LIBYAN TOURISM AND RESCUING STRATEGY

(IMPORTANCE OF IMAGE)

FINAL REPORT

DONE BY

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MASTER PROGRAM OF BUSINESS ADMINSTRATIVE SCIENCE

PROFESSINONAL PROGRAM

MAGISTER AND DOCTORAL PROGRAM

FACULTY OF ADMINSTRATIVE SCIENCE

UNIVERSITY OF BRAWIJAYA

MALANG

2013

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DEDICATIONS

To my mother and father , who built the first port in my heart to where i always berth my ship containing all my failures and humble accomplishments and to my brothers and sisters for showing me how to live.To my country For showing me why to live

When we were learning to read we were not satisfied until we could recognize the limited number of letters of the alphabet in all the various words in which they occurred , we did not think them beneath our notice in large words or small, but tried to recognize them everywhere on the grounds that we should not be literate till we could.

Plato, the republic

BIOGRAPHY

I am Hani Abduala Ali, I was Born 1982, I am Libyan citizen. I got a bachelor's degree in Law studies from Tripoli University – Libya.

I have done this report to get Master Business Administration.

Title of report LIBYAN TOURISM AND RESCUING STRATEGY

(IMPORTANCE OF IMAGE)

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ACKNOWLEDGEMENTS

All Praise is to Allah, the Lord of the Worlds. I'd like to express all my thanks for those who

were always close to give a hand when I was in need, parents, lecturers, brothers, friends and my LOVELY wife.

Thanks all for your support.

Malang

Author:-

HANI ABDUALA ALI

SUMMARY

This academic report has been summarized in the few following concepts:

The importance of tourism as business field and the impact of the crisis on the tourism investment then the crisis of Libyan civil war and the consequences also, discussing some related case studies in addition, it highlights the sensitivity of tourist to the fears and finally Solutions to rescue the image of Libyan tourism field.

The tourism industry is one of the most important industries in the world since it employs "more than 250 million people worldwide. Libya, compared to the other Arabic and Muslim countries has concert foundations (standards of health, education).

The tourism industry in Libya offers many advantages to tourists such as: beautiful beaches, historical sites, and an excellent climate during the whole year, and comparing with Europeans, also this study mentioned one of familiar models of measuring the performance of the tourism industry ((butler diagram)).

The mentioned case studies in the report make us clearly can recognize the high effect of the rescuing strategies which were established based on the multimedia and the intensive uses by the governments and cooperation with local and international organizations,whether the private or the public,the direct impact was so affective specially with using the internet so they could get the credibility back of the customers around worldwide in short time, the local people whether the residents or the tourism sector employees are consider as emotional effect and it so important to give bright image as host society .

This study is to develop recommendations on how the tourism industry, in Libya can recover from the Libyan revolutionimpact and get some inspirational methods of dealing with problems though in the market bythe advertising ways to cross over the crisis.

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CHAPTER I
INTRODUCTION

1.1 Background

Tourism industry is one of the most important industries in the world since it employs more than 250 million people worldwide (Asia-Pacific Economic Cooperation, 2006). This industry, which includes transport, lodging, and catering, is expected to generate $12,119 billion of revenues and 279,346,000 jobs in 2016 (Asia-Pacific Economic Cooperation, 2006). The industry worldwide is also expected to indirectly and directly contribute 10.9% to Gross Domestic Product (Asia-Pacific Economic Cooperation, 2006). However, the industry is an extremely sensitive and vulnerable activity which can be impacted by important events.

1.2 Libyan history

Libyahas for over 3000 years witnessed the passage of Romans, Turks, and Italians as colonizers. Libya, compared to the other Arabic and Muslim countries, has solid foundations such as standards of health and education. After gaining independence in 1951, Libya was started getting more attention by the foreign investors for 30 years.

In1969 Libya had witnessed military coupled by colonel Muammar al-Gaddafiwho controlled the country for the next 40 years and during his ear as dictator Libya has suffered of his incorrect decisions and that has reflected negatively on all the governance aspects in the country politically and economically and socially.

The Libyan civil war, also referred to the Libyan revolution was a 2011 armed conflict in the North African state of Libya, fought between forces loyal to Colonel Muammar al-Gaddafi and those seeking to oust his government. The war was preceded by protests in Benghazi beginning on Tuesday, 15 February 2011, which led to clashes with security forces that fired on the crowd. The protests escalated into a rebellion that spread across the country, with the forces opposing

Gaddafi establishing a temporary governing body, so called National Transitional Council , then the war events continued following till the end of it by capture al Gaddafi and executed him by the opposition, after that UN Officially changed the flag of Libya as member in the general association of UN to the 1951 flag to be as appeared in next figure.

Figure 1.1 Libyan flag
Source: Wikipedia

The colors have historical meanings , that the Red refers to the fighting (Gehad) ear against the colonization , while the Black refers to the suffering of people becuse of the ignorance and injustice during the colonization era . abd the green refers to the prosperity while the crescent and the star are the logo of Islam .

Figure1.2 Libyan map
Source: Wikipedia
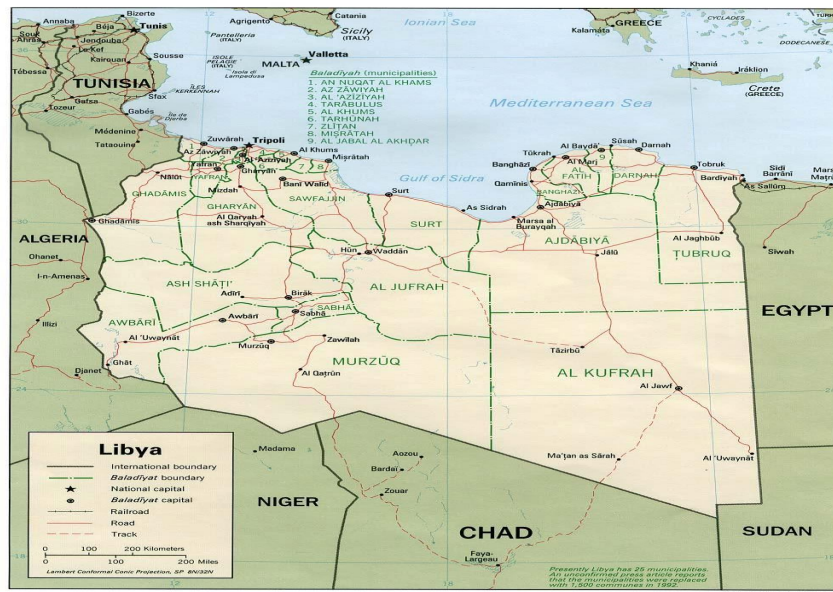
1.3   Tourism in LIBYA

Tourism in Libya is one of the country's industries that is still in its early growth, but one that is growing gradually. About 149,000 tourists visited Libya in 2004, and this went up to 180,000 in 2007. The country is best known for its ancient Greek and Roman ruins and Sahara desert landscapes. Responding to this figure, there are currently about 13,000 hotel rooms in Libya.The Libyan government hopes to increase revenue fromthe tourism industry by offering many advantages to tourists such as: beautiful beaches, historical sites, and an excellent climate during the whole year comparing with those in Europe.

