions and activities must be determined, in order to recover the visitors’ confidence to the destination. After taking into account the experts’ amendments, the final proposed framework has been developed.

As discussed below, the proposed framework consists of fundamental procedures and actions in order to overcome or diminish the crisis negative impacts on economy,
community and personnel. The fundamental focus is on identifying tasks and activities in crisis stage, and the basic activities or procedures in post crisis stage, which represented in crisis communication and marketing initiatives.

a) Essential information required for the effects of the crisis on tourism industry and community. Tourism business will need information on the:

- Remaining effects on tourism.
- Existing damages to property and infrastructure.
- Causes of on-going disruption to services.
- Personnel, equipment and measures needed for the recovery operation (Rittichainuwat and Chakraborty, 2009).

Figure 1: A guideline framework to cope with political instability crisis in Egypt

<table>
<thead>
<tr>
<th>Essential information needed on the effects of the crisis</th>
<th>Assign crisis management team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify the effect of the crisis</td>
<td>Media communication</td>
</tr>
<tr>
<td>Assign crisis management team</td>
<td>Crisis management recovery tasks</td>
</tr>
<tr>
<td></td>
<td>Evaluation and feed back</td>
</tr>
<tr>
<td></td>
<td>- Identify damages to property and infrastructure</td>
</tr>
<tr>
<td></td>
<td>- Disruption to services</td>
</tr>
<tr>
<td></td>
<td>- Determine requirements for the recovery operations</td>
</tr>
<tr>
<td></td>
<td>- Community, staff and visitors.</td>
</tr>
<tr>
<td></td>
<td>- Tourism facilities.</td>
</tr>
<tr>
<td></td>
<td>- Tourism related business.</td>
</tr>
<tr>
<td>Responsible for:</td>
<td>- Establish media center.</td>
</tr>
<tr>
<td></td>
<td>- Focus on local media as primary source for international media.</td>
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<tr>
<td></td>
<td>- Declare safety and security improvements.</td>
</tr>
<tr>
<td></td>
<td>- Be honest and transparent.</td>
</tr>
<tr>
<td></td>
<td>- Monitor media reports.</td>
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<tr>
<td></td>
<td>- Keep tourism staff up-to-date on the crisis.</td>
</tr>
<tr>
<td></td>
<td>- Information provided by authoritative source.</td>
</tr>
<tr>
<td></td>
<td>- Considered with rebuilding the destination image and visitor confidence.</td>
</tr>
<tr>
<td></td>
<td>- Evaluate safety and security procedures.</td>
</tr>
<tr>
<td></td>
<td>- Marketing initiatives.</td>
</tr>
</tbody>
</table>
b) Identifying the effects of the crisis as it is important to identify how the crisis has affected people, visitors and staff, Tourism facilities and related businesses such as infrastructure, disruption to services, and consequences of the crisis for the tourism business and the surrounding community, and the personnel (Robertson et. al., 2006).

c) Assign crisis management teams and determine their roles and responsibilities. The crisis management team should monitor and evaluate community perceptions and reactions to the crisis, in order to identify and address any community concerns (Ritchie et al., 2003).

d) Media communication is considered as one of the most important steps, media is the communication intermediate between the tourism business, the wider community and prospective visitors. It plays a vital role in Crises, as the media can recover the visitors’ confidence to the destination (Santana, 2004). In addition, media is participated in changing people’s perceptions of a destination. Due to its high ability to reach large audiences in a short period of time, when customers feel with risk, through news reports and word-of-mouth information about the crisis, they change their plans or behavior, such as non-booking, cancellation, or evacuation from the destinations (Mansfeld and Pizam, 2006).

Officials must focus on local media as it is the primary source of information for the international media. Be honest and transparent when displaying the crisis and communicate with a language that people can understand. Provide media with all necessary data otherwise media will try to seek alternative news sources. It will be much better to establish a media center for media briefings (World Tourism Organization, 2003b). Available information to the media should be provided by an authoritative source: a suitably trained, with additional trained spokespersons must be available as a crisis may extend over many days, they should challenge untrue statement and don’t impose a news blackout (World Tourism Organization, 2003a).

Act fast when begin ready to answer the five key questions: who, what, where, when, and why? When information is not available, say so, and promise to display it soon. The crisis must be put into context by using maps and statistics to demonstrate that the crisis is limited to a specific area. Media reports and statements must be monitored and corrected before spreading by others. Keep tourism staff up-to-date on the crisis as they can prevent the spread of incorrect information. Information about the crisis must be placed on the destination website as an alternative to mass media news sources (Jia et al., 2012). More in-depth information should be provided to demonstrate that the website is providing up-to-date information, it needs to include today’s date in a prominent place. And it needs to be updated daily with positive stories that demonstrate a return to normality, emphasizing areas affected and what is being done to end the crisis and update it daily(Robertson et. al., 2006; Rittichainuwat, 2012).

