

Adjusting marketing efforts for terrorism and tourism: An exploratory discussion on motivation and on the desire for safety

Adjusting marketing efforts for terrorism and tourism: An exploratory discussion on motivation and on the desire for safety

MANUEL AU-YONG-OLIVEIRA * [mao@ua.pt]

RUI COSTA ** [rui.costa@ua.pt]

Abstract | The objectives of this research paper are to discuss where tourism is moving towards, in view of recent social events, namely terrorism, and how and what adaptations are necessary and can be made in order to maximize the utility of tourism for consumers and commercial organizations alike. We have used a mixed quantitative and qualitative methodology to ascertain how powerful the following motivators are: desire for safety, destination innovation, and price – with regards to tourist destinations – via an exploratory survey, with higher education master’s degree students (millennials), taking a course on strategy and competitiveness, with 83 valid responses. We propose an exploratory model for motivation, in view of our survey results, which may however change, if terrorism increases yet further, beyond its current levels. Our study does indicate that tourism will have to evolve to solve a new customer need – safety and the absence of harm while on holiday.

Keywords | Terrorism, tourism, safety, destination innovation, price

Resumo | Os objetivos deste estudo são discutir as tendências no turismo, tendo em vista eventos sociais recentes, nomeadamente o terrorismo. Como e que adaptações são necessárias e podem ser feitas de forma a maximizar a utilidade dos consumidores de turismo assim como das organizações de turismo? Utilizamos uma metodologia mista, quantitativa e qualitativa, para determinar o poder dos seguintes motivadores: desejo de segurança, inovação no destino, e preço – com respeito a destinos turísticos – via um inquérito exploratório. Os respondentes eram alunos de mestrado (millennials), a frequentar uma unidade curricular sobre estratégia e competitividade, tendo-se registado 83 respostas válidas. Propomos um modelo exploratório de motivação, considerando-se os resultados do nosso inquérito, que poderá, no entanto, mudar, se o terrorismo vier a aumentar, para além dos níveis atuais. O nosso estudo indica que o turismo terá que evoluir para resolver uma nova necessidade – a da segurança e da inexistência

* **PhD** in Industrial Engineering and Management, **Assistant Professor**, GOVCOPP, DEGEIT – Department of Economics, Management, Industrial Engineering and Tourism, University of Aveiro, Portugal.

** **PhD** in Tourism, **Assistant Professor**, GOVCOPP, DEGEIT – Department of Economics, Management, Industrial Engineering and Tourism, University of Aveiro, Portugal.

de perigo enquanto se está de férias.

Palavras-chave | Terrorismo, turismo, segurança, inovação no destino, preço

1. Introduction

A European Counter Terrorism Centre (ECTC) was recently created, in 2016, by the European Union (Drewer & Ellermann, 2016), following terrorist attacks, in 2015, in the heart of Europe (in Paris, France; Verviers, Belgium; Nice, France; Copenhagen, Denmark; Tunis, Tunisia; Saint-Quentin-Fallavier, France; Sousse, Tunisia; among others) (Drewer & Ellermann, 2016). Tourists (defined herein as individuals residing outside their home environment for up to a year), in particular, are easy targets. Terrorism involves, for this research paper's purpose, acts of violence, for religious reasons (namely, Islamist radicalism, by, for example, al-Qaeda or Islamic State - IS), namely against, and rejecting, modern society in general. This movement has greatly affected tourism worldwide and we foresee that it will have an even greater effect in the future. Thus, this paper focuses on safety and fear and how these emotions affect the choice of tourist destination, consequently affecting tourism marketing – a concept including corporate activities aimed at increasing the customer satisfaction of travellers to geographic destinations for a period of up to one year (own elaboration).