1.4   World Heritage Sites in Libya

Libya is the home of several impressive archaeological and cultural sites that are truly unique and unparalleled in the whole world. The hardly known valleys of the Libyan Sahara are the home of an array of sophisticated and stylish prehistoric civilisations. Five of these sites have been added to the World Heritage List between 1982 and 1986. These sites are now the responsibility of the whole of humanity and not just Libya, to protect, preserve and ultimately explore and enjoy. These world heritage sites are:

1. Roman city of Sabratha
2. Leptis Magna
3. TadrartAcacus
4. Ghadames
5. Cyrene / greek site

a)   Roman Sites

Figure 1.3 Roman city of Sabratha *Wikipedia*

The Roman city of Sabratha is located about 80 km to the West of Tripoly, the capital city of Libya. This is established as a Phoenician trading-post around 500 BC. It later became part of the short-lived Numidian Kingdom of Massinissa before being Romanised and rebuilt in the 2nd and 3rd centuries AD. During the 4th century,the city was badly damaged by earthquakes, and was rebuilt on a more modest scale by Byzantine governors, besides the well preserved of late 3rd century theatre, that retains its three-storey architectural backdrop.Sabratha has temples dedicated to LiberPater. There is also a museum adjacent to the site which contains some excavated artefacts, whilst others are displayed at the National Museum in Tripoli.

Leptis Magna is the largest Roman city in Libya, and its ruins are some of the most complete and best preserved in the Mediterranean.

Figure1.4 LaptisSource: Wikipedia

b) Greek Sites / shahhat

The historical site lies near the village of Shahhat. One of its more significant features is the temple of Apollo which was originally constructed as early as 7th century BC. Other ancient structures include a temple to Demeter and a partially unexcavated temple to Zeus. There is a large necropolis approximately 16 km between Cyrene and its ancient port Apollonia. The Cyrene Museum also lies on the site.

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Figure 1.5 Apollo Temple

c) **SAHARA DESERT**

The Sahara desert represents more than 92% of the Libyan territories and is an important Libyan resource with many tourist attraction landmarks. This includes historic arts, agricultural, urban constructions and habitations in oases and desert lakes. Such diversity in desert tourist phenomena in Libya gives several opportunities to perform entertainment, cultural and scientific activities to satisfy the desire of the adventurer tourist and the amateur sportsman tourist through the desert paths. Moreover, the natural beauty distinguishing the Libyan Desert and its calm, isolation and simplicity of life present unlimited photographic opportunities.

Figure 1.6 Saharawikipida

Consequently, in order to boost the economy of Libya, the government and tour authorities should examine the impact of the Libyan Revolution on the tourism industry in order to determine how the industry can recover from the revolution.

1.5 Tourism regulations in Libya

a. Libyan Ministry of Tourism before the revaluation.

The ministry of tourism during Gaddafi's government was called: "The General Board for Tourism and Traditional Industries", the Committee for Tourism and Traditional Industries was established to oversee and regulate tourism in Libya. The Board had a poor website, with very few information about Libya.

b. Libyan Ministry of Tourism after the revaluation.

On the 22nd of March 2012 the transitional government of Prime Minister ((Ali Zeidan))issued law no 122/2012, which amended the name of "The General Board for Tourism and Traditional Industries" to (Tourism Department).These are some important articles of the law which issued to organize the establishment of the new tourism administrative structure by transitional government resolution130/2012, stating that:

a) **Article:**178 of year 2011.Organising The General Board for Tourism and Antiquities established by NTC's resolution number 178 of year 2011.

b) **Article**: The General Board for Tourism and Antiquities "enjoys its legal entity and independent financial liability", and is part of the Prime Minister's Office (PMO).

c) **Article**:The headquarters of the General Board for Tourism and Antiquities is in Tripoli, with the option to open other branches in other cities on request from the Prime Minister's Office.

d) **Article**:This article contains 13 points, covering the objectives and the duties of the board,including establishing a plan and strategies in the fields of tourism and antiquities; following-up the implementation of these plans; establishing programs and projects relating to tourism and antiquities; establishing social and economic studies to identify and remove obstacle; increasing public awareness of the importance of tourism as one of the national income sources; training local talents in relation to tourism services; activating "internal tourism" as well as "international tourism" and suggesting plans to protect and develop tourism amenities and historical sites.

e) **Article**:Subject to the General Board for Tourism and Antiquities are the following two departments:

I. Antiquities Department

II. Tourism Department

f) **Article**: This decision is effective from the date of its publication 25/03/2012,and all conflicting decisions are hereby cancelled.

1.6 Problem Statement

1.6.1 Pre-2011 government ambitions

Before the appearance of violence in Libya, the government had finally developed a Tourism Master Plan for the period 2009-2013, with some vision expressed about the much longer-term, through to 2025. The plan anticipated inbound tourism would grow to 1.8 million trips to Libya by 2013, and also highlighted the need to expand adventure tourism and domestic tourism. Investment started pouring into the country's travel and tourism industry, with more than six 5-star hotels planned to be developed in the city of Tripoli alone, as well as ambitious development plans for airports, ports, roads and rail projects in the country, linking Libya to its neighbouring countries. Investors saw significant potential in targeting this market at such an early stage.

1.6.2 Various offerings

The government's ambitions also took into consideration the country's diverse offerings. Libya is home to five UNESCO heritage sites, and its vast desert is a historic landmark of the Second World War. Aside from its archaeological marvels, Libya is also home to mountains, national parks and protected nature reserves, and presents interesting opportunities for adventure travellers and the development of ecotourism. There isa large untapped market to be considered for the growth of travel and tourism in the future.

Problem:

Libya has recently suffered from several problems which got worse after the civil war high such as unemployment, particularly among university graduates where

there has been a 20%unemployment rate In addition, the corruption grew significantly during the last 10 years .

In Early 2011, a wave of political protests against Libya's leader Muammar Gaddafi took a violent turn, leading to the outbreak of a civil war between Gaddafi-controlled forces and rebel forces. As the conflict stretched on, Libya's nascent travel and tourism industry came to standstill. A no-fly zone was imposed over Libya and external forces participated in the conflict; airport runways at Benghazi Airport were destroyed, Tripoli's port was targeted by NATO forces, and there was significant damage to the country's infrastructure, the extent of which is yet to be revealed. This brought more than five years of consecutive growth to a halt, as Libya started to emerge from its isolation after the lifting of UN and US sanctions in 2003. The future remains unclear, with the possible opening up of Libya to yet more growth in a post-Gaddafi era.