Officials should highlight the positive aspects in news release (e.g. new tourism development, growth statistics, and the friendliness of the local community), emphasize on what is being done to improve safety and security, monitor the progress of response and recovery activities and procedures in order to maintain
visitors’ confidence (World Tourism Organization, 2002a). The good usage of crisis communication helps professionals protect destination reputation. While, poor communication strategies often make the crisis worse as a stream of questions are often asked from a wide range of stakeholders, government officials and public residents but no accurate answers (Marra, 1998).

e) Crisis management recovery: In this stage, the tasks must focus on rebuilding the destination image through appropriate crisis communications and marketing initiatives. The tasks can represent the following actions:

- Communicate directly with travel trade to provide details about the extent of the crisis, how security services are working to overcome the crisis and what is being done to make sure it won’t happen (Glaesser, 2006).

- Change promotional message to reflect the current situation and address safety concerns about the destination. Advertising should provide information about what is being done to end the crisis.

- Seek increase of promotional budgets, which will be needed to help the industry recover and stimulate visitors to return (World Tourism Organization, 2002b).

- Initiate financial assistance to support tourism companies such as temporary tax incentives, subsidies and free visas to encourage tour operators, airlines, and cruise companies to continue operating immediately following a crisis.

- Perform quick research tactics to find out who is travelling during the crisis, where they come from and why (World Tourism Organization, 1997).

- Create new niche market products packages should be targeted at the most resistant market segments, such as: golf, skiing, sporting events.

- Create special price offers rather than engage in price wars. The key is not to offer the cheapest prices, but to offer value-for-money offers (World Tourism Organization, 2002a).

- Quickly shift promotion to most promising markets. Usually these are the source markets closest to the destination, because travelers there are more familiar with the destination, and pay attention to research and beware of wasting money on markets that are not yet ready to travel.

- Step up promotion to domestic market, as domestic tourism can make up for lack of foreign demand during the recovery period (Armstrong & Ritchie, 2008).

- Recover visitors’ confidence as it is considered one of the most important actions in marketing strategies; it needs a duplication of efforts. Marketing team should promote what is being done to restore tourism to normalcy, declare the restoration plans and how long it will take to have effect, increase familiarization (FAM) trips for journalists and tour operators to show them what have been achieved. The main targets of FAM trips are to let them see what have been done to restore the destination in order to transfer their experiences to a wider number of people (Rittichainuwat and Chakraborty, 2012).
- Evaluate security procedures following a crisis in co-operation with the Interior Minister; check the security systems to make sure they are in place, but not in an obvious way and not contributing to a negative image of the destination (Calvek, 2002).
- Improve quality of services and facilities through feedback of survey results on tourist perceptions, rewarding excellence, and setting up tourist complaint services. Tourists should be able to complain somewhere, if the services do not meet expectations (Evan and Elphick, 2005; Scott et. al., 2007).

f) Evaluation and feedback: as a destination begins to assess the procedures that have been taken in order to get back to normality. In this stage destination managers identify the strengths and weaknesses of the applied plan and take corrective actions in order to mitigate the potential loss of the crisis (Blackman and Ritchie, 2007).

Because tourism is an industry which comprises many individual businesses from a wide range of sectors, and public sector organizations, an integrated approach to crisis management is required (Fall & Massey, 2006). So co-operation between both private and public sector are considered a key step for the success of applying the proposed framework.

4. Conclusion
Tourism is particularly prone to external impacts, which by their nature are unexpected incidents and need to be addressed through effective crisis management processes and strategies. A good strategy in most cases will lead to a successful crisis management, but poor strategy, in return, will worsen the crisis. However, strategies alone will not be effective if a destination does not have an adaptive, flexible, and responsive managerial culture, in addition of seeking strong co-operation and leadership to control strategy implementation.

The partnerships will provide expertise and resources in terms of need and plans that will allow a destination to respond quickly and efficiently in the face of threats. Without the support and leadership of government, the tourism industry will lack the resources to effectively manage crises. Destination managers must address the possible threats to their tourism industry. As, any risk situation can escalate into a crisis if it is not addressed immediately. They must adopt a systematic approach to manage risks and crises.

The study aims at recognizing the importance of tourism crisis management and identifying phases of crisis, in addition to the principle procedures and actions that can be employed by tourism destinations in order to respond to crises. The paper focuses on the political unrest in Egypt as an example of an unexpected tourism crisis. The research suggests a framework guideline in order to enable destination managers in Egypt to cope quickly and successfully with the political unrest crisis which affects dramatically the number of tourist arrivals as well as revenues.

Management of a tourism crisis requires developing the crisis management teams, testing crisis management plan, training employee for crises solving in addition to the evaluation and maintenance to diminish the consequences. The proposed
framework of crisis management can help practitioners in the Egyptian tourism industry better understand the activities and actions required for the development of crisis policies and strategies. This should enhance the pliability of the Egyptian destination, strengthen their defense mechanisms, limit potential damages and allow them to recover from a crisis situation back to normality faster.