The objectives of this research paper are to discuss where tourism is moving towards, in view of recent social events, namely terrorism, and how and what adaptations are necessary and can be made in order to maximize the utility of tourism for consumers and commercial organizations alike. The changing motivation, or desire and direction of energy towards a given activity (Oliveira, 1993; Mansfield and Oliveira, 1994, 1995) of tourists in

an uncertain and violent world is central to the discussion. Not all tourists are crisis-resistant (Hajjaba, Gretzel, Leisch & Dolnicar, 2015) and some will certainly feel more fear than others, with a subsequent impact on tourism behaviour. Other studies have recognized the importance of fear in travel and how fear differs from individual to individual – “results indicate that different groups of tourists exist, revealing different risk perceptions regarding international travel” (Seabra, Dolnicar, Abrantes, & Kastenholz, 2013, p.508). Still further, seven distinct groups of tourists were found to exist with regard to risk perceptions, and “fortunately for the travel industry, the biggest segment, almost half of international travelers, corresponds to a relatively carefree group, who feel no significant risk in any dimension. . . . However, the other half of international tourists perceive significant risks when traveling” (Seabra et al., 2013, p.508), meriting the development of marketing niche strategies (Seabra et al., 2013). This study does not focus or discuss, however, how much a tourist (or, in particular, a millennial) is willing to pay extra for the guarantee of a safe holiday. Previous studies linking tourism and motivation have, for example, focused on leisure motivations and tourist attractions, whereby “intrinsic satisfaction, perceived freedom and arousal emerged as stronger underlying dimensions of motivations” (Hede & Hall, 2006, p.10), with a focus on positive experiences rather than on safe experiences, which is a primary focus of this study herein. In the next section we discuss some of the literature on terrorism and tourism, motivation and tourism, and tourism planning and policy. Then we discuss the methodology of the study and a proposed model we put

forth. Finally, we discuss the survey, its results, then ending with some concluding remarks.

2. Terrorism and tourism

“Tourism destinations and tourists have always been ‘soft targets’ for terrorist activities [...] It is widely acknowledged that it is no longer a question of ‘if’ terrorists will strike but rather a question of ‘when’, ‘how’ and ‘how prepared’ the destination is to deal with them” (Paraskevas & Arendell, 2007, p.1560).

Terrorism can be defined as premeditated acts of violence by subnational groups in order to influence decision makers – and whereby the publics affected are generally not directly linked to the ideological, religious or political issues at hand (Paraskevas & Arendell, 2007). Unfortunately, the media interest and coverage of such events, which involve in particular tourists and tourist destinations, for all that they represent in the Western World, makes such actions all the more desirable by terrorists. What is proven is that destinations change their desirability and image after terrorist attacks (and subsequently their demand by tourists), while other destinations benefit from being terrorism-free (Araña & León, 2008). While previous models have analysed the effects of possible terrorist attacks, focusing on vulnerability and economic impact (Estrada, Park, Kim, & Khan, 2015), our research focuses on changing needs and desires of tourists, in effect on their motivation, for tourists who now seek safety above all for their holiday destinations.

The 11th of September, 2001, attacks on the World Trade Centre, in New York, changed a lot in the developed World. An immediate effect was the feeling of Arabs not being welcome in the USA. As a consequence, tourism by Arabs to other regions

increased, such as to Southeast Asia – countries such as Malaysia, which has a Muslim majority, making Arab tourists feel naturally more welcome and more at home. More recent terrorist attacks have, however, also had effects on where non-Arab tourists go for their holidays. More obvious destinations such as Egypt have suffered due to the insecurity of the region in general. Paris, as well as other regions in France, on the other hand, though not at war and though not as significantly affected as, say, Iraq or Syria, due to the demographics of the country, is no longer considered by some as a safe destination for holidays, as it has simply proven to be too difficult to predict and control terrorist attacks. Recent attacks in Germany have similarly shown that too many factors are involved and too many are nearly impossible to control. This has, thus, changed the face of tourism.

Portugal, with its pleasant weather, its geographic proximity, in South-Western Europe, with its nice and hospitable people, and of course, Portugal’s reputation for being a safe nation, not at war, with no known enemies, have all been essential factors supporting its surge in tourism, a quite unexpected surge, in fact, beyond even the most optimistic of projections. Porto (voted the best European destination in 2017), for example, in Northern Portugal, has seen a boom of tourists visiting. As a consequence, the existence and availability of hotels in the city, and around it, has peaked significantly. Real estate in downtown Porto has sky-rocketed, and soon, as in other major European cities, prices to reside in the historic part of town will be too high and residents will have to move out to less expensive areas, leaving room for commerce and business enterprises. However, one might ask, what would a single terrorist attack do to tourism in Portugal? Not being as well-equipped with the means to fight terrorism as other developed countries in the Western world, Portugal may well prove to be an easy target. But is Portugal worth the effort and the resources in what are generally suicide attacks? Portugal has been