The future is uncertain, and Libya's travel and tourism industry is expected to suffer losses for at least another two years, even if the conflict comes to an end by the end of 2011. There is a great deal of reconstruction needed, and efforts will be geared towards getting the country back on its feetbefore engaging in more tourism developments.That said, the longer-term prospect may end up proving more encouraging if any reminiscence and residue of the Gaddafi regime is forever scrapped, and a new government aims to truly improve the lives of Libyans and the image of Libya abroad, in an effort to boost the economy, and, ultimately, the travel and tourism industry need urgent recovery strategy however, Libya's political and economic weaknesses resulted in uprising and Political instability in the whole country starting from 2011.
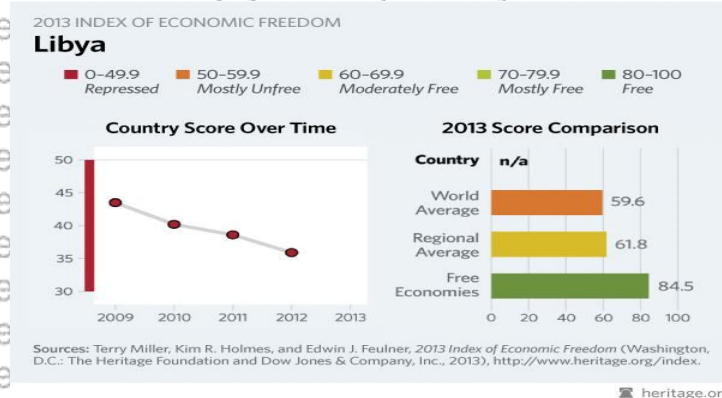
Figure 1.7Economic index / heritage.org

Consequently the destination image of Libya which is a vital component of the decision making of a potential tourist was significantly damaged. In addition the reports on newspapers and other mass media, have frightened potential tourists and significantly weakened the tourism industry during and after the Libyan civil warafter almost two years Libyan authorities have perfected their official efforts to rescue the country from the consequences of the conflict but the main problem is the broken trust in Libya as safe and comfortable area to be visited. The non organized coordination between the government departments created more obstacles with the absence of smart policies and modern strategic planning of using the public media and the multimedia.To discribe impact of an event such as the revolution on image of Libyan tourism industry.The Libyan tourism stakeholders have to adopt an efficient strategy to recover from the revolution effects because the tourism industry is very sensitive and depends heavily on security and political stability.

1. How the recovery of tourism depends on how the government will manage this industry ?

2. That is impact of an event such as the revolution on image of Libyan tourism industry.

3. What are the ways countries managed tourism crisis effect by and to the extent they successfuly they reached to .

4. What is the importance of media for recovering the image of Libya as touristic destination?

5. Finally, how Libyan government and tourism authorities do to recover the image of Libya as touristic destination from consequences of the Revolution.?

1.7 Objectives statement

Since the Libyan uprising, the Libyan economy has experienced a severe decline.Tourism industry recorded a decline of 40% in the number of visitors compared to the previousyears. Investors are anxious about the political situation and Social situation in the country as violence and strikes have been very common since the revolution.

I.   To discribe impact of an event such as the revolution on image of Libyan tourism industry.

II. To discribe the ways countries managed tourism crisis effect by and to the extent they successfuly they reached to .

III. To discribe the importance of media for recovering the image of Libya as touristic destination.

IV. Finally, to discribehow Libyan government and tourism authorities do to recover the image of Libya as touristic destination from consequences of the Revolution.

1.8 Justifications

It is hoped that the recommendations for a successful tourism industry in Libya after the Libyan Revolution would be helpful for Libyan leaders to make the best decisions in order to attract potential travellers again. Finally, analyzing the way other countries managed the previous tourism crises would support the paper's recommendations for successful tourism in Libya and result in significant outcomes, and to specify the main importance of concentrating on the advertisements methods as way to recover the image of this industry in future

CHAPTER II
LITERATURE REVIEW

2.1 Literature review

Tourism is travel for recreationalor business purposesthe WorldTourismOrganization defines tourists as people travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. Tourism has become a popular global leisure activity. International tourism receipts (the travel item of the balance of payments) grew to US$1.03 trillion (€740 billion) in 2011, corresponding to an increase in real terms of 3.8% from 2010.In 2011, international travel demand continued to recover from the losses resulting from the late-2000s recession, where tourism suffered a strong slowdown from the second half of 2008 through the end of 2009. After a 5% increase in the first half of 2008, growth in international tourist arrivals moved into negative territory in the second half of 2008, and ended up only 2% for the year, compared to a 7% increase in 2007.The negative trend intensified during 2009, exacerbated in some countries due to the outbreak of the H1N1 influenza virus, resulting in a worldwide decline of 4.2% in 2009 to 880 million international touristsarrivals, and a 5.7% decline in international tourism receipts. Tourism is important, and in some cases, vital for many countries. It was recognized in the *Manila Declaration on World Tourism of 1980*as an activity essential to the life of nations because of its direct effects on the social, cultural, educational, and economic sectors of national societies and on their international relations. Tourism brings in large amounts of income in payment for goods and services available, accounting for 30% of the world's exports of services, and 6% of overall exports of goods and services. It also creates opportunities for employment in the service sector of the economy, associated with tourism, these service industries include transportation services, such as airlines, cruise ships, and taxicabs; hospitality services, such asaccommodationsincluding hotels and resorts; and entertainment venues, such as amusement parks, casinos, shopping malls, music venues, and theatres.

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Libya is one of the developing countries in Africa that embrace tourism as a tool to speed its economic development . Since the early 1970s, an increasing number of developing nations have listed tourism into their economic plans. It was in the 1970s that international tourism became a global phenomenon. Improvements in international transportation like the jumbo jets, which entered service in 1970, improvements in communication networks and a growing affluence among Western nations made the world both accessible and affordable. A growing list of nations have tried to provide western travellers with convenience. Some countries in Asia and Africa like Indonesia and Egypt were among of the first to widely introduce their national identity and achieving their economic growth through mass tourism in the 1980s. Similarly, Costa Rica in South America and Thailand also incorporated tourism into their larger economic plans at the same time. In the 1990,post apartheid South Africa and post cold war China used tourism to improve their international image as well as state coffers and in the new millennium, this interest continues as this study reveals about Libya . The next figure shows the International Tourist Arrivals by Region (million)

Figure 2.1 Visitors rate Source: WTO (2010)
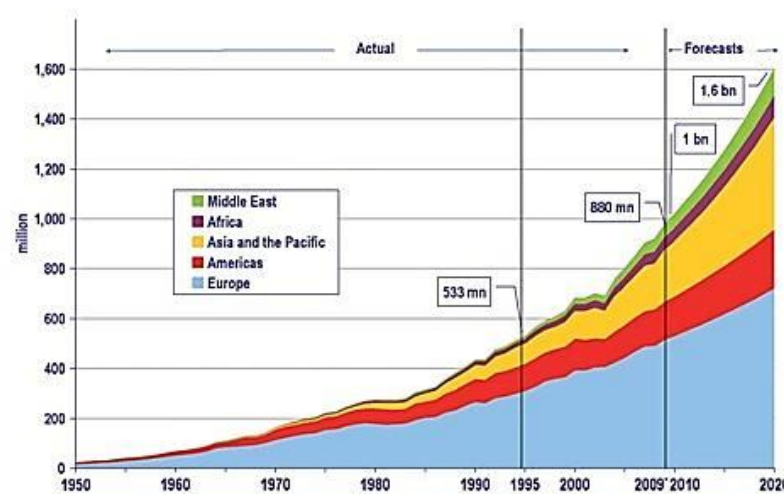
The picture of tourism growth to some extentismisguided consideringsome major negative events. The security issues such as the terrorist attacks on the World Trade Centre in the United States, the bombing of a nightclub in Bali, the war in

Iraq and SARS Malaysia are just a few examples of recent events that deliver a negative impact on international tourism.

