

## Book Reviews

### *Crisis Management in the Tourism Industry*

Dirk Glaesser. Oxford: Butterworth-Heinemann, 2006. Pp. 270. ISBN 978-0-7506-6523-0 (pbk): €41.95, US\$44.95, £27.99.

The tourism industry is highly vulnerable to disasters, crises, security issues and global health scares. With the increased frequency of such negative events and succeeding drops in tourist arrivals, income revenue and employment, the possible severity of crisis impacts upon the tourism industry has become more apparent. Indeed, while key events that change and influence tourist behaviour and destination development used to often be excluded from research studies, a trend exists towards inclusion and special focus on these occurrences. Subsequently, the academic literature is catching up on textbooks concerning this trend. Glaesser's thoroughly revised, expanded and well-organised book is a much-needed contribution within the growing field of crisis management. In its second edition, the book has been extended to include recent global events and trends as well as discussion on strategic managerial measurements.

The book provides a descriptive step-by-step account of crisis management in the tourism industry. Its structure is reader friendly, with the seven main chapters (the eighth is just a brief summary) being intensely illustrated with examples. Each chapter begins with a list of objectives, key terms and concepts. Instead of chapter conclusions, each ends with a few questions for review and discussion, suggestions for further reading as well as a list of a few useful websites. While these questions are rather aimed at the review of the chapter's content, they fail to encourage a more criti-

cal study into related issues. This, however, is compensated by the list of reading suggestions and relevant websites which act as good starting point for further research into crisis management.

The book begins by addressing the causes for the increased occurrences of crises from a humanistic and ecological perspective. The well-structured content identifies a number of important causes and developments which provide an overall picture of today's situation. Chapter 2 places the terms crisis, crisis management and crisis phases within a wider theoretical framework by offering definitions, clarification of terms, classifications, characteristics and possible causes, and then narrow it down to a more tourism-specific application. Further basics of crisis management are introduced with special attention being given to the dissemination and the role of the media within crisis management. Chapter 3 successfully tackles the multifaceted issue of crisis' spheres of activity by looking at each sphere's particular characteristics and concerns. This results in a very complex chapter which provides a detailed account into consumer, product, competitor, state, investor and personal spheres; and by doing so achieves an all-encompassing picture of performance and behaviour during a crisis. Concerning the consumer sphere the author considers key concepts such as types of consumer behaviour and factors that are influencing risk assessment and perception. As part of the tourism product sphere an overview of destination-particular factors (competitiveness, differentiation) is provided and the scenery effect, image, distance hypothesis and the role of tourism organisations discussed. The key concepts of competitors, state and investor spheres are centred on the descriptions of roles, responsibilities and crises reactions. With the inclusion of the state as a sphere, a glance into the wider political context surrounding general crisis management is given. In Chapter 4, the

author explores various methods of crisis analysis and prognosis. Drawing on a number of models, the chapter describes different evaluation techniques and illustrates the difficulties involved in forecasting and prevention measurements. Chapters 5 and 6 look at imperative strategic business measures and planning processes for companies and destinations to prevent and react before, during and after crisis situations. It provides an overview of measurements aimed at reducing the element of surprise through prepared measures. Chapter 7 discusses various crisis management instruments using the common division of product, price, distribution and communication. It provides a much needed overview of successfully employed measurements during crisis situations. Numerous examples, illustrations and case studies stress their applicability as recovery and prevention instruments. The last chapter very briefly summarises the role of crisis management within the tourism industry by voicing its relevance and validity for businesses and destinations. However, it fails to bring together all discussed issues in a comprehensive manner within a more universal context.

This is certainly a managerial book that provides a comprehensive overview of the *how to do* crisis management. However, while I believe that its descriptive and managerial framework clearly achieves what the title promises, its aim to ensure 'sustainable development for those working in the tourism industry and for those enjoying the services of this sector' seems rather too idealistic. Undoubtedly, an efficient economic recovery of a post-disaster destination is essential in rebuilding people's sustainable livelihoods. Unfortunately, the complexity of destination communities, as places where people live and work, remains largely hidden. Nevertheless, the book encourages the reader to rethink the fairly common ignorance of the dynamics of change within des-

tinations and businesses. It will be welcomed by people who seek an understanding of crisis management in the tourism industry – undergraduates and practitioners alike.