targeted in the media by terrorist organizations, but so far these attacks have only been threats, with no concrete events having taken place. According to Estrada et al. (2015), smaller, weaker economies are more vulnerable and welcoming to terrorism attacks, so some or even extensive preparation by the Portuguese government for such an event should be under way at the time of writing, in particular in view of the growing importance of tourism for the Portuguese economy. Other small, peaceful and erstwhile safe destinations have been on the unfortunate receiving end of more than one terrorist attack – such as the island of Bali. In this case, a tourism crisis ensued, in what was an economy very dependent on its tourism industry, and economies such as Portugal would do well to learn from such cases and namely about the handling of crisis and recovery (Gurtner, 2016).

Our research study involves the following question: what tourist destinations will top the rankings in 2045, approximately 30 years from now, and for what reasons? Of course, it is almost impossible to tell. However, judging by recent events, and if analysts are right in saying that terrorism has reached Europe and is here to stay, the more popular destinations may be based principally on safety alone, more than on any other single factor. Portugal and other similar peaceful countries will, in all probability, see tourism on a high for many years to come – until the fatal day of one or more deadly terrorist attacks. Let us be reminded that neighbouring Spain has already suffered the consequences of modern-day terrorism. However, as has been appreciated by the media and scientific publications alike, Portugal and Spain, though neighbours, are in fact very different. Spain is more “masculine” (more aggressive and assertive) than Portugal, according to Hofstede’s (2001) classification of national cultures. Spain has thus made more enemies than Portugal. And an absence of enemies is what may influence tourist destinations worldwide from now on. Even previously remote destinations may increase their appeal to families

looking for a safe getaway. Thus, new models for tourism have to be developed. Models which take into account safety and absence of threat. It is a human desire and trait to want to travel, to change surroundings after a tough and gruelling year of work. What may change is what travellers seek. Perhaps no longer will the objective be simply to have fun, to lie on a beach, or to climb mountains or even to go skiing in the Wintertime. These are new times for tourism. Troubled times which herald a new beginning. And never before has having no enemies been so important. For all the right reasons.

Terrorism may have far-reaching effects, even on the politics in a country. “Beyond direct damages, terrorism creates fear and insecurity, potentially reducing support for democratic institutions if these are deemed inadequate to tackle the threat” (Rehman and Vanin, 2017, p.95). Extreme right-wing countries, for example, are seen to be less welcoming to foreigners, and not only to Arab tourists. “Support for the populist right in America and parts of Europe is unparalleled since the second world war. Against the backdrop of terrorism, these fear-mongers pose a serious threat to the openness and tolerance that Western societies take for granted” (The Economist, 2015). The future, in Europe, remains uncertain, and at the time of writing countries such as France and the Netherlands give rise to anxiety as their 2017 elections may signify a turn in Europe – with extreme right wing parties standing a strong chance to come to power.

3. Motivation and tourism

Individuals are complex, as is their motivation, which differs from person to person and from situation to situation (Beardwell and Thompson, 2014). People travel for diverse reasons – for cultural purposes (to visit art museums, for example),

for leisure (to perhaps lie on a beach), to pursue a hobby (such as cycling), to be in touch with nature (a possibility on the island of Borneo), for thrills or adventure (going down the underground caves in Mulu, Eastern Malaysia, for example), which differs in turn from the procurement of more extreme experiences such as canyoning (in Montenegro) or hand gliding (a world-famous site being in Rio de Janeiro, Brazil).