The issues eventually asks the tourism industry leaders to work hard in increasing tourism arrival in order to secure their society livelihood.

These impacts extend beyond economics to influence society, culture and human relations with the environment, and the growth of this industry is directly matched to the internal and external conditions suchas the security terms and political stability and healthy conditions.In turn, all of these factors are related directly to the performance of the media in relation to how the media communicate the issue to the public. The media, furthermore, can be the bridge which connects the country with the wide world and can also draw a perfect mental of image to increase touristvisitation to the destination.The following academic report is a review of civil war impact on tourism image in the context ofinternational and domestic tourism of Libya as touristic destination.

2.2 Buttler model

The relation between media crisis management and tourism is and often neglected in studies and within the tourism industry (Cumming, 1998).In particular, this discusses what happens when a destination is hit by an earthquake or terrorist attack causing a crisis. This paper briefly looks at the Libyan civil war and its impact to the country's tourism industry.

Crossing a crisis: Destinations in repair the tourism industry is constantly developing and changing to suit the needs of consumers. **Butler** (Butler, 2006) states that destination go through five stages: exploration, development, stagnation then rejuvenation or decline.

The stagnation period is often caused by an event entering a crisis which can have a destroying effect on tourism. However this does not mean that the destination is unable to re-establish itself, effective crisis management is essential to destination renewing.

Some have even gone as far as to suggest that a crisis create recovery strategies during the different stages of crisis,much of the researches regarding the link

between crisis management and tourism has been attributed by Faulkner (2001) who developed a crisis lifecycle model. He suggests that there are six stages of crisis: Pre-event, prodromal, emergency, intermediate, long-term or recovery and resolution and that a thorough understanding of each stage is vital to dealing with a crisis.

This is why it is important the link between tourism and crisis management in order to reduce and prevent negative outcomes and lead to a speedy destination recovery. In this regard, the media effect alsoplays the master role for any crisis and during any period of the events so that is why the authorities should concentrate on it. The countries which use those models to assess the crisis and disasters should calculate the media to bring a great impact to formulate recovery strategies and consider it as bright examples of success. In Libya it is considered as long term crisis which caused by the war and changed the destination forever. The models can help to create recovery strategies by using the media effectively .

2.3   Public administration

The purpose of public administration is to establish the framework by which a country can develop and foster the good of all its citizens, while protecting the rights of the individual.

Human rights and thegood of all are generally defined by a country's constitution. Theconstitution is then interpreted to reflect the policies of the political party in power.Public administration is then aimed at the implementation of government policies and plans, and the operation of its routine affairs. In practice this consists of administering the laws, collecting revenues,operating social services, allocating funds, and generally running the country.

Great emphasis in public administration is placed on the rule of law.Politics, economics and public administration are closely related. Public administration is influenced by the wisdom of the day, by cultural norms and historical influences, by economic priorities and by political beliefs and expediencies. And where there is a permanent civil service - a body of career professionals - it is also influenced

by a set of institutionalized beliefs and values. It is these various influences which make countries different in their Responses to similar needs and circumstances.

Figure 2.2The structure of the formulating policy

effective Policy makes the difference

Policy
which leads to:
I
Strategies
which lead to:
I
Objectives
expressed and measured as:
I
Results
to be achieved through:
I
Activities
with a list of the necessary:
I
Resources
and with costs shown in a:
I
Budget

Any tourism sector must be placed in the context of national, social and economic development.Tourism can contribute significantly to economic development. It often represents an important option for countries to pursue, but has to be assessed against alternative economic opportunities.

All the various areas in the next figure show both economic and social, may compete forcare resources.

Figure 2.3 Tourism position

National policy
Overall planning for social and
economic development

National level

Regional level

Townships and municipalities

Balancing of functional areas

Economic areas
Industry
Mining
Agriculture
Services
including tourism

Natural resources

Human resources

Social areas
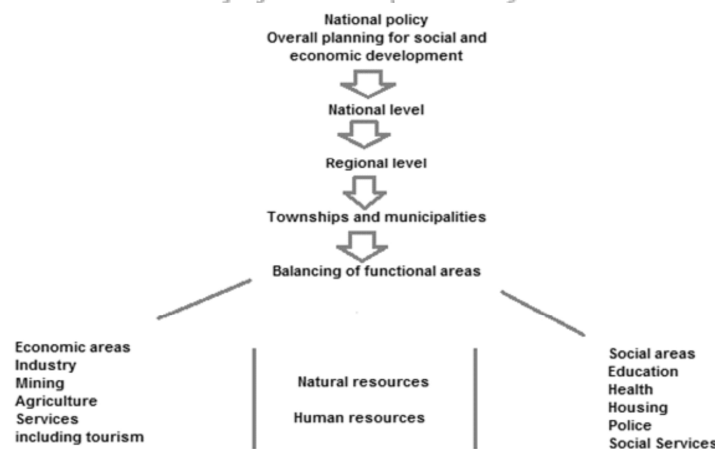Education
Health
Housing
Police
Social Services

Figure : Tourism and national development

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Strategy is determining where you are now, where you want to go, and how to get there. It's the art of developing and implementing specific actions and decisions that will help abusiness to achieve goals and objectives as set out by the owners. Through the strategy process the overall direction of the company is set including opportunities and threats in the outside world and the internal strengths and weaknesses of the business. The aim of a business strategy is to ensure that the threats posed by the external environment are minimized and also to strengthen or minimize the effects of internal weaknesses. The opportunities and strengths are combined to ensure maximum productivity is achieved. The more the external environment changes the more opportunities there are likely for a company, but the more threats can be a problem if not prepared for. Without a business strategy, it would be difficult for an owner to realize the opportunities available.

Strategic management in contrast with business policy is a technical approach having a model. Strategic management is a set of managerial decisions and actions that determine the long run performance of a company. Strategic management does not have to be just a part of the top level management. In fact, organizations should focus on strategic management at all levels of the management and the entire hierarchy of the company should be involved both in planning and implementation phases. Strategic management does not have to be just a part of the top level management. Organizations should focus on strategic management such that all levels of the management and the entire hierarchy of the company should be involved in both planning and implementation phases. The basic theory of strategic management involves the action of creating and implementing plans and decisions for the benefit of the organization and to help it achieve its objectives. Strategic management analyzes and scan the environment therefore future.

