Crisis Management in The Tourism Sector

Haitham Nehme Zgheir

Asst. Lect., Ministry of Education, General Directorate of Vocational Education, Iraq

Abstract: Our world today is characterized by the overlap and acceleration of civilization in various sciences, professions and knowledge, and we have begun to talk about the era of the knowledge economy in which we deal with information as commodities; we call it the era of information and communications, and sometimes we call it the era of globalization, and thus it is an era in which means of communication, control and information processing have developed, and the world has come closer. The tourism system operates in a climate of movement, change and cultural and technological diversity. The tourism sector is the most affected by stability and global peace. It is exposed to many complex risks and crises, internally and externally.

Keywords: Crisis Management, Tourism Sector, travel company, airlines, entertainment facilities.

Introduction: Our world today is characterized by the overlap and acceleration of civilization in various sciences, professions and knowledge, and we have begun to talk about the era of the knowledge economy in which we deal with information as commodities; we call it the era of information and communications, and sometimes we call it the era of globalization, and thus it is an era in which means of communication, control and information processing have developed, and the world has come closer. The tourism system operates in a climate of movement, change and cultural and technological diversity. The tourism sector is the most affected by stability and global peace. It is exposed to many complex risks and crises, internally and externally. Its causes and results lead to backwardness from one country to another, from one region to another, and from one organization to another, depending on the nature and specificity of the work of this organization, whether it is (a hotel, a tourism and,, travel company, airlines, entertainment facilities, etc.). With a well-studied scientific plan to manage risks and crises, it must

face all types of risks, whether tourism, economic, social, environmental, or health. There is a constant need to develop with the level of problems it faces to preserve the elements of available and future tourism demand and supply in different countries and to inspire them positively in solving these problems with a management mindset that is compatible with the type of problem or crisis through the availability and preparation of all elements of successful dealing with these risks and crises.

Hence, the importance of our research topic, especially our applications to the tourism sector.

Section One: Definitions and Concepts of Crisis Management

First: Definitions of Crisis

A crisis is a fateful turning point during an event characterized by a noticeable charge or a sharp delay. It is linked to old tensions that must descend to be replaced by new connections and causes quantitative and qualitative changes in this event. Crisis, as an ancient term, dates back to Greek medicine. A turning point is a decisive decision in the patient's life and indicates a fundamental and sudden change in the human body. In the sixteenth century, the term was commonly used in medical dictionaries. It was quoted in the seventeenth century to indicate a rise in tension in relations between the state and the church.

By the nineteenth century, it was frequently used to indicate the emergence of serious problems or plans that marked a turning point in developing political, economic and social relations. In 1937, the Encyclopedia of Social Sciences defined a crisis as a severe and sudden disruption in the relationship between supply and demand for goods, services and capital (1). The term was later used in various branches of the humanities and came to mean:

A set of circumstances and sudden events that involve a clear threat to the status quo established like things. It is the critical point and the decisive moment at which the fate of development is determined, either for the better or for, the worse (such as life or death, war or peace), to find a solution to a problem or its explosion. (2)

Alastair Buchan defined a crisis in his book Crisis Management as an apparent or verbal exchange between two or more parties, each trying to turn the course of events in his favour. Coral Bill defined the crisis in her book, A study Management, The Conventions of Crisis in Diplomacy, as the escalation of conflicts to a level that threatens to change the nature of international relations between states. Robert North points out that the global crisis is a sharp escalation of action and reaction, i.e. a process of dissent that causes changes in the level of effectiveness between states and leads to a remembrance of the degree of threat and coercion. Crises often precede wars, but not all lead to wars if they are settled peacefully, frozen, or calmed down. However, it can be studied as the confrontation of two or more states in the same confrontation. As defined by (Joann Spanier) John Spanier, it is a situation in which a state demands a change in the status quo, which is resisted by another state, which creates a high degree of probability of war breaking out. (3) According to the definitions mentioned, the crisis, in the researcher's view, is a sudden situation in which relations between two or more parties move towards confrontation in an escalating manner as a result of an existing conflict between them in interests and goals, or as a result of one of the parties undertaking a challenge to the other party's work, threatening its interests and vital values, which requires a rapid counter-action to preserve those interests, using various means of pressure at different levels, whether political, economic, or even military.

