

View point

When the forecasts fail : Terrorism and tourism

Kapil Kumar

Keywords: Tourism, terror, forecast,

Security at a destination has always been a major factor in destination choice. However, till a few years back the security factors taken into consideration by the tourists would include mugging, petty crimes like theft, pick-pocketing, etc. as the tourists' life was not endangered even at the worst politically instable destinations. Such concerns had a minimal impact on tourism forecasts as to some extent most of the destinations suffer from one or the other. Today, the security concerns have undergone a thorough change because of global terrorism. This paper after citing some attacks on tourist destinations and their impacts on tourists' mobility and choice takes into account the need for incorporating certain preventive measures against terrorism in planning for tourism in different areas. It further raises the issue of bearing the costs in this regard.

Kapil Kumar is professor of History at School of Social Sciences at Indira Gandhi National Open University, India. Earlier he was Programme Coordinator for Tourism & Hospitality (Research) at School of Tourism and Hospitality Services Management of the same university.

Security at a destination has always been a major factor in destination choice. However, till a few years back the security factors taken into consideration by the tourists would include mugging, petty crimes like theft, pick-pocketing, etc. as the tourists' life was not endangered even at the worst politically instable destinations. Such concerns had a minimal impact on tourism forecasts as to some extent most of the destinations suffer from one or the other. Today, the security concerns have undergone a thorough change because of global terrorism where not only the individual tourists are being shot or kidnapped but they are being massacred in hundreds by the so-called jihadis. The Bali bombings and the most recent terrorist raids in Mumbai can be cited here along with many other destinations that have born the brutality of terrorist attacks.

In fact, what is being attacked by these global terrorists is the very psyche of leisure and holiday-making which they consider as a threat to their self-perceived notions of their own religion. No doubt, the terror and destruction created by them has not only destroyed the economies at the destinations in terms of infrastructure, jobs, and small businesses and so on but considerably reduced the tourist arrivals. Actually speaking, one terrorist attack undoes the entire destination planning leading to a failure of all forecasts or projections.

Similarly, at certain destinations, natural disasters like Tsunami, diseases and wars have also led to the undoing of tourism forecasts. However, their impact has not been long lasting as compared to the damage done by terrorism. Hence, it has become crucial to take into account the terrorist threat while working out the forecasts related to tourist mobility and any planning that is done for infrastructural development at a destination. For example, the paper provides evidence through field studies that the destination choices of backpackers and the low budget tourists are much less affected by terrorism threats than

that of the up-budget and middle-budget tourists.

This paper after citing some attacks on tourist destinations and their impacts on tourists' mobility and choice takes into account the need for incorporating certain preventive measures against terrorism in planning for tourism in different areas. It further raises the issue of bearing the costs in this regard. You can't pass on the costs of security on the tourists and the industry is still reluctant to contribute for this as providing security is seen as a state subject. In such a situation how do you go about is a challenge to all players in tourism and needs to be tackled at the earliest.

Similarly, there is a need to inculcate anti-terrorism measures in tourism curricula being taught in the universities, training and retraining programmes in the industry and also in Management development programmes. It discusses the types and levels for such training and programmes.

The paper also stresses on the need to generate awareness against terrorism along with some preventive measures as pre and post terrorist attack tasks.

The methodology adopted for this paper is analytical. Different reportings on the terrorist attacks on tourist destinations have been picked up from various web-sites and analysed critically. Similarly, many reports of organisations and the methods adopted to secure financial losses have also been analysed. Based on these certain forecasts have been made as regards the future of tourism in an age of terrorism.

Terror and tourism

There have always been threats to tourism development and tourist's mobility which vary in nature and volume for different destinations. However, to what extent they are accounted for in tourism forecasting and planning is something to be looked into. Besides, the intensity of threats has changed dramatically with global terrorism denouncing the tourism