Focusing on motivation and tourism in particular, previous studies focus on how a need to escape exists, as well as a need to seek new experiences, which add up to determine a choice of destination, according to prior experiences and knowledge about the destination itself (McCabe, 2000). Xu & Chan (2016) speak of the notion of push (versus pull) motivation, thus differentiating between internal (push) or external destination (pull) motivating factors and forces. Destinations and their “pull” force have to do with scenery, convenience, the existence of fun activities, as well as of cultural and natural events (Xu & Chan, 2016). Accommodation and transport to the destination are also important pull forces, as is social opportunity provided (Xu & Chan, 2016). Push motivation, on the other hand, has to do with relaxation, knowledge enrichment, and general desired difference provided, as compared to everyday life (Xu & Chan, 2016). Other researchers have stated that “the primary drivers for travelling are needs to escape from daily routine, workplace, but also social needs such as meeting other people, experiencing something unique or unusual” (Simková & Holzner, 2014, p.660). Tourists, based on the above factors, will thus decide very distinctly on where they want to go for their holidays. Other barriers and factors exist also, such as economic restrictions (e.g. the price and cost involved), and stress and free time available (if there is little time, then very distant destinations will be discarded, for example) (Simková & Holzner, 2014). As concerns Maslow’s hierarchy of needs, Simková & Holzner (2014, p.661) write that safety needs

are “a reflection of [a] location’s character, social life, [and] risk of undesired pathological characters”. Maslow’s social needs, on the other hand, “are needs of esteem connected with self-esteem or with esteem of others” (Simková & Holzner, 2014, p.661). Finally, certain consumers and tourists will seek higher levels of Maslow’s needs, such as a search for knowledge or beauty, or a search for personal cultivation and self-fulfilment (Simková & Holzner, 2014).

4. Tourism planning and policy

“Tourism planning and policy is, arguably, one of the most significant influences on how tourism develops, who wins and loses” (Dredge and Jamal, 2015, p.285), thus explaining the need for this section on this subject. Tourism policy will influence what new entrepreneurial companies will appear in the industry and how well these and other incumbents will perform in specific areas they choose to invest in. Tourism authorities existed primarily to “promote the countries and improve their external image” (Garcia, 2014, p.34). The advent of mass tourism then “led to changes in strategy, which now sought to maximize revenue in order to fund national development” (Garcia, 2014, p.34). The importance of tourism to some economies is very significant. While Dredge and Jamal (2015) call for “an urgent need to progress tourism planning and policy towards greater visibility, legitimacy and importance in tourism studies” (Dredge and Jamal, 2015, p.285), we with this study intend to gather attention to the debate on how tourism is changing in view of increased terrorism and a newly-found desire for safety by tourists – which we foresee will grow into the future. While Dredge and Jamal (2015, p.285) recognize that “tourism planning and policy knowledge is conditioned by social factors, and that these factors influence how problems are identified”, we are,

herein, discussing such social factors, or, in other words, factors that influence how people behave, and are motivated, in society. Tourism is a relational phenomenon, occurring in a social context, which is highly complex and subject to change (Pulido-Fernández and Merinero-Rodríguez, article in press). Policy-makers need to accompany this change.

On the other hand, consumers are taking charge of where they choose to go to, as “traveling recommendation systems have become very popular applications for organizing and planning tourist trips. Among other challenges, these applications are faced with the task of maintaining updated information about popular tourist destinations, as well as providing useful tourist guides that meet the users’ preferences” (Cenamor et al., 2017, p.1). It will be interesting to see how these systems evolve, in the future, to possibly classify destinations according to the terrorism threat posed, and thus influencing choices. Travel and leisure are human needs (Oliveira, 2014) and we do not foresee these being eliminated altogether from society, except in extreme conditions, such as the advent of a world war – or perhaps terrorism flying out of control due to mismanagement of a situation which requires much care and attention (Liu and Pratt, 2017).

5. Methodology

We have used a mixed quantitative and qualitative methodology to ascertain how powerful the following motivators are, with regards to tourist destinations and choices: fear and desire for safety (in view of increased terrorism), destination innovation (e.g., the attractiveness and novelty of a destination; please see Oliveira, 2014), and financial access (price, seen to be a major determinant of consumer choices – especially in times of economic and financial crises, such as the one felt in

2007 and in subsequent years). We performed an exploratory survey, with 83 responses from higher education master’s degree students – millennials – defined as having been born between 1980 and 2000, and being highly literate with regards to the use of technology, which makes them a growing force to contend with in the marketplace (see Stein, 2013). The students were taking a course on strategy and competitiveness. We used a convenience sample, to which the researchers had access, due to time and financial budget constraints. A convenience sample is deemed acceptable in exploratory and pilot studies, for preliminary analyses, and is indeed quite popular in these cases, however the results cannot be generalized (Bryman and Bell, 2011).