The word crisis (crisis) in the English language is also derived from the Greek word (crisis), which is the noun of the verb (kinesin), and it means the point or moment that requires making a decision in the sense of the decisive moment or turning point. (4)

A crisis is another problem that often requires more significant efforts to address or manage it. In the event of failure to solve it, its results are more dangerous, such as the outbreak of war or revolution, which has become studied in international universities such as strategic management or crisis management and how we deal with the problems that obstruct our lives as individuals or institutions or countries so that all preventive measures are taken to prevent them from occurring or plan to address them in the event of their occurrence. We move in dealing with problems from the emotional to the active mentality. Some believe that an unresolved problem for an extended period turns into a disaster for natural, human or technological reasons, so the crisis results from catastrophe. Crisis management is (the cornerstone of efficient management). This is how the French management professor Louis Henri Fayol expressed it in 1916 regarding the goals of safe management, which are represented in protecting money and people from theft, fire, floods, crimes, and, in general, all social disturbances and natural disasters that threaten the progress of the organization and the fate of its work. It is considered the last of all measures capable of providing security for the project and reassurance for the individual. (5) crisis management appeared in the mid-fifties of the last century, especially in insurance. Events, articles and seminars followed one

after the other, addressing various aspects of risk management at the theoretical and practical levels in light of the radical changes that occurred at all technological, economic and social levels and the growing awareness of society and public opinion of the risks arising from technological development or nature, and the reflection of this in the legislation of countries, as is the case with the risk of environmental pollution or professional liability of all kinds, and even the risks arising from violence, terrorism and wars. Countries began to hold conferences and seminars to raise these issues and study their profound and adverse social, cultural, political, economic, and even health and media effects. Ways to address them and achieve the severity of their impact on societies, the costs of addressing them, and the importance of the need to exchange experiences among them in this field. (6)

From what has been mentioned, crisis management, in its contemporary concept, is a broad framework for addressing the risks facing the organization or any economic unit. Therefore, risk management in its contemporary framework represents a new qualitative phenomenon. This phenomenon cannot take its practical dimensions except by developing a comprehensive mentality towards risks, dealing with all their aspects, and drawing rational ways to address them within an integrated program. This requires the availability of good skills, more accurate information, and advanced communication and coordination systems between the concerned parties within the organization.

It is important to clarify the importance of analysis in crisis management. Analysis is the process that enables the identification of risks, the analysis of those risks using the appropriate method, and then the development of the appropriate solution that eliminates that risk or reduces its effects. This process increases the organization's success and achieves its goals with the fewest possible problems and risks.

Second: Crisis Management Concepts

Crisis management has been an issue in itself since ancient times. It was a manifestation of humans dealing with emergency or critical situations that humans faced after being challenged by nature or other humans. It was not known by crisis management but rather by different names, such as leadership acumen or good management. This practice was the actual test of a person's ability to confront crises and deal with dynamic situations with the creative energies they unleashed and the stability of their ability to innovate.

The simple concept of managing something is to deal with the best possible results that achieve the interests of the person in charge of management. Hence, crisis management means dealing with the elements of a crisis using a combination of practice tools. Pressure and reconciliation. To achieve the state's goals and preserve its national interests, it is also an attempt to implement a set of innovative procedures, rules and foundations that go beyond the usual organizational forms and routine management methods known to us to control the crisis, control it and to direct it by the state's interests. (7) It was found that there is a specialization added to the group of specializations that are customarily considered to be management tasks. This specialization is (crisis management), which is equal to the other specializations, such as planning and supervision. Here, it can be said that crisis management is the set of practices that can be applied when a situation or condition arises that represents a radical change in traditional stable conditions and that these practices are formulated in the form of a plan that depends on the availability of several experiences and begins with analyzing and diagnosing the crisis, reaching its components and characteristics and what is expected from its effects and that this analysis must be done with precision so that everything built on it is sound, accurate and productive. This requires awareness and culture at all levels to manage crises and overcome them with scientific and administrative tools, avoiding their negatives and benefiting from their positives. (8)

Second Section: Types and Causes of Crises

First: Types and Classifications of Crises

Crisis management experts believe that there are four main types or groups of crises that, if they can be identified, can be prevented, their consequences mitigated, or they can be used:

A- Humans when they make mistakes.

B- Machines when their performance malfunctions.

C- Electronics when their functions are disrupted.

D- Nature when it gets angry.