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### ***Extreme Tourism: Lessons from the World's Cold Water Islands***

G. Baldacchino (ed.) Oxford and Amsterdam: Elsevier, 2006, Pp. xviii + 291. ISBN 978-0-08-044656-1 (hbk): £53.99.

Interesting idea and some solid material, but incompletely digested and inaccurately titled. Baldacchino's basic thesis is that since tourist destinations on tropical islands have been studied heavily, comparative analyses of tourism to cold water islands might provide new insights. He has compiled 14 case studies contributed by individual authors, with four cross-case analyses and a concluding chapter. The case study chapters provide a new and useful compendium of existing data on cold water island tourism destinations, and for this reason alone, the book will be a valuable reference for anyone working on island tourism. The focus is on the destinations rather than the tour operators, tour products or tourists. The title is something of a misnomer, since there is nothing extreme about a luxury cruise liner or even a so-called expedition cruise. At some of these destinations there are indeed 'extreme' tours on offer, such as winter shark dives under ice, but this book does not describe them.

The islands considered are summarised in Table 1 of this review, since there is no

**Table 1** Cold water island tourism destinations

<i>Place, country</i>	<i>Area, latitude</i>	<i>Resident population</i>	<i>Tourists, activities</i>	<i>Main land tenure</i>	<i>Principal economy</i>
Nunivak I., Alaska	4210 km <sup>2</sup> , 60°–61°N	215, Cup'ig	~250 p.a., hunting, cruise ships	Indigenous and national park	Subsistence, subsidies
Banks I., Canada	67,340 km <sup>2</sup> , 71–74°N	~150, Inuvialuit	~500 p.a., hunting, nature, cruise ships	Indigenous and national park	Oil and gas, hunting, subsistence
Baffin I., Canada	476,000 km <sup>2</sup> , 62–74°N	17,000, Inuit	~7,000 p.a., hunting, nature, cruise ships	Provincial government	Subsistence, government employment
Greenland	~410,000 km <sup>2</sup> + 1,800,000 km <sup>2</sup> ice sheet, 60–75°N	~57,000, Inuit	~22,000 p.a., adventure, nature, cruise ships	Subsidiary government	Fisheries, minerals, tourism
Iceland	103,000 km <sup>2</sup> , 63–67°N	300,000, Icelandic and Danish	~300,000 p.a., whales, fish, landscape, adventure, partying	Sovereign nation	Geothermal, minerals, rich economy
Svalbard, Norway	61,000 km <sup>2</sup> , 77–80°N	2500, Norwegian and Russian	~30,000 p.a., nature, adventure, cruise ships	Norwegian government	Mining, tourism
Lulea Is., North Sweden	?, 66°N	80, Swedish	?, boating, winter ice	Freehold, local government	Fishing, second homes
Solovetsky I., Russia	300 km <sup>2</sup> , 65°N	990, Russian	~30,000 p.a., culture, history, cruise ships	Local government, monastery	Monastery, (former prison)
Falkland Is., (UK), South Atlantic	12,000 km <sup>2</sup> , 52°S	2,500 + 1,500 army	~34,000 p.a., cruise ships, nature	Private freehold	Farming, fishing, military
Macquarie I., Australia	130 km <sup>2</sup> , 54°S	<80 (science), Australian	~400 p.a., expedition cruises	World Heritage	Research only

**Table 1** (cont.) Cold water island tourism destinations

<i>Place, country</i>	<i>Area, latitude</i>	<i>Resident population</i>	<i>Tourists, activities</i>	<i>Main land tenure</i>	<i>Principal economy</i>
Chatham Is., New Zealand	2,500 km <sup>2</sup> , 43°S	700, NZ incl. Moriori	< 5,000 p.a., nature, shark dives	Private freehold, trust	Farming, fishing
Stewart I., New Zealand	1750 km <sup>2</sup> , 47°S	~ 500, NZ esp. Maori	60,000 p.a., nature, hunting	Private and national park	Fishing, second homes, tourism
South Shetland Is., Antarctica	3700 km <sup>2</sup> , 61–63°S	Bases only	~ 20,000 p.a., nature, cruise ships	Antarctic Treaty	Science, national bases

such table in the book. They differ greatly in area, resident populations, tourist visitation, government and economic base. I have visited six of them myself and the descriptions seem to be broadly accurate. The northern islands selected are further from the equator than their southern counterparts. All of them, according to the book's Figure 1, lie between July isotherms of  $-10^{\circ}\text{C}$  to  $0^{\circ}\text{C}$ , but this means little since July is winter in the south and summer in the north.

Despite geographical differences, the islands offer similar tourism products. The focus is on nature tourism with adventure and cultural elements. Hunting and fishing tours are important on some islands. Marine as well as terrestrial environments are featured, e.g. through diving, whale watching and boat-based tours. Cruise ships are the main mode of tourist access for most.