2.4 Government Tourism Administration ((GTA))

No single organization runs the tourism sector. Tourism is not really an industry or a sector in itself. It is an economic activity that runs through society

involving many different sectors. The tourism sector comes together only loosely, pushed forwards by market forces,controlled by a regulatory framework, and governed by general economic conditions. What a government tourism administration (GTA) should do, for no one else can do it, is to guide the development of the sector through planning, organizing, directing, coordinating and monitoring its various activities. This helps the private sector by building up all the pieces into a whole. The GTA does not manage in any direct sense, but in an indirect, indicative way. It should, however, manage with a certain lightness of touch, setting directions, providing support and creating the right conditions. It assists the sector, within the particular political and institutional framework, to work together and to set and achieve certain objectives. This book looks at how this management process can be made more effective. The term "Government Tourism Administration" (GTA) has been usedin preference to " National Tourism Organization" (NTO). NTO seems to owe its origin to the early government organizations which acted nationally, and concentrated principally on advertising and promotion.

However, the government's involvement in tourism is more extensive than marketing alone covering, as it does, an overall management function. It is also not only national, but involves the management of the sector at regional and local levels. GTA is a term which describes more adequately this wider role. Human development takes place in it as well.

Figure 2.4 Typical GTA organization.
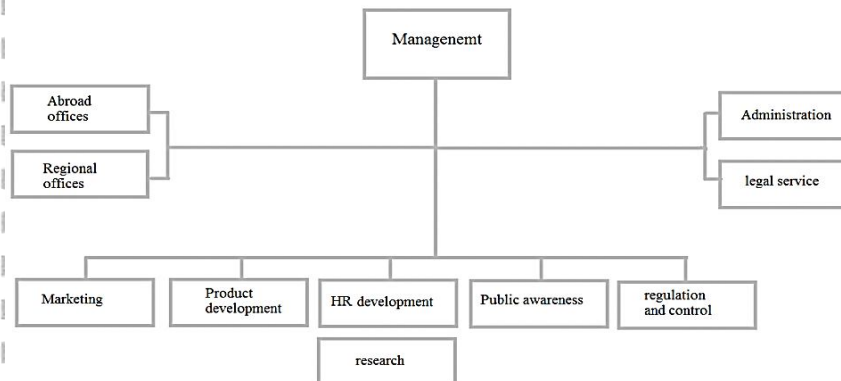
The GTA's management role

The different areas of tourism management, used in Part Three, could correspond with a GTAs departments: the management itself, regulation and control, research, marketing, Productdevelopment, human resources development, andpublic awareness.These seven areas, when takentogether, could also represent the content of an integrated plan, structured according to policy/strategies, objectives, results and activities. They can also act as the basis for the seven GTA departmental workplans.As indicated, the start of the plan and management framework is formed by the policy and strategies. The strategies are kept under constant review, and adjusted in the light of changing conditions andOpportunities.Libya as touristic destination needs to be reorganized by new policies and led by practical

Strategies and the authorities must establish their decisions based on effective methods of management GTA is one of most famous managing strategies to let the public organizations involve extensively in the market with giving more attention to the role of the private organisations .

Through ((GTA)) the media must be attended to provide the authorities with more flexibility and effectiveness platforms and tools to manage all the internal and external factors which impact The Destination after the civil war .

According to the SOWT analysis at chapter**Four**, Libya has became more attractive destination for the foreign investors although it still has many weakness aspects and threats but by Maintaining the image of Libya and represent it as promised market the tourism industry will totally get recovering Formatting policies also needs more concentration on the media not just on the policy itself to:

1   Make the public and private media work for the interest of the tourism industry.

2   To show the improvement of the government's management by highlighting the Achievements.

2.5 Managing the Media

The aim must always be to work with the media, not against them: so the media should be managed appropriately; cooperation is always preferable to confrontation; and, most importantly, it must be remembered that the media is the communication medium from the tourism operator or industry to the wider community and prospective travellers. The media is a key element in any risk management strategy for a tourism destination.

Risk management strategies are necessary to help retain the confidence of travellers and the tourism and travel industry, and to minimize the impact of a crisis on the destination.No matter what kind of crisis occurs, though, the techniques for dealing with it effectively are similar.

Effective communication based on the principles of honesty and transparency is the key tosuccessful crisis management. The goal is to have visitors returning to a destination as quickly as possible. Effective media management techniques can speed up that process, normally a regional or local tourism organization would take the responsibility for the development of a communication strategy for a destination, as they would have the resources and experience for dealing with the media and communicating with key industry partners and potential visitors in all markets.

CHAPTER III
RESEARCH METHOD

3.1 Descriptive research

As its name known, descriptive research seeks to provide an accurate description of observations of phenomena based on the collected data. The object of the collection of data is to accurately describe basic informationconsequently, this academic research attempts to describe the current Libyan tourism conditions and performance of this field after the civil war.

3.2 Source of data

Documentation wide range of written materials can produce qualitative information. They can be particularly useful in trying to understand the problem as may be existed on ground in research and case studies.

They include:

Policy documents, mission statements, annual reports, minutes or meetings, codes of conduct, etc. Notice boards can be a valuable source of data.

Type of data used in this study is the primary data, which is obtained directly from the source of such information comes from collected documentation such as articles and official websites and statistics and global reports.

3.3 Data Analysis Methods

Using logic of analyzing to create a bridge between the data and the outcomes and therecommendations and that includes the SWOT analysis as it's known the Matrix Strength Weaknesses-Opportunities-Threat (SWOT) is an important matching tool to help develop successful strategies.For this research the SWOT can help to create clear strategy to recover the damages which hit Libyan tourism industry after the civil war 2011.

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3.4 SWOT ANALYSIS

This study attempts to recommend a further practical contribution through analysing Libya's tourism industry by using a SWOT analysis. By analysing the strengths and weaknesses of Libya's tourism industry after the civil war, it is hoped that will help decision makers consider the most critical issues. The analysis can also predict the potential opportunities of new markets and tourists and consider the threats that might face the industry in the future by focusing on the multimedia as port to launch professional advertising campaigns in order to fix and repair the image of Libya as touristic destination .

CHAPTER IV
RESULTS AND DISCUSION

4.1 Introduction

The tourism industry has substantial impacts upon both developing and developed countries, although it plays a significant role in the economies of poorer countries, and is growing faster in the developing world than in the advanced nations. That said, there are still areas of the world which are not significantly involved in tourism, because as reported by the UNWTO (2006), at least 25 million people in more than 52 countries have been displaced by violence, persecution and disasters which have sharply affected tourism activities in these countries and decreased the volume of trust in them as good choices for travelling to.In fact any discussion of tourism business must take into account the image of the destination under investigation on the eyes of the world, a lot of studies mentioned the media as required to improve the destination ability of attracting tourists by identify a range of effects which happen.