Kumar

When the forecasts fail :
terrorism and tourism

motivators and attacking the very psyche of leisure and holidaying. The self-styled jihadi terrorist commanders consider this psyche as a threat to their self-perceived notions of their religion, culture and lifestyle and accordingly attempting brainwash or force their co-religionists to fall in line or else face the gun in the areas under their control and to an extent even elsewhere. Tourism has been a soft and dual purpose target, .Not only individual tourists are being shot or kidnapped but tourists have been massacred in hundreds by the so called jihadis at destinations like Bali or Mumbai. Many other destinations world over have been the victims of jihadi brutality. This terror has left a chain of destruction and destroyed the economies in terms of infrastructure, loss in jobs, revenue generation and businesses and drastic falls in tourist arrivals and the destinations struggling again for a long time to establish their secure image. On the other side the jihadis derive sadistic pleasure by killing innocent tourists as if they have won a battle against the US and its allies, Indians or other religious communities. In this barbarous process they have not spared their own co-religious people and the attacks in Swat valley and Merridian in Islamabad, Pakistan, in Egypt or Jordan bear testimony to this. Imam Samudra, the Bali bombings accused had no repentance for the innocents he had killed, but only for his fellow religionists who "accidentally got killed" in his bombings. (The Bali Bombing Plotters, <http://news.bbc.co.uk/2/hi/asia-pacific/2385323.stm>) Like him, Kasab - the Mumbai accused also has a conviction that he will go to heaven (jannat) for his service to his religion. The very purpose of reiterating the terrorist brutality here is to emphasise that terrorism must not only be declared but also acknowledged as the biggest threat to tourism. It should be and has to be accounted for seriously in tourism forecasting and planning. Similarly, at certain destinations, natural disasters like Tsunami, diseases and wars have also led to the undoing of tourism forecasts. However, their impact has not been long lasting as compared to the damage done by terrorism.

The concerns

Security at a destination has always been a major factor in destination choice. However,

till a few years back the security factors taken into consideration by the tourists would include mugging, petty crimes like theft, pick-pocketing, etc. as the tourists' life was not endangered even at the worst politically instable destinations. Such concerns had a minimal impact on tourism forecasts as to some extent most of the destinations suffer from one or the other such problems. A tourist could, to a large extent, avoid such problems by taking few precautions. Today, the security concerns have undergone a thorough change because of global terrorism where not only the individual tourists are being shot or kidnapped but they are being massacred in hundreds by the so-called jihadis. It has been aptly pointed out by Ross Gittins that "it is now clear that when people think about defence and national security, the main thing they have in mind is the risk of terrorism, not the risk of invasion by another country. (<http://business.smb.com.au/business>). The Bali bombings and the most recent terrorist raids in Mumbai can be cited here along with many other destinations that have borne the brutality of terrorist attacks. It is not just the tourist but also the destination which is under attack. The Eiffel Tower is guarded by machine-gunners, tourists are frisked at the Taj Mahal- the monument of love and the Coast Guard patrols the sea to protect the beaches of Goa from terrorist attacks. Yet, the problem with the tourism industry is that it is still counting on terrorism as a temporary phase with no combined efforts to fight it and leaving it on the state to take care of security measures. No lessons were learnt from attacks on tourists in Egypt or the kidnapping and killing of tourists in Kashmir. Even now many consider it an issue between the US and the jihadis or India and Pakistan that can be tackled only through diplomacy and negotiations. They fail to realise that today's terrorism is not an isolated phenomenon confined to a particular nation or region. Tourist destinations have been targeted in practically all parts of the world under the garb of a particular religious ideology by those who want to take the world back to medieval times. The threat exists at the point of origin, at the destination and also if you are in transit. No nation can claim to be an exception and tourists from all nationalities have lost their lives though all nations may not have been targeted yet. A

International Journal of
Tourism and Travel

3/1 (2010) pp. 7-14

recent report in Guardian listed 320 cities world over as identified targets by the jihadis. At practically every destination there are many-many people like Mohd. Rafeeq, a small boat (Shikara) owner whose life has been described thus: Mohammad Rafeeq, 55, is a shikarawalla who starts his day at 7 a.m., waiting on the banks of Dal Lake with his wooden boat, hoping to find tourists to take for a ride. Today, he'll be lucky to find a few. According to Rafeeq, before 1989, he could hardly find time to rest, so packed with tourists was his shikara. He never imagined that violence would cause his happiness to be so short lived. Rafeeq says, "Out of Rs.1500 per day (US\$35), I was able to provide my family with at least food and clothes, though I couldn't afford to educate my children. These days it's even difficult to manage and whatever little I earn it is spent on medicine for my sick wife. I ferry only two or three tourist families per day - if it continues like this, my family will die of starvation." Now, his income is 200 rupees a day or less." (www.thwip.net/contributors/2008/08). The irony here is that these jihadis have been brainwashed to such an extent that this does not matter to them to make even their co-religionists to suffer or even killing them. The recent events taking place in the Swat valley of Pakistan, which was once a prime tourist destination is the brutes example of this and the worst sufferers being the women.