As terrorism is a contemporary phenomenon, we opted for a survey with both closed and open-ended questions, delivered in person (in class), where we could properly describe what is involved with the research, while eliciting complete and sincere and in-depth responses from the survey participants (anonymous in some cases, as stating their names was optional). This study is about [changing] tourist motivation and is exploratory – steps will need to be taken, in the future, as regards specific safety guarantees and perceptions with regards to geographic locations.

6. A proposed model for motivation in tourism

Of note is that Abraham Maslow did, in the mid-twentieth century (1954), study the desire for safety and protection, defined as being a level-two need, following the level-one physiological needs (the need for food, for example), in a model contemplating five basic needs, in a hierarchy; where we have at level three social and belonging needs, at level four esteem needs, and at level five the need for worthwhile accomplishment and self-actualization. Individuals are seen to move

upwards, from level one to level five, as they satisfy that particular need level. The need for safety is, thus, we know, a basic need. However, what is its placing if we consider a hierarchy of needs for tourists – is it as it is portrayed in figure 1 (with safety, attractiveness of destination, and financial budget constraints, at levels 1-3 respectively)? The notions of fear and safety are highly personal and intense emotions, which vary from person to person. Price is all important, and is one of the 4Ps in marketing, being perhaps the most important aspect of the marketing mix. Destination attractiveness is central to the discussion on tourism and remains essential in holiday choice (what tourists primarily seek when going on holiday). It was decided to only use these three variables in view of desired parsimony and simplicity, requisites of theoretical models in today's society.

Is figure 1 a good portrayal of reality for tourists travelling in the XXIst century? In the proposed model, the most basic need will not be financial, that will come last. First of all, tourists will want to know if a destination is safe. Then follows the actual attractiveness of the destination – or destination innovation. For example, will the tourists relax and have fun? Finally, budget constraints come into play, that is, whether the tourists can actually afford to go to the holiday destination (however safe, the e.g. family unit will still need the funds to travel). One may find that in the future the cost of making a destination safe may see tourist destination prices go sky high. Thus the need for a survey, in order to ascertain where strategy students see the tourism industry going.



Figure 1 | A model for motivation in tourism - a hierarchy of needs for tourists in the XXIst century (proposed by the authors)

7. Survey results

A total of 83 valid responses were received to the survey.

Many qualitative suggestions were given, for policy-makers, to help them solve the tourism and

terrorism problem. These suggestions can be divided into four main groups, and after correcting for a repetition of suggestions the authors arrived at the findings summarized in table 1.

Table 1 | Qualitative suggestions for policy-makers from the survey

| Areas of policy intervention | Actions |
|----------------------------------|---|
| Weapons control | <ul style="list-style-type: none"> - Rigorous control of manufacture of weapons and explosives. - Dismantle [illegal] weapons and ammunition networks and operations. |
| Information and training | <p>Tourists</p> <ul style="list-style-type: none"> - Give better information to tourists about safety upon arrival at a destination (e.g., safe versus less safe touristic places, which places should possibly be avoided altogether, and what should be done in cases of terrorism). <p>Residents</p> <ul style="list-style-type: none"> - Make the population aware of the problems of terrorism. - Give deeper awareness training in schools, as well as training in self-defence to people. <p>Policy-makers</p> <ul style="list-style-type: none"> - Decrease effect of the media to generate less panic. - Fight the creation of fear in people of tourist destinations; policy-makers should disassociate tourist destinations from terrorism, as fear in itself is a bad emotion and is oftentimes bigger than the threat itself. |
| Policing and surveillance | <ul style="list-style-type: none"> - Be more vigilant, reinforce policing (especially of city centres, busy locations and public transport), invest in private security. - Increase border control, restrict immigration, monitor suspects better. - Increase investigation services, including of terrorist group links. - Invest in safety, by investing in human resources but also in technology (e.g. increased and more effective video surveillance). - Fight corruption and terrorism at its source. |
| Social interventions | <ul style="list-style-type: none"> - Invest in social intervention projects (e.g. with NGOs – Non-Governmental Organizations), for example, to decrease inequality between people. - Change the mentality in society, bring cultures closer together. - Promote closer interaction between local residents and tourists. - Study the reasons for terrorism, the origin of the problem, and understand what can be improved to lead to a different result. - Aim for stability in the Middle East. - Recognise guilt in the creation of the current situation, have transparency in political interests which led to the current situation, create alliances between countries for greater security. |