As for classifying crises, proper crisis management is to determine the nature or types of the crisis, but determining the type of crisis is not an easy process because the crisis, by its nature, involves several intertwined administrative, economic, human, geographical, and political aspects. Thus, the classifications are multiple and varied, with a multiplicity of criteria used to determine the types of crises. (9)

Types of crises:-

1. Economic crisis

2. Political crisis

3. Commercial crisis

4. Socio-cultural crisis

5. Natural environmental crisis

6. Technological crisis

7. Health crisis (10)

Crises can be classified based on the following criteria.

1. Type and content of the crisis:- There is a crisis that occurs in the economic or political field, and according to this criterion, an environmental crisis, a political crisis, a social crisis, a media crisis, or an economic crisis may appear. Within each type, sub-qualifications may occur, such as the financial crisis within the economic crisis.

2. 1. Geographic scope of the crisis: - Using a geographical criterion leads to what is known as.

3. Local crises occur within a limited or narrow geographical scope, such as in some distant cities or governorates, such as a bridge collapse or a train accident.

4. Then, general national crises affect society, such as environmental pollution or a military threat from an external enemy.

5.

6. 2. Size of the crisis: - The criterion of size or magnitude is common in classifying crises, as there are:

7. • A small or limited crisis that occurs within one of the organizations or institutions of society.

8. • A medium crisis.

9. • A significant crisis.

10. The criterion of size or magnitude depends on material standards, such as losses and damages resulting from a traffic crisis or disruption in the generation of electrical energy.

11. 3. The time frame for the emergence and impact of the crisis This criterion depends on the age of the crisis. In this context, there are two types of crises.

12. • Rapid explosive crisis occurs suddenly and quickly and disappear, such as a vast fire outbreak.

13. • Slow, prolonged crisis: This crisis develops gradually and appears on the surface, for example, problems between workers and management regarding working hours, overtime pay, and working conditions, and entering into negotiations between the two parties and the failure of negotiations. (11)

14. Causes of crises

15. Depending on the causes leading to crises, they can be divided into:

16. • Crises that result from the organization's actions or inaction, including administrative and technical errors or failure to achieve standard operating methods.

17. • Crises resulting from general trends in the external environment.

18. • Crises resulting from outside the organization and the organization has no reason for their occurrence.

19. Crises resulting from natural disasters such as floods, earthquakes, and volcanoes. (12)

20. The parties to the crisis are based on the nature of the party or parties involved in the crisis or its impact on the state. A distinction can be made between internal crises and external crises. Suppose the matter is related to one of the aspects of the external sovereignty of states or the involvement of the external party in the situation. In that case, the state crisis is an external international crisis, such as land and air conflicts, wars, the threat of using military force, and severing diplomatic relations. However, the crisis is internal if the matter is related to the internal interactions of political and societal forces. That distinction is the most crucial classification of crises within the framework of external crises. A strategic international crisis is a situation of deterioration in the elements of the internal or external environment of the parties to the crisis that represents a threat to the values and main goals of the state and may be accompanied by significant impossibilities to use comprehensive military force with a limited presence to make decisive decisions regarding this deterioration or dangerous threat.

Second: - Tourist Crises

21. Before starting the topic of tourism crises, we must know tourism after defining the crisis and its types.

22. Tourism is essential in Iraq because it plays a role in all social, economic and political aspects.

23. Definition of tourism: The World Tourism Organization (UNWTO) defines tourism as a set of relationships and services resulting from travel and residence to the extent that the tourist needs permanent residence and his tourism does not entail any paid activity. (13)

24. It was also defined as the movement of individuals and money from one place to another and from one country to another for various purposes other than work temporarily for no less than 24 hours. (14)

25. It is clear from the definitions of tourism that it is a vital economic activity that depends on increasing the currencies of places outside their usual environment.

26. Tourism, like any activity in life, is exposed to

risks and crises that vary in severity, causes, and results. These crises affect tourism at all levels globally, regionally, and locally.

27. Tourism is characterized by its calculation and tremendous impact on external risks and crises that the elements of tourism demand and supply are exposed to in the country, which means that the tourism and hotel organization must face complex political, social, economic and environmental risks and crises in addition to its constant endeavour to serve customers and follow their desires and achieve the desire at the same time.

28. The third topic is the crises facing the tourism sector.

29. Before starting to the types of crises facing tourism and hotel organizations, we must clarify the concept of the tourism environment that affects the performance of the tourism organization, whatever the nature and specificity of its work.