Some data

I am not analysing the statistical data here in terms of the drop in percentages of tourist arrivals, hotel occupancy, loss of foreign exchange, jobs and businesses as already a lot of such figures are available on the web sites or in reports. Suffice to mention here are a few examples like India witnessed a decline of 17.5% in terms of tourist arrivals immediately after the Mumbai attacks. The occupancy rates of hotels in major cities fell by 40-60% and the property loss is estimated to be more than thousand million US dollars. The entire Indian planning for tourism in terms of arrivals was targeted to touch a figure of 10 millions foreign tourists' arrivals by 2010 which now seems to be a dream. More such cases can be cited like the Bali terror bombings of 2002 and 2005 that had a huge impact

on the tourism industry with 230 people killed including 92 Australians (July 28, 2008: www.smh.com.au). The hotel occupancy immediately had dropped from 64.6% to 13.9% in November 2002 and even slashed room rates could not bring in recoveries (for details see www.hospitalitynet.org/news/4025411). Most of the time the industry as well as the Tourism Boards are reluctant to disclose the actual losses to avoid negative publicity and image building. Figures are even fudged to show minimal impacts in order to impress the prospective visitors. For example, see this report:

"New Delhi, Jan 12: The global meltdown and the terror attacks, especially the 26/11 Mumbai strike, has had no impact on foreign tourists' arrival in India as an estimated 5.37 million travellers came to the country in 2008, a statement issued by the tourism ministry said Monday.

... In fact, the ministry said the impact of the Mumbai terror attack Nov 26 that left killed 173 people, including police officials and foreign nationals, was not felt as it was feared, as the number of tourist arrivals in December 2008 went up slightly as compared to November."

(<http://www.newkerala.com/topstory-fullnews-73505.html>)

On the contrary, another website declares that:

"The violence in Mumbai by the terrorist in which near about two hundred people lost their lives left the bad impression on business visits and tourism from the US and other parts of the western world.

Tour operators, travel agents and Indian diplomats in New York had expressed their views regarding the falling of number of people from the US to India to come down sharply in the coming weeks and months. Pravasi Bharatiya Divas will also be celebrated in Chennai in January which may suffer the presence of less people from the United States of America. Post Mumbai terror attacks people are feeling insecure to travel to various cities of India by various airline flights.

Many travellers from United States of America made a request to the travel agencies for cancellation of their tickets which they have booked earlier to various Indian

cities. Despite the penalty for cancellation or change of airline tickets is too high these days.

The result of Mumbai terror attack can be seen in many sectors i.e. Real estate, airline flights travelling etc. Several people have cancelled their confirmed airline flights tickets.

It is pointed out that the people not only hesitating to visit to Mumbai but the peaceful places like Kerala also. The travelling business had been hit badly post Mumbai terror attacks.

Last year Indian government launched the "Incredible India" campaign in the US with a mega "India at 60" festival in New York, there has been a significant jump in the flow of tourists from the US to India. But now the various major airlines facing the request of cancellation of airline tickets of several passengers for their flights to India."

(<http://www.goarticles.com/cgi-bin/showa.cgiC=1270543>)

The WTTC critique

The crucial question is that are we taking any lessons from this for future projections and planning? And if the answer is yes, what efforts are being initiated to not just minimise this threat but uproot it. The World Travel & Tourism Council (WTTC) launched in May 2005 at Delhi, the WTTC Crisis Event Forecasting Model (CEFM). The WTTC believes that:

"...one way to establish common ground is to produce authoritative economic research that provides all stakeholders with reliable information. To this end, WTTC has extended its proprietary Tourism Accounting Research to examine a series of historical events that can be used to help forecast the impact of a new crisis/event and assist government and industry leaders to develop informed strategies to assess needs and speed of recovery"

(www.hospitalitynet.org/news/4023829)

The current variables "used to define or characterise a crisis event" include:

- " "Consumer Confidence - in respect to international arrivals, personal travel and tourism, and business travel;
- " Timing - in respect to tourism seasonality;
- " Shock Factor -in respect to intensity/duration of the event;

- " Geographic Spread: localised, national, regional or global;
- " Infrastructure Needs - in respect to damage and pace of rebuilding
- " Government Response - in respect to recovery programs, marketing, promotion, etc."