Table 2 shows some more results from the survey, which involved 43 women and 40 men, all millennials, born between 1982-1996. A vast majority does think of safety and the possibility of a terrorist attack when choosing a holiday destination (79.5%), despite only 16.87% actually knowing anyone who was affected by a terrorist attack. Of the respondents, 81.93% attach a price to safety and are willing to pay for safety when on holiday; or, put another way, are willing to settle for less, for the same price, to be safe. Finally, despite the apparent importance of safety, when on holiday the single most important options to the survey respondents were: destination attractions (37.35%), followed by price (26.5%), and then by safety (25.3%).

For the following survey question:

“How much more are you willing to pay, as compared to today’s prices, to ensure a safe holiday? (please circle one)

An extra: 0% / 10% / 30% / 50% / 100% / 200% / 300% / more than 300%”

The value of the (two) modes, for the question above, for female respondents, were 30% and 50%, as each was chosen 16 times. The median value for female respondents was 30%. The value of the mode, for the question above, for male respondents, was 30%, with a total of 18 answers. The median value for male respondents was also 30%. This reveals that the respondents recognize that safety is an issue and are prepared to pay extra money for it, there not existing differences between gender.

Table 2 | A selection of survey results

| Survey questions | Survey answers | Survey answers |
|--|--|---------------------------|
| 8. Do you think of safety and the possibility of a terrorist attack when choosing a holiday destination? | Yes – 66/83 Yes – 79.5% | No – 17/83 No – 20.5% |
| 9. Do you know anyone who has been affected by a terrorist attack? | Yes – 14/83 Yes – 16.87% | No – 69/83 No – 83.13% |
| 13. Rather than paying more, would you be willing to settle for less, for the same price, but in a safe environment? | Yes – 68/83 Yes – 81.93% | No – 15/83 No – 18.07% |
| 14. Please choose the most important factor to you, when on holiday [six options given]. | Most chosen factor: destination attractions (31=37.35%) Second most chosen factor: price (22=26.5%) Third most chosen factor: safety (21=25.3%) Fourth most chosen factor: services (5=6.02%) Fifth most important factor: weather (4=4.82%) | |

Table 3 shows a double entry table for categorical variables.

Null hypothesis Ho: the variables are independent.

Alternative hypothesis Ha: the variables are dependent.

Table 4 shows the frequency table for the data in table 3. We are doing the chi-squared test – testing for statistical significance (table 5).

Chi-squared statistic = Sum table 5 = 0.4679 + 0.4344 + 0.9896 + 0.9192 = 2.8111 = χ^2 .

Table 3 | Chi-squared test. Categorical variables.

| | <=30% more money for safety | >=50% more money for safety | Marginal total for lines |
|-----------------------|-----------------------------|-----------------------------|--------------------------|
| Men | 30 | 9 | 39 |
| Women | 25 | 17 | 42 |
| Marginal column total | 55 | 26 | 81 (General total) |

Table 4 | Frequency table.

| | <=30% more money for safety | >=50% more money for safety |
|-------|-----------------------------|-----------------------------|
| Men | 26.48 | 12.52 |
| Women | 28.52 | 13.48 |

Table 5 | Chi-squared test. Categorical variables.

| | <=30% more money for safety | >=50% more money for safety |
|-------|-----------------------------|-----------------------------|
| Men | 0.4679 | 0.9896 |
| Women | 0.4344 | 0.9192 |

Interpretation of results: statistical significance

Degrees of freedom = $(r-1).(c-1) = 1$

Social sciences → 5%

Critical value of X^2 from tables: 3.84

Comparison: 1) Calculated value = 2.8111; 2) Critical value = 3.84

2) > 1) → we accept the null hypothesis H_0 of independence at the 5% level. The choice of the respondent is independent of the gender of the respondent at the 5% level.

8. Discussion of the survey results

The suggestions by the participants in the survey fall into four main areas, in which policy-makers should intervene: policing and surveillance, social interventions, weapons control, and information and training. Many of the issues raised are currently being debated, namely access to the private data of citizens and surveillance – how much should be allowed? Immigration control is also a major issue and may have been the prime reason behind BREXIT – the UK's exit from the European Union (EU), by referendum, in 2016 – and the election of the President of the USA, in November 2016 – Donald Trump.