The next figure shows some important concepts related to destination and have deep impact on the movement of this industry.

**Figure 4.1 Factors affect toursim**

As part of the wider economic and social system, tourism is affected by system developments and dynamics. Consequently, the factors that will affect

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socioeconomic development in the future include – among others – those that will affect tourism development. The development stage for each tourism destination, combined with the general Competitiveness of the economy surrounding it, also the political stability and volume and the quality of the technology create a different intensity and form of influence. In any case, there are a minimum number of factors that will affect all tourism destinations in the future.

The purposes of travelling are various of the majority of tourists the main target usually is to have relax for awhile so that desire is always accompanies by another requirement, safety felling   and only the media can give clear mental image for safety and security conditions of the destinations.

Figure 4.2 Reasons of travel pie
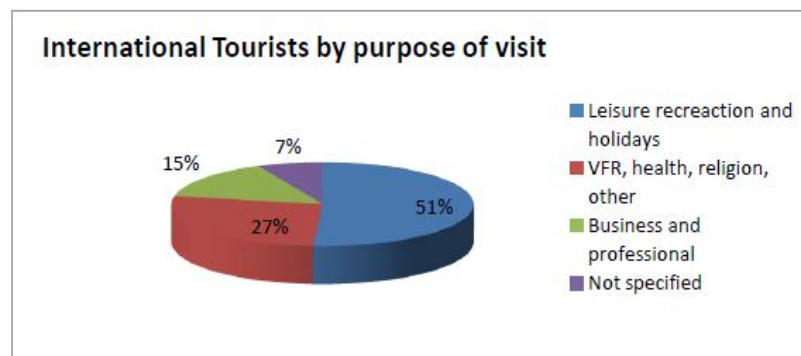
Source: UNWTO (2009)

4.2   The impact of Libyan revolution

4.2.1   Security of Libya

During the civil war, brigades of armed volunteers sprang up around the country, reporting to local military councils, which became *de facto* local governments. Civilian leaders say that, after the declaration of liberation, the militias have shifted from merely delaying the surrender of their weapons to actively asserting a continuing political role as "guardians of the revolution". Some of the largest and most well-equipped brigades are associated with Islamist groups now forming political parties. Reports suggested sporadic clashes between rival militias, and vigilante revenge killings Civilian residents reported being subjected to looting

and robbery by gunmen. In December, a group of armed men dragged Libya's attorney general Abdul-Aziz al-Hassady from his car in broad daylight in Tripoli, threatening to kill him if he didn't release one of their friends who had been arrested on suspicion of murder , Days later, a group of some gunmen attacked the convoy of a top army officer, General. KhalifaHaftar, as it was speeding through a checkpoint set up by the group. In a separate incident, gunfire broke out between the army and the gunmen brigade at the Tripoli International Airport. On 16 December, Haftar said an armed group had abducted his son, Belgassim, and detained him at the airport while initially unwilling to let foreign private security firms operate in Libya, by December the NTC had allowed Western mercenaries to move in to fill the security vacuum around the country.

The main focus of the security contractors were oil industry sites. Among the foreign firms who had acquired a so-called "no-objection certificate" required to work in Libya were Blue Mountain Group, Garda World Security Corporation and Control Risks Group. Interim interior minister stated that the authorities were planning to integrate 50,000 former rebels into the security forces of the defence and interior ministries; over the long term, 200,000 fighters would be rehabilitated. $8 billion dollars were allocated to get the program started.

On 6 December, Libya's interim government announced that, following consultations with Tripoli's local council, it had given militias lingering in the capital until late December to hand over security to the authorities. Officials said residents of Tripoli would convene rallies in support of the initiative to clear the city of weapons and out-of-town fighters. If militias had not withdrawn by 20 December, the authorities and members of the public intended to close the whole city to traffic. By January 2012, the former rebels had dismantled most of their checkpoints, while some key bases still remained.

In March 2012, the Secretary-General on the United Nations Support Mission in Libya reported that:Intermittent clashes between the brigades and other incidents continued to pose a challenge to the authorities in their efforts to contain the overall security situation and to manage the risks associated with the continued increasing of weapons on the streets and the large number of armed brigades

whose lines of command and control remained unclear on 11 September 4 Americans, including visiting United States Ambassador to Libya J.Christopher Stevens, were killed when the U.S. diplomatic mission in Benghazi came under attack. U.S. officials said heavily armed extremists had laid siege to the consulate using "military-style tactics" On 21 September, thousands of demonstrators, along with government police officers, stormed the bases of several Islamist militias in Benghazi, including Libyans which had been linked to the attack on the U.S. consulate, and forced their members to flee.

On 9 January 2013, the Libyan Ministry of the Interior reported that the number of murders has risen from 87 in 2010 to 525 in 2012 — a 503% increase —, while thefts over the same period have risen from 143 to 783 — a 448% increase.

4.2.2   Public funds

At the beginning of the civil war, the UN Security Council froze an estimated $150 billion in foreign Libyan assets. By late November 2011, $18 billion had been released to the NTC by the council's sanctions committee. $3 billion had been made available to the new Libyan government.

Meanwhile, demands for wages, medication and reconstruction were putting a strain on Libya's limited supply of cash, causing prices to rise.On 10 December, senior figures in Libya's new leadership wrote a letter to the United Nations, urging it to release the frozen assets which they said were "essential for the economic stability of Libya".

Western officials said legal complications prevented the money from being released quickly. A British Foreign Office minister said his administration would release Libyan assets frozen in the United Kingdom once Libyan authorities demonstrated their ability to manage them effectively.On 16 December, the UN Security Council lifted sanctions on Libya's central bank and its offshore subsidiary, Libyan Foreign Bank. Later the same day, the U.S. Treasury Department said it had unblocked more than $30 billion in Libyan government assets.

All of these events and more made Libya appeared as unstable touristic destination even though the conditions got better by time and with the great

reforming efforts of the national and international organizations, and that appeared clearly on the ground on the year 2013 sothe new opportunity to recover the market of tourism is by using the media and the advertisement campaigns to attract the tourism.

4.3   SWOT ANALYSIS

By analysing the strengths and weaknesses of Libya's tourism industry after the civil war, it is hoped that will help decision makers consider the most critical issues.