However, there will be major lacunae in these variables unless the following questions are accounted for:

- Have the perpetrators of the terrorists' attacks been eliminated?
- Have adequate security measures been taken to minimise the chances of repetition of such attacks?
- What is the confidence level of the host population?

It must be realised that even the destinations have to be categorised like:

- That have faced the attacks, destruction and loss of human life and property.
- Those that are consistently under attack, facing regular loss of human life and property, e.g., in the case of Jordan "every terrorist attack that occurs in the wider region makes it harder for the kingdom to keep its plans on track." (www.ameinfo.com/95587.html). A similar thing can be said in the case of Egypt which has a history of attacks on tourists since 1992 (www.usdivertravel.com/T-EgyptTerrorism.html). In fact, at such destinations terrorism and tourism go along side by side.
- "Potential targets. Different intelligence agencies in the world report 320 cities worldwide under this category. (The Guardian, London)

Further, the nature of the economy/country has also to be taken into account as the capability of a super power or a developed country for fast recovery and employing better security measures would be much more than the capacity of a developing economy or a poor nation. In fact, the destinations that come under the former category have a privileged position as no travel advisories are issued

against them. Whereas they are the first to check travel if the attacked destinations are located in the developing or poor countries. WTTC's own reporting in relation to forecasting about UK after the London bombings speaks volume about the point I am trying to argue. For the WTTC Crisis Committee concluded that:

- The intensity of the event's effect on international arrivals, residents' travel and tourism consumption confidence and Business Travel confidence should be minor.
- The duration of the event's effect on international arrivals, residents' travel and tourism consumption confidence and business travel confidence should be limited.
- The geographical reach of the event should be limited to the UK.
- The damage to the Travel & Tourism infrastructure was none.
- The UK government spending response to the event should and would be strong. (www.hospitalitynet.org/news/4023829)

The same forecasts would not be there if it was the case of a destination in a developing or poor country.

Interdisciplinary analysis

Most of the forecasting/planning in all tourism and related segments is done by teams of experts consisting of economists, statisticians, marketing and management gurus, architects and town planners and financial wizards. The social scientists, political and defence analysts are virtually absent in such teams. Let me elaborate this from an example of tourism planning for Kashmir in India. In the mid 1980's a comprehensive plan was chalked out for tourism development of this Indian state with projections of 20% annual growth in tourist arrivals. Accordingly, huge investments were made in the accommodation sector. What the forecasters failed to address was the political environment of the state and a hostile neighbour who had been advocating armed insurgency by the locals and sending trained terrorists to carry attacks in the garb of jihadi ideology. Just one wave of terrorism undid the entire meticulously

carried out forecasts and all was lost. Today the state is struggling back to normalcy with increase in tourist arrivals. Yet, the investors are reluctant as the state remains on the agenda of the Al Quaida, Lashkar, Taliban and a host of other jihadi groups. It is not possible to forecast how many terrorist attacks a destination would face but it is possible to predict the intensity of such attacks and take precautions or strengthen your preparedness to face them.

Richard Barrett, a Coordinator of the United Nations' Taliban and Al Qaida monitoring team hinted in his paper that "on top of the direct and indirect costs of terrorists' attacks are the costs incurred to prevent them". Hence, it is vital to determine who is going to bear the costs of protecting a destination from terrorists and keeping it secure for the tourists? The easiest answer to this is the state and who else? In my assessment this is going to be a very tricky issue in the near future. There is no doubt that the onus of security lies on the state but to what extent can the state bear the heavy costs on its own. Sooner or later the state is going to ask the industry to share the costs. The industry will be in no mood to share it from its profits but would include that in its costing. Thus the burden would conveniently be shifted to the tourist who will start shying away from the destination looking for cheaper alternatives. Result projected - a decline in arrivals. Such costs need to be worked out, computed and shared. They should form part of the budget allocations of the government bodies and the private businesses as well.

A similar issue emerges in terms of infrastructural costs. The existing airports, railway stations or all transportation hubs, accommodation units, monuments, parks and other attractions, etc. need security upgradations, particularly in the developing countries. Take for example the airports. The biggest security risk at the airports is that anyone can carry anything in the handbag right up to the heart of the airport as handbags are checked only at security check in. To eliminate these risk structural changes will be required. This again involves costs and issues of financing. Where new units are to be setup such expenses have to be built in the project portfolios which will considerably enhance the project costs.

Further one also has to take into account the expenses that would be needed by both the tourism boards and the private players for additional promotion and marketing in case the destinations undergo attacks. There is no doubt that government spending would be much more in this crisis situation and this requires advance budgeting.