Not all of the survey suggestions, however, are for a direct increase in police control – clamping down on the weapons and arms industry is another way to curb violence. Getting to the source of the problem is also favoured, which is very commendable – namely, by investing in social inter-

vention projects, for example, to decrease the inequality between people. Recognising guilt in the creation of the current situation, and having transparency in political interests, which led to the current state of affairs, was also suggested. However, certain groups may be beyond peaceful resolutions as they ambition the destroying of modern society, and some respondents did state that the elimination of terrorism completely is perhaps an unreachable goal. We found, with this pilot study, some evidence that supports our model for motivation in tourism (figure 1), namely as to the importance of safety in holiday choice, which consumers, both male and female, are prepared to pay money for. However, destination attractions, followed by price, were deemed more important than safety, in the choice of holiday destination (figure 2). Albeit, this may change in the near future, if terrorism (especially in Europe) increases significantly.

9. Concluding remarks

The number of visiting tourists may be a function, then, of the absence of threat in that region, requiring that tourism marketing professionals adjust their marketing message accordingly. Previous models based on existing attractions (e.g. such as Disneyland) may lose weight and effectiveness. If things deteriorate too much that will mean that people will stop travelling altogether, as there will

be no safe places to go to, but we foresee that this is still a distant consequence (we hope). Travellers to Paris after the recent terrorist attacks noted how empty the streets were. Things got better over time, with a lot of effort and expense by the French government. Another variable will be the ability to police the streets and tourist areas, much as happened in Brazil, for the 2016 Olympic games held there. Authorities were able to guarantee the safety of visitors and tourists in a small geographic



Figure 2 | An exploratory model for motivation in tourism resulting from our exploratory research - a hierarchy of needs for tourists in the XXIst century (proposed by the authors)

area. Rio de Janeiro, it is generally known, is a poor region, where there is much social unrest and inequality. Until this social problem is resolved, much as with the terrorism problem, which involves a deeper divide and indeed a more complicated divide than the one found in Rio de Janeiro (going beyond the economic motivator), involving a divide between Western values and ways of life and the Arab world's perspective – means that on a par with the search for a diplomatic solution, tourism will have to evolve to solve a new customer need – safety and the absence of harm while on holiday. Female respondents revealed a more careful approach than their male counterparts (e.g., women are willing to pay more for safety, whilst men are willing to take more risks), according to the values of the modes, which is in line with the generally accepted perceptions of men and women (Yunus, 2008). However, no statistically significant relationship was found between the gender of the respondents and the amount respondents are willing to pay to be safe.

10. Suggestions for future research

Given the possibility that in view of decreased safety and increased terrorism travel and holidays may become too hazardous and dangerous altogether, the appearance of private security organizations, in tandem with governmental organizations, may become commonplace to ensure the safety of certain holiday destinations. While possible, and indeed already in vogue in certain regions, albeit not on a global scale, this additional variable and cost may make travel prohibitive in itself, except for the more-wealthy, and affluent, of travellers. It would be interesting to research this trend and see if this phenomenon, linked to tourism destinations, is already in place in certain areas worldwide, what this has done to pricing, and who is interested in such holidays (the demographics of this population).

Acknowledgements

The authors would like to thank GOVCOPP for having financed this research effort. The authors would also like to thank the master's degree students who chose to answer the survey and share their views on where tourism is going in the future and in view of increased terrorism worldwide.