Several chapters make cursory reference to warm water islands, but only to stereotypical enclave resorts such as those in the Balearics, Caribbean or Maldives. In fact, however, many more tourists go diving, seakayaking, sailing, whale watching or bird watching on warm water than cold water islands; and many more drink kava in Fiji than eat frozen seal or stinkhead

fish in the Arctic. Certainly, more people lie on the beach near the equator and look at glaciers near the poles, but that is due to physical geography, not tourism promotion. Indeed, customers who take diving or seakayaking tours in the tropics also take similar trips with the same operators in the Arctic or Antarctic.

There is indeed a high volume highly packaged beach resort sector in warmer climates, but the closest cold climate analogue is the high volume highly packaged mountain resort sector. Large cruise ships visit both warm- and cold water island destinations. There are specialist outdoor tours on both warm- and cold water islands. Any of these could provide interesting comparisons. The cross-cutting chapters in this volume, however, compare small scale specialist tours on cold water islands, principally single-day activities for cruise ship passengers, with mass packaged tours to tropical resorts. This is too coarse a comparison to yield new insights. Several chapters seek differences that are essentially psychological, ignoring the crude but powerful physical and socioeconomic constraints.

Surely, the main reason many tourists visit tropical coastal resorts is that most of

the world's wealthier individuals live in cold cities which they want to escape during winter, and resorts can accommodate them in limited space with straightforward land tenure. In addition, many cold water islands belong to developed nations which see them as outposts for minerals or military bases, fisheries or farming (Table 1); whereas many warm water islands belong to developing nations where tourism provides foreign exchange. An inward-looking approach based on tourism theory needs to acknowledge this external context.

The four comparative chapters consider respectively: promotion, sustainability, human resources and seasonality. The last is most critical, since short summers in high latitude destinations are a severe constraint on commercial tourism. There are attempts to promote winter tourism, but access is problematic and, realistically, residents acknowledge seasonality in tourism as part of high latitude living. Indeed, many of the people working in the tourism industry are seasonal migrants from the relevant mainland, and seasonality in service sector labour is also a major theme in the chapter on human resources.

The chapter on sustainability claims that cold water island tourism has a good record in this arena; but it does not consider resident population density, scale and seasonality of tourism, or differences in building, planning and environmental law between developed and developing nations. If there are few tourists and they live on cruise ships, their impacts are mostly offshore. These three chapters, in summary, seem to produce solid but unsurprising conclusions.

The chapter on tourism promotion, in contrast, contains assertions that are unexpected and apparently also inaccurate. It is perhaps unfortunate that the reader encounters this immediately after the editor's introduction, before the case studies. The

chapter author states that his data include analyses of newspaper articles, so it is unclear whether particular statements represent his own opinions or those of travel journalists. He claims, for example, that warm water islands are inimical to human health, because of humidity, hygiene and disease, whereas cold water islands are not. Really? Rarely does one see tourists lounging around in bikini or boardshorts in a cloud of Hebridean midges or Baffin Island mosquitoes; and the drysuits supplied by seakayak and dive tour operators in the Arctic and Antarctic, complete with hoods and booties, are replaced in the tropics by shorts, thongs and a broad-brimmed hat. This chapter also claims that tourists to cold water islands see local residents as their brothers, whereas those in warm water islands see them as some kind of colonial-era nanny. I don't think this idea would go down well with the famed rugby players (and former cannibals) of Fiji's Namosi Valley or the brawny warriors of Samoa.

In the concluding chapter, Dick Butler makes a stalwart effort to pick the eyes from preceding contributions, contrasting warm water 'S's' and cold water 'I's' (Table 19.1, p. 254). Such generalisations may, however, be unduly sweeping. Certainly, there are no glaciers to look at in the tropics, and people prefer to swim in warm water. The sea is still a major part of commercial tourism even for cold water islands, however, because of ocean access, scenery, activities and wildlife. There are Indigenous people at tropical as well as polar latitudes. Many warm water islands are as isolated and inaccessible as cold water counterparts. There are shopping malls in Scandinavian as well as Spanish islands, and party tourism in Iceland as well as Greece. Even the distinction between destinations perceived respectively as exotic or erotic (p. 254) seems open to question when

one considers the 'party' reputation of Reykjavik (p. 120).

The book's concluding chapter also argues that all cold water island tourism destinations are different and all warm water island destinations are the same. Once again, however, this argument does not really seem to be supported by available evidence. Warm water beach resorts may indeed be similar, but so also are cold water cruise ships. Small tropical reef islands such as Mnemba or Chumbe off Tanzania are very different from large tropical baserock islands such as Vanua Levu in Fiji, Savaii in Samoa, Tannu in Vanuatu or Pulau Siberut in Indonesia. Northern hemisphere cold water islands all have rather similar plants and animals, whereas tropical baserock islands in different oceans have quite significant differences, terrestrial as well as marine. Certainly, the bears and walrus of the Arctic are very different in biological terms from the penguins and elephant seals in the Antarctic, but from a tourism perspective they form the basis for very similar products purchased by very similar people.