Figure 4.3SWOT

4.3.1   Strengths

Libyan market as one of the Arabic markets cannot be analysed away from the Arabic region market so for larger comprehension it must be analysed as Arabic market in general.

a.   Political awareness:

The importance of tourism is well recognised among many Arabic countries, as highlighted through ministerial Arabic meetings and summits. In general frame Arabic countries usually solve and discuss their current problems through Arab League, the latest Arabic summit was happened on March 27, 2012 at Hotel in Baghdad, Iraq Secretary General (L), and Economy Minister of Libya attend meeting of Arab economy, finance and trade ministers as part of Arab League Summit at Ishtar Sheraton Hotel in Baghdad, Iraq, March 27, 2012. Arab economic, finance and trade ministers started Tuesday a meeting in Baghdad ahead of the Arab league (AL) summit.As result, the ministers have exchanged their opinions and papers about the current Arab situation and displayed their presentation.

b. Safety:

Arabic member countries have traditionally been considered safe and visitor-friendly.The Libyans are mostly friendly people, regardless of their ethnic background, colour or social status. They respect privacy visitors and guests as is the custom elsewhere. The crime statistics had been approved that on the beginning of the year 2013 Libya start moving back to the normal level of crimes before the war and that was direct effect of the solid policies of the new government.

c. Well-developed entertainment options:

Countries already offer shopping, traditional life activities, etc, the bordering countries such as Tunisia and Egypt have high performance of tourism industry since the beginning of the 70s of and 80s for Tunisia and since the beginning of the last century for Egypt as well for example When researching a resort in Egypt, there are a few categories to choose from. Golf in Egypt has grown in popularity in recent years, and resorts have been developed around courses. These options are best for business travel or groups who have a serious interest in golfing, as other entertainment options aren't easily accessible. Another recent trend for Egypt resorts is the development of eco-lodges, which bring visitors to thecentre of wildlife and natural vegetation for a relaxing and yet adventurous holiday. From a full spa to gourmet restaurants, a Cairo resort will be a comfortable place to stay while exploring markets and museums.Tunisia has almost same entertainment facilities comparing with Egypt so Libyan authorities can easily get benefit from the experts and agencies around.

d. life costs:

The cost of living in Libya is relatively cheap, especially if expats choose to prepare their own meals with local produce, and avoid spending money eating out or purchasing Western gadgets and luxuries.For personal Internet use, broadband Internet is around 40 LYD per month for 18 GB of data.In general the cost of living in Libya is more than affordable for the tourists and visitors even for long times.

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4.3.2 Weaknesses

a. Educational obstacles:

Libya got problem with the foreign languages spreading while the most of other Arabic countries have already created high educational strategies since long time to provide their markets with skilful employees and works that included teaching the foreign languages.

b. Poor infrastructure

In some countries and Libya still suffering the accommodation and transporting infrastructure,after the long absence of loyalty to the country the previous regime caused deficiency of infrastructure growing and development in Libya, the current infrastructure in Libya would not be able to cope with the number of tourists received by Tunisia (about 6 million) or Egypt (about 10 million), and hence most of the secured investment projects are related to development and tourism. The plan must include improvements in the sectors of advertising, promotion of national and foreign investment, reception capacities, basic infrastructure, and quality standards.

c. Visas requirements:

Long duration is required for some travellers from outside the region like Asian countries for example those limitations of immigration law have issued in Libya by the previous regime in order to control the country accurately without taking in account the economic consequences and still occupy place legally , process can often take up to six months.

4.4 OPPORTUNITIES

a. Various environments

Specifically Libyan tourism has better chances because of the various environment and nature as, it's mentioned in first chapter Libya contains wonderful site plus five site which accredited as world heritage sites, The climate has strong impact, Libya has four seasons andthat can attract more tourists from different countries.

b. Democracy

With popular uprisings leading to regime change in Egypt and Tunisia, popular beach resorts such as Egypt's Sharm el-Sheikh were left deserted in the early part of the year, as holiday companies evacuated European tourists. But that brought the democratic change and it encouraged the foreign investors to get back to the region, Yet as 2011 draws to a close, the region's tourism bosses are confident that things are returning to normal - helped no doubt by price cuts in the second half of the year to encourage travellers to return, gathering in London at the giant World Travel Market exhibition for tourism industry movers and shakers from around the globe, the region's heads of tourism point to the democratic elections in Egypt and Tunisia, and the end to the Gaddafi regime in Libya.

4.4.1 Threats

a. Spread of weapons

Within Libya, the most significant concern regarding unsecured weapons is the continued presence and power of the militias. The militias, who first laid their hands on weapons during their struggle against the former dictator, subsequently competed with each other to capture more of those weapons after Gaddafi's death. In one such incident, two militia groups fought to gain access to 22 containers of weaponry at a police compound and a checkpoint in the north in June 2012. One container was struck during the fighting and exploded, killing at least eleven people, scattering the munitions and explosives. One of the explosives killed a non-governmental organisation (NGO) worker, who was tasked to examine the munitions in the area the following day. However, the risks are not limited to such accidents, as heavily armed militias continue to pose a threat to civilians and foreigners alike.

The killing of the US Ambassador to Libya and three other Americans on 11 September 2012, by the armed Islamist militia group Ansar al Sharia, led to a public outcry and exerted pressure on the Libyan government to curb the militias' power and return to the rule of law, the terrorism threats can break the image even the potential attacks so in Libya the security conditions still has some weakness.

4.5   LIBYAN POSITION GLOBALLY

4.5.1   Tourism Development and measuring the performance

With many nations in the developing world having less than 30 years of experience with international mass tourism, it is a new phenomenon for countless people, Libya , for example, only began to market itself as a destination in the last ten years .

4.5.2   Butler's Destination Lifecycle model

Butler (1980) suggested that destinations develop through a series of stages, the first is the exploration stage when small numbers of tourists initially visit an area. During the exploration stage there is little impact on the economic, environmental or social landscape of the destination, the second stage is known as involvement and is characterized by the participation of local people in the provision of services, by the third stage, labelled development, tourism is an established industry and some of the simple local enterprises will have begun to disappear in lieu of more elaborate ones, by the consolidation stage, local enterprise is replaced by established branches and chains.

At this point, the destination will be well defined and possibly regarded as "old hat." The final stage is stagnation during which environmental and social capacities are exceeded andtourism declines. At this point, it is unlikely the destination can be rejuvenated without completely re-branding itself as a different type of attraction.
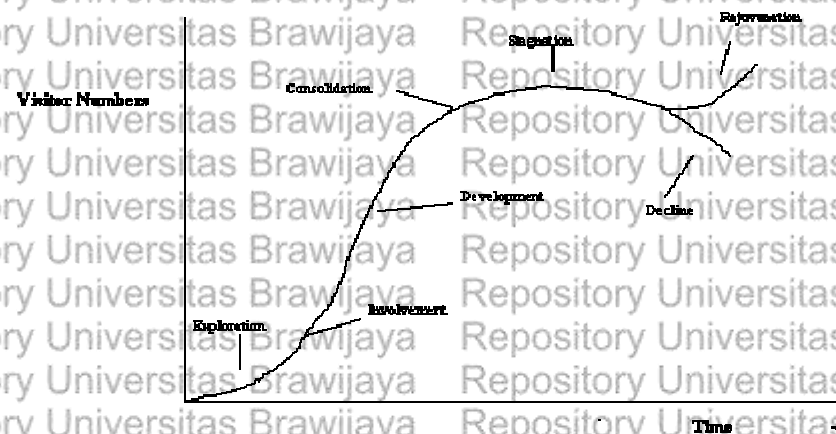
Figure 4.4Butler model

((Butler's Destination Lifecycle Model creates the various stages a destination travels through, depending on the number of tourists it attracts over time. It is often stated that at the consolidation stage a number of undesirable social impacts emerge including crime, resident irritation with tourism and over-crowding.