References

- Araña, J.E., & León, C.J. (2008). The impact of terrorism on tourism demand. *Annals of Tourism Research*, 35 (2), 299–315.
- Beardwell, J., Thompson, A. (2014). *Human resource management – A contemporary approach*. 7th edition. Harlow, UK: Pearson Education.
- Bryman, A., Bell, E. (2011). *Business research methods*. 3rd ed. Oxford, UK: Oxford University Press.
- Cenamor, I., de la Rosa, T., Nuñez, S., Borrajo, D. (2017). Planning for tourism routes using social networks. *Expert Systems With Applications*, 69, 1-9.
- Dredge, D., Jamal, T. (2015). Progress in tourism planning and policy: A post-structural perspective on knowledge production. *Tourism Management*, 51, 285-297.
- Drewer, D., & Ellermann, J. (2016). May the (well-balanced) force be with us! The launch of the European Counter Terrorism Centre (ECTC). *Computer Law & Security Review*, 32, 195-204.
- Estrada, M.A.R., Park, D., Kim, J.S., & Khan, A. (2015). The economic impact of terrorism: A new model and its application to Pakistan. *Journal of Policy Modelling*, 37, 1065-1080.
- García, F.A. (2014). A comparative study of the evolution of tourism policy in Spain and Portugal. *Tourism Management Perspectives*, 11, 34-50.
- Gurtner, Y. (2016). Returning to paradise: Investigating issues of tourism crisis and disaster recovery on the island of Bali. *Journal of Hospitality and Tourism Management*, 28, 11-19.
- Hajibaba, H., Gretzel, U., Leisch, F., & Dolnicar, S. (2015). Crisis-resistant tourists. *Annals of Tourism Research*, 53, 46-60.
- Hede, A.-M., & Hall, J. (2006). Leisure Experiences in Tourist Attractions: Exploring the Motivations of Local Residents. *Journal of Hospitality and Tourism Management*, 13 (1), 10-22.
- Hofstede, G. (2001). *Culture's consequences – comparing values, behaviours, institutions, and organizations across nations*. 2nd edition. California: Sage.
- Liu, A., Pratt, S. (2017). Tourism's vulnerability and resilience to terrorism. *Tourism Management*, 60, 404-417.
- Mansfield, R., Oliveira, M.A. (1995). Distinguishing the great from the good: a study of the World's leading golfers. *British Academy of Management Annual Conference*, Sheffield University Management School / Sheffield Business School, England, 11-13 September, conference proceedings, pp.1-10.
- Mansfield, R., Oliveira, M.A. (1994). Being the best: attitudes and motivation amongst the World's leading golfers. *The 2nd International Federation of Scholarly Associations of Management (IFSAM)*, IFSAM – The International Federation of Scholarly Associations of Management – Texas, USA, 17-20 August, conference proceedings, pp.153-154.
- Maslow, A.H. (1954). *Motivation and personality*. England: Harper & Row.
- McCabe, A.S. (2000). Tourism motivation process. *Annals of Tourism Research*, 27(4), 1049-1052.
- Oliveira, M.A. (1993). *Motivation and the individual sports person*. Master's dissertation. Cardiff Business School, UK.
- Oliveira, M.A. (2014). Destination innovation and Superstar spillover effects on tourism – The entrepreneurial CR7 Museum and Ballon d'Or 2013 winner Cristiano Ronaldo. *Revista Turismo & Desenvolvimento / Journal of Tourism and Development*, 3 (21/22), 73-82.
- Paraskevas, A., & Arendell, B. (2007). A strategic framework for terrorism prevention and mitigation in tourism destinations. *Tourism Management*, 28, 1560-1573.
- Pulido-Fernández, J.I., Merinero-Rodríguez, R. (article in press). Destinations' relational dynamic and tourism development. *Journal of Destination Marketing & Management*.
- Rehman, F.U., Vanin, P. (2017). Terrorism risk and democratic preferences in Pakistan. *Journal of Development Economics*, 124, 95-106.
- Seabra, C., Dolnicar, S., Abrantes, J.L., & Kastenholtz, E. (2013). Heterogeneity in risk and safety perceptions of international tourists. *Tourism Management*, 36, 502-510.

- Simková, E., & Holzner, J. (2014). Motivation of tourism participants. *Procedia - Social and Behavioral Sciences*, 159, 660-664.
- Stein, J. (2013). Millennials: The me me me generation. *Time magazine*. 20th May.
- The Economist* (2015). Illiberalism – Playing with fear. December 12th. Retrieved 10-03-2017, from: <http://www.economist.com/news/leaders/21679792-america-and-europe-right-wing-populist-politicians-are-march-threat>
- Xu, J., & Chan, S. (2016). A new nature-based tourism motivation model: Testing the moderating effects of the push motivation. *Tourism Management Perspectives*, 18, 107-110.
- Yunus, M. (2008). *Criar um mundo sem pobreza [Creating a world without poverty]*. Lisbon, Portugal: Difel.