First: The Tourism Environment

The interest of researchers in the elements or entities of the environment led to the emergence of the concept of the view, where it was possible to view the tourism organization as a system whose resources are in the form of inputs from the surrounding environment to provide them on the other hand as outputs in the form of tourism and hotel services. There may also be job opportunities that the organization can specialize in from the environment in which it operates and the threats or obstacles that it may be exposed to, and this requires the necessity of prior administrative preparation and the preparation of appropriate administrative strategies and policies to deal with them.

The concept of the environment in a comprehensive manner is that it is all relevant forces that lie outside the borders of the tourism organization, and what is meant here is the relevant forces are all variables or entities that affect the performance of the tourism organization. The environment in which organizations carry out tourism activities is usually characterized by four essential characteristics referred to in English as FOURDS, which are:

1. Difficultsb

2. Dangerous

3. Dynamic

4. Divers

The environment that carries these characteristics constantly changes, as the difficulties are specific. The danger is not exact; the movement is a forward change, and diversity means the absence of borders. It

requires the various tourism organizations to develop an integrated plan to manage these risks and crises and to work hard to find appropriate solutions to mitigate the duration of the effects of these risks and crises after studying their causes and results and developing appropriate alternatives to contain the social, environmental and economic problems left by these risks. Because the tourist is the axis around which the tourism process revolves and because he is primarily looking for security and reassurance in addition to his search for pleasure and comfort, and if the factor of political, security, economic, and even health instability is missing, the problem of lack of confidence in all the efforts made to attract him to the tourist region or country emerges. A study on the issues that tourists are exposed to showed theft of luggage from hotels. Theft at airports and food poisoning from travellers who became ill after eating food in hotels.

Crises that the tourism and hotel industry may be exposed to

1. Fires, floods, hurricanes and earthquakes. 2. Industrial disasters, gas leaks or chemical pollution.

3. Murders, rapes and crimes committed against guests, tourists or workers alike.

4. Bacterial or germ contamination of food.

5. Wars, terrorist incidents and widespread destruction.

6. Media risks and deterioration and distortion of the country's or tourism organisation's reputation. ( )

The tourism system is part of a more extensive system that directly or indirectly affects and is affected by it. Therefore, it was intended that many of the main issues that occupy the mind and interest of the global system at all political, economic and scientific levels affect the tourism system, which requires confronting the risks and crises that each issue produces.

Crises that each of these issues produces.

1. Environmental risks issues and environmental imbalance.

2. differences between developed and developing countries, especially in production and technology.

3. Foreign investment issues according to the conditions of developing countries' incentives.

4. Comprehensive development and sustainable development issues.

5. Competition issues and the concept of comprehensive quality.

6. Regional conflict issues and how to end them.

7. Ethnic and religious conflict issues.

8. Terrorism and extremism issues.

9. Wars.

10. Risks of the spread of epidemics and diseases and their effects on global health that threaten individuals, institutions and countries.

It is clear from these issues that risks and crises facing the tourism sector can result, which require careful study to know the causes and results and ways to address the effects resulting from them at the global, regional and Arab levels because they constitute a terrible mistake that threatens tourism with destruction if appropriate measures and peaceful plans are not taken to manage them.

CONCLUSION

At the end of our humble research, we conclude that the tourism sector has been exposed to many different crises, affecting the tourism movement and leading to a decrease in tourism demand, negatively affecting the local and global economy of the countries receiving tourists. These crises are of many types, including natural and natural disasters such as earthquakes, volcanoes, floods, economic, environmental, health, technical, technological, and epidemic crises. To focus on the crises that the tourism sector is exposed to, we propose some recommendations, including: -

1. Spreading awareness and principles of risk management and crisis management culture in all Arab countries and through the proposed crisis management centres for all components and branches of the tourism sector in them, which includes holding seminars and cultural training programs for all upper, middle and executive administrative levels as a duty and responsibility for everyone and the possibility of studying them in universities for a specialist in dealing with crisis management.

2. Qualifying human elements, especially at the highest levels in the Arab tourism organization, in training and exchanging experiences.

3. Developing a guide to the risks and crises that the Arab tourism organization is exposed to and the location of their occurrence in the future, relying on experts in modern advanced information programs to predict expected and emergency crises to support decision-making centres with accurate and appropriate information to manage them.

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