Another urgent requirement is to launch an awareness campaign against terrorism jointly by all the players in tourism sector at a global level highlighting the damage and destruction terrorism does to tourism and the impact of fall in tourism on the destination economies and local population. This is particularly needed to weed out and block any local support that the terrorists may be aspiring for or getting at the local level. Certain efforts, though done at a very limited scale in this regard in Kashmir and Punjab did provide some positive results. However, they have to be done as a campaign and this involves costs. Expenditure for generating such awareness has to be treated as an investment for better returns. It is through such investments that we can create tour operators like Mukesh Vishnav and the case is worth citing here:

"Srinagar, July 19: The limp in his walk is conspicuous and his right foot is still plastered. But the smile on his face is intact as it was a month ago before he was hit in a militant attack.

Mukesh Vishnav, 34, a tour operator from Jodhpur, Rajasthan, was seriously injured in a grenade attack on his bus on June 21, which also wounded five of his tourists. He was hospitalised for five days in Srinagar and for another 10 days in Jodhpur. But on July 14, Vishnav returned to Kashmir with another batch of 45 tourists.

Kashmir, he says, is "a place of Sufis not militants and a little violence here and there is not reason enough for fleeing from it". When asked how he could persuade the tourists to visit Kashmir at a time when there is a renewed surge in violence and more grenade attacks on holiday-makers, Vishnav says he invoked the Kashmir's peaceful history and the hospitality of its people. "I told them Kashmir is a paradise on earth. You cannot miss it for a few stray grenade attacks."

(www.indianexpress.com/news)

We can make use of IT applications through internet as an electronic platform or portal is the most cost-effective tool for generating and disseminating such awareness the fastest way besides advertisements on the TV channels. Certain industry segments in India have been careful enough to learn lessons from the 9/11 attacks in the US by insuring their businesses against terrorists' attacks. Interestingly, a terrorism risk pool had been created in Mumbai by the state run General Insurance Corporation of India. The financial losses for destruction of properties can be projected as well as claimed but one has to remember that whether it is the individual business or the government or the insurance company, someone has to bear this economic loss. And hence, the more need to invest in the security systems and awareness campaigns.

Another dimension that needs immediate attention in the fight against terrorism on tourism is that anti-terrorism measures must be incorporated in the curricula of tourism and hospitality courses not only in terms of first aid or how to escape from bullets etc. but to psychologically prepare the human resources serving these industries. Like any training for preparedness against natural disasters, we have to go for preparedness against terrorist attacks also. No doubt that the staff at the Taj Mahal Palace and Tower Hotels in Mumbai acted with exemplary human courage "endurance and self-sacrifice and many of them lost their lives in saving the customers, something duly acknowledged and praised by Ratan Tata, the owner of the property. Yet, this courage and service was there without they having been trained. Had they been trained in these areas the loss of life would have been minimal. Such changes in the curricula are not required only in the institutes/universities where students pursue tourism and hospitality courses but have to form part of the induction, training and re-training programmes of the businesses - small as well as big. Again the expenditure to be incurred in this area has to be treated as an investment for future returns.

Conclusion

After a critical evaluation of the terrorists attacks at tourist destinations, the situation at

those that are under threat and the terrorist psyche and motives, as a social scientist the following conclusions will enable us to face terrorism as a living ongoing reality rather than some isolated stray incidents that can be ignored.

- More and more tourist destinations are on the hitlist of the terrorists by the terrorists as it is virtually impossible to alter the jihadi psyche and the hostile attitude of jihadis towards leisure and tourism. These attacks will occur more in the developing and poor countries. Similarly, many third world destinations may have to buy peace from the terrorists not just politically but by giving in to their unjust demands and in cases even protection money. The peace agreement between the Taliban and the Pakistan Government over the Swat valley is just a beginning in this regard. Hence immediate investments are required in this area not only in terms of money but in terms of awareness, training and retraining and IT is not only the most cost effective area but with highest reach and impacts.
- It must be remembered that it is only a handful who are using religion as the terrorist ideology whereas most of the Islamic followers, going by the true nature of Islam are for peace and harmony. The views of all such Ulemas, Imams or other Islamic religious and political leaders and even the common man must be highlighted on the websites to make the jihadis realise that they have adopted the wrong path and terrorism is not a solution for their genuine or self-perceived wrongs. Such an exercise will also improve inter-community relations all over the world.
- Destinations as well as businesses will have to come out with protection tags on their brochures, websites, advertisements etc. ensuring the security of tourists.
- Not only capital reserves have to be created to meet any contingencies but a host of IT professions have to be kept in preparedness for strategic marketing and promotions to immediately mitigate the negative impacts of terrorists in tourist generating markets.
- An all in one approach has to be adopted for combating terrorism where ever it