Baldacchino deserves credit for his concept, and for assembling authors to contribute case studies. Even with Dick Butler's best efforts in the concluding chapter, however, I am not entirely clear what new lessons may have been learned. In their understandable eagerness to identify general themes, the authors of the comparative chapters may perhaps have made sweeping generalisations that are not entirely supported by the case study data. For myself, one of the more intriguing opportunities would be to compare the island of Iceland, described very thoroughly in this volume by Stefan Gössling, with a warm water island destination such as Fiji. Both are independent nations, both are relatively accessible by air and both appear to have a social party tourism sector as well as a nature, adventure and cultural tourism

sector. So, perhaps there are some similarities after all?

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### *Environmental Planning in the Caribbean*

Pugh, J. and Momsen, J.H. (eds)  
Aldershot: Ashgate, (2006). Pp. xii + 207. ISBN 0754643913 (hbk): £55.00.

Ashgate's *Urban Planning and Environment* series is home to this new offering from Jon Pugh and Janet Momsen that investigates, as the title would suggest, environmental planning in the wider Caribbean region. Readers of this journal will no doubt be familiar with the conceptual linkages between environmental planning and tourism; indeed, these linkages extend far beyond the obvious connection where tourism development is embedded within environmental planning. To this end, Pugh and Momsen have assembled a suite of chapters that critically evaluate the current state of affairs (including some necessary historical antecedents) with respect to policy and planning procedures and metrics, not to mention the often hoary problem of assessing the interface between actors in the policy community.

While several chapters do not have an overt tourism focus, they nonetheless raise comparable issues. Thomas-Hope and Spence address participatory planning for sustainability in the context of agricultural systems in the Rio Grande Valley of Jamaica. Importantly, the authors

identified critical factors (both internal and external) that contribute to monocultural practices. Internally, 'inter-community suspicion, lack of leadership and the rejection of the leadership potential within the community' sits alongside patchy support for mixed cropping from external agencies and the reality of limited infrastructure. Mills outlines 'enlightened' colonial practices with respect to land management on Carriacou, arguing that modern conservation efforts would do well to investigate the dedicated policies towards environmental management. Few's chapter on participatory planning and biodiversity conservation in Belize investigates the actions of planners and non-planners in resource management efforts. Few argues that planners adopted a stance of 'containment', involving avoidance and 'control of knowledge'. Non-planning actors, on the other hand, adopted a 'counter-containment' stance which, while perhaps not intentionally based in opposition, involves overt resistance. Kitagawa and Momsen also focus on Belize, where their empirical research on community empowerment found that factors such as social structure, gender and length of residency had implications for the extent to which the local community perceived their level of empowerment. Skinner reviews disaster planning in Montserrat, an interesting example given that the island is officially a British Dependent Territory. As Skinner notes, there are unique (and perhaps little tenuous) balances between jurisdiction and regional planning for cataclysmic events.

Other chapters in the volume have a more dedicated focus on tourism and recreation, although several of those already mentioned rightly position tourism in the context of environmental planning, participatory planning and policy assessment. Scarpaci's overview of heritage tourism in Cuba is particularly welcome. The author not only addresses environmental planning in Cuba (with comparisons drawn between Trinidad and Baracoa for wider con-

text) but also extends his discussion in a wider political economy (and, in some respects, political ecology) and sustainable development framework. Kingsbury explains how Sandals Negril (Jamaica) was the first enclave resort to attain Green Globe certification in a chapter that balances mass ecotourism realities with sustainable tourism principles (both corporate and environmental). Martin tracks the development of the Cahuita National Park in Costa Rica and in doing so considers the 'struggle to reconcile the objectives of tourism, conservation and development'. Overall, the very fact that tourism has all but replaced agriculture as the dominant economic export in the region is not lost on the contributors to this volume.

The book is well produced, with only minor discrepancies in the 'fit and finish' of one plate (the original of which dates from the late 1960s, and thus itself may have been of poor quality). The introductory chapter by the authors, while short, provides a useful anchor for the chapters that follow. The lack of a concluding chapter in this respect is somewhat unfortunate, but it may not be unreasonable to assume that each chapter could well be a individual source and thus, a 'bookend' style publication may have been less relevant in this case. The lack of a paperback edition is troublesome, given that many of the lessons contained therein could have massive appeal to government planners in the Caribbean region. Academics and graduate students in environmental studies, planning and tourism could make good use of this volume. Overall, it is to be commended for its approach to not only understanding environmental planning but also letting policy initiatives in the context of development take centre stage.

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