The supposed framework represents tasks and actions that can be applied in crisis stage and determine the tasks of the crisis recovery stage as it represents a very important step to rebuild the visitors’ confidence through the effectiveness of crisis communications and marketing initiatives. This framework will help the policymakers and destination managers cope perfectly with political unrest crisis in Egypt.

5. Further research
Future research and the development of theoretical or conceptual frameworks are required on crisis management generally, but particularly focusing on the tourism industry. In particular, there is a need for measuring the impact of applying this framework on diminishing or overcoming the tourism crisis in Egypt.

6. Recommendations and suggestions
Based on the findings of this paper, the following recommendations are supposed:

Recommendation 1: Ministry of tourism must establish a database contains the strategies and actions that have been applied on crises that happened in the world, in order to help Officials provide a list of scenarios and plans for the potential crises.

Recommendation 2: Form a National Safety and Security Committee, comprising key governmental and external stakeholders, especially peak tourism industry representative bodies. The Committee should identify roles and responsibilities for members in all areas of risk and crisis management.

Recommendation 3: Egypt should collaborate with Pacific Asia Travel Associate (PATA), World Tourism Organization (WTO), Association of Southeast Asian Nations (ASEAN) and other international groups and agencies to provide up-to-date strategic knowledge and information on risk and threats to tourism.

Recommendation 4: Establish a pre-crisis unit in the Ministry of Tourism, as the most effective crisis management occurs where a potential crisis is detected and dealt with quickly before it becomes a crisis. Subsequently, the Egyptian destination can avoid the negative impacts of the crisis on the tourism industry. The pre-crisis team needs to understand the causes and consequences of the previous crises in order to plan and prepare themselves for the future ones.

Recommendation 5: Ministry of Tourism should coordinate with World Tourism Organization and other potential partners to deliver workshops and training programs in order to improve the working staff skills.

Recommendation 6: Establish a formal satellite tourism channel to display accurate information and data about tourism in crisis stage as well as the security procedures and efforts, in order to rebuild the visitors’ confidence in the destination.
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الملخص العربي
إدارة الأزمة السياحية في ضوء عدم الاستقرار السياسي في مصر

لا صناعة السياحة تتعرض للعديد من العوامل سواء كانت خارجية أو داخلية، والتي قد تؤدي إلى العديد من الأزمات مثل الإرهاب، الحروب، الصراعات الدينية، عدم الاستقرار السياسي. وقد نتج عن مثل هذه الأزمات العديد من التأثيرات السلبية على السياحة بالإضافة إلى التأثير على المجتمع المحلي. مما يلزم ضرورة وجود خطة للسيطرة على تطورات الأزمات وتحكم في الأثر السلبي الناتج عنها. وقد هدفت الدراسة إلى تقديم إطار نظري يحتوي على الخطوات والأنشطة التي لابد أن تطبق أثناء حدوث الأزمات الغير متوقع حدوثها، كما حدث في مصر من عدم استقرار سياحي بعد ثورة 25 يناير عام 2011، مما كان له أثر سلبي على الاقتصاد القومي والمجتمع المحلي وصورة المقصد السياحي. وقبل الوصول إلى الشكل النهائي للطفل النظري تم عرضه على ثلاثة من الخبراء في مجال السياحة لابداء الرأى، وتمت الصياغة النهائية له بناءً على الملاحظات والمقترحات التي ذكرها. ويتكون الإطار النظري للتعامل مع الأزمة عدم الاستقرار السياسي في مصر من عدة مراحل: الحصول على كافة المعلومات والبيانات عن مدى تأثير الأزمة على صناعة السياحة والمجتمع المحلي؛ تحديد الأثر المترتبة من وقوع الأزمة؛ تعيين فريق عمل مدرب على كيفية إدارية الأزمات؛ الاتصال بوسائل الإعلام حيث يعتبر من أهم الخطوات التي لابد من ادارةها بكفاءة، لما لها من دور إيجابي من حيث إعادة الثقة للزوار أو سلبي في فقدان هذه الثقة؛ تحديد مهام ومسؤليات مرحلة التعافي من الأزمة والتي تركز على إعادة بناء الصورة الإيجابية للمؤسسة السياحية المصرية من خلال الجهود التسويقية وكفاءة الاتصال بوسائل الإعلام بعد مرحلة الأزمة؛ وبناء التقدم في كيفية الخطوات والقرارات التي تم تنفيذها والتدريج المرجعية في المرحلة الأخيرة لتنفيذ هذا الطرح النظري. هذا الطرح سيساهم في معالجة المشاكل في مصر على التغلب على الأثر السلبي الناتجة عن وقوع أزمة عدم الاستقرار السياسي وتحسين صورة المقصد السياحي المصري.