emerges and mere condemnation and resolutions are no answers. For this the UNWTO and other bodies like the PATA, IATA, WTTC, National tourism boards and so on have to pool up financial and intellectual resources not only to meet the costs of protection and destruction at the destinations but for creating electronic platforms/portals.

- Confidence generating methods have to be there for all, the host population, tourists and employees' usage of e-tools will again be the best method.
- In fact, it would be very useful to have such blogs on an anti-terrorism website with a title "NO TO TERRORISM IN TOURISM" with heading like Condemnation By Holy Men, Host Population's Confidence, International Opinion, Tourists' Opinion At The Site Of Attack, etc. that can be immediately updated when a terrorist attack has taken place to further mitigate the negative impact of such attacks and generate confidence among both the tourists as well as the host population.

In case the entire forward looking world unites to fight the terrorist menace and use stern measures against the countries that provide patronage to the terror ideology and the terrorists then only can tourism survive and develop. Otherwise my analysis leads me to conclude that:

All tourism must end as the jihadis wish

or

You will find such advertisements which highlight:

100 % safety against hijacking-our airlines has paid protection money-we don't charge this from flyers so why not travel with us

or

Terrorist attack free destination: protection money paid in advance; be our guest and enjoy a terror free holiday.

No doubt the terrorist outfits need such money to finance their brutal attacks against humanity. Hence, let all players in the tourism system forge equally strong partnerships through the usage of e-tools and optimise the role of IT in fighting terrorism for the future of tourism besides adopting other means.

References

- Saye Sekhar, A. (2008) , "Taj Hotel Insured for Over Rs.1,000 Crore", Retrieved from www.hindu.com/2008/12/03/stories
- Perera, A. (2008), "Sri Lanka: Terror, Recession Put Tourism in the Doldrums", Retrieved from <http://ipsnews.net>
- Bhuyan, A. (2008), "Five Million Foreign Tourists Visited India in 2007", Retrieved from <http://overseasindian.in/2008>
- "2002 Bali Bombings", Retrieved from <http://en.wikipedia.org>
- "GPS Transcript: Taj Hotel Owner Speaks to CNN", Retrieved from www.cnn.com/2008/WORLD/asiapcf
- "India - The Continuing Terrorist Threat", Retrieved from <http://journals.worldnomads.com/safetyhub>
- "Kashmir: Terrorist Attack Tourists", Retrieved from <http://news.indiamart.com>
- "Kashmir's Tourism Suffers When Conflict Erupts", Retrieved from www.thewip.net/contributors/2008
- Laurance and Jonathan Essner (2003), Retrieved from "Terrorism's Impact on Tourism: What the Industry May Learn from Egypt's Struggle with Al-Gama'a Al-Islamiya", <http://prairiepundit.blogspot.com/2009>
- "Mumbai Terror Attacks: Edelweiss Impact Report", Retrieved from <http://valuescrips.com/2008>
- "Mumbai Terror Attacks Will Hit Tourism Sector", Retrieved from www.rediff.com/money/2008
- Raus Gittins (2008), "The Terrifying Cost of Feeling Safer", The Sydney Morning Herald, Retrieved from <http://business.smh.com.au/business>
- Richard Barret (2006), "The Broader Impact of Terrorism on Financial Stability", Retrieved from www.imf.org/external/np/seminars
- "Returning Aussies Drive Bali Tourism to Record", Retrieved from www.smh.com.au/news
- "The Bali Bombing Plotters", Retrieved from <http://news.bbc.co.uk>
- "The Taj Mahal Palace and Tower Mumbai", Retrieved from <http://www.tajhotels.com>
- "Tourist Arrivals To India Dip by Over 17 Percent", Retrieved from www.thaindian.com/newsportal
- "Tourist Arrivals Up Despite Global Meltdown, Terror Attacks", Retrieved from www.newkerala.com
- "World Travel and Tourism Council Issues Estimate of London Bombing Impact", Retrieved from <http://www.hospitalitynet.org/news>