The lifecycle shows that if a destination, such as Raglan attracts more and more tourists over time and has no planning or controls, the destination will move through each stage until it eventually declines because of a degradation of the resort and its assets. At this stage it is often noted that tourism has essentially become the killer (or victim) of tourism in its own right.

To use Libya as an example, the involvement stage would best describe the present state of tourism development. Local people are beginning to get involved and the government is promoting tourism in rural areas However, researches noted that the evolution of tourism in African destinations often diverges from Butler's model, as a result of real or imagined political insecurity that can redirect tourism flows and send african destinations into decline at any point in their evolution. An example of this is Zimbabwe in Southern Africa.

 Five years ago **Zimbabwe** was successfully moving towards the development stage of Butler's model but recent and continued political upheaval has sent tourism into a meteoric fall, Similarly, **Libya** crossed almost the same condition with **Zimbabwe** now the tourism industry was moving up although slowly but was raising higher it has been stand on the borders involvement stage, but after the civil war the security condition declined the volume of the tourist arrivals.

4.6   THE IMPORTANCE OF IMAGE

A.   Media Impact Introduction

It has been estimated that a remarkable 25% of all news stories involve disasters or crises of some sort, disasters attract the media in very large numbers, and it's not hard to see why disasters are spectacular, action-orientated, dramatic events which routinely feature human suffering and feats of durance and bravery. From a media perspective they are relatively easy to cover, provide ample opportunity for dramatic photographs, and are guaranteed to attract an audience or sell

newspapers, disaster and crisis events inevitably prove an irresistible combination for the media, and for the general public who will be avid consumers of what the media produces.

News will normally be reported as soon as it becomes available, and this is the case regardless of how inadequate the initial information is, or how uncertain the source. The advances in modern technology mean that news stories and pictures can be transmitted around the world within minutes even if the media isn't present in the initial stage of a disaster or crisis, members of the public will be, with mobile telephones and video cameras in hand, and their pictures will be accessed by the media and transmitted. Passengers in the London Underground rail system following the bombings in July 2005, were transmitting pictures to the media from their wrecked carriages and as they evacuated through tunnels to safety. Media personnel usually have little understanding of the fact that in the confused aftermath of a disaster, information may be difficult or impossible to obtain.

This can make them suspect that authorities are hiding information from them when the truth is that it just isn't availableJournalists are usually generalists, not specialists this means that they are unlikely to have any depth of understanding of a disaster or crisis event, the cause, effects or the necessary response and recovery processes.

They can, therefore, easily misunderstand what they see and hear in the case of a tourism crisis, it is essential that local tourism operators only comment to the media on matters which are within the scope of their responsibilities and that they do not comment on operational matters which are the responsibility of emergency services or disaster management agencies.

Figure 4.5 Proccess of image impact

a. Direct impact of media on Libya as travel and touristic destination

During the uprising on 17 Feb. 2011 everything has changed the Libyan civil war has started and it has been reported that over 50,000 civilians have been killed by Gandalf's armed forces since the beginning of the upset in the country.

The massacre in Libya has frightened the potential tourists of Libya, consequently, many of them have cancelled their trips, and the situation has not got better even after two years the tourism field still suffers from the low incomes and the decreasing of the international tourists volume the main reason is the non clear policy of the authorities about Libyan image through the national and the global media.

b. New media models focus on engaging travel consumers

Unlike old, mass media led strategies, the new engagement model emphasizes effectiveness of marketing communications rather than efficiency the goal is to really connect with consumers. the media choices leverage their attentiveness, receptivity to ideas, conversations and buzz potential – and help deliver on an authentic brand experience,this is a significant change in communications philosophy – one that diverts media resources to deeper, richer exchanges with smaller audiences.

Today the business world moving up to create more content for fewer people, and spending less to deliver each piece. This is what some insiders are calling "narrowcasting". Instead of dedicating the bulk of marketing spend to mass media channels such as network television and large circulation print vehicles, we're diverting increasing dollars by investing in the brand experience, creating our own channels and focusing on tactical to get benefit of a variety of media. The destination itself, its website, blog, Face book page, Twitter feed, and YouTube channel are all owned media that allow marketers to engage the consumer in appropriate and desirable formats – when and where the audience seeks information.

This relationship building approach can deliver a richer brand experience, and fosters consumer advocacy and word-of-mouth recommendations that carry great weight and credibility, Instead of being the centre of the marketing

communications effort, mass media's role is now to grow and maintain momentum created by engaging customers.

c.   Media influences on travel purchase decisions

Consumer preferences for travel destinations have always been influenced by media, word of mouth and recommendations from travellers and booking agents. Broadcast media's influence is shrinking as channels diverge to serve ever smaller segments of the market.
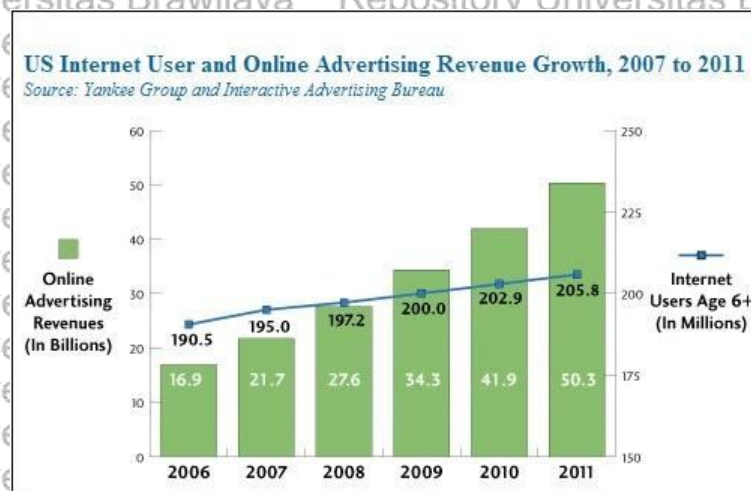
In the last 15 years, the Internet has become the foremost influence on the consumer's decision and purchase process, and continues to grow every year.

How big is the Internet's influence? According to a June 2007 report titled, "Frames of Reference: Online Video Advertising, Content and Consumer Behaviour" (from Online Publishers Association) the Internet influenced 48-57% of purchase decisions at varying stages of consideration, compared to 20-26% influenced by word-of-mouth and just 18-29% for all other media (radio, magazines, newspapers and television) combined.

The market has responded. According to The Yankee Group, television advertising revenue declined 21.2% and 12% in 2008 and 2009, respectively. Meanwhile, internet advertising grew 8.3% in 2009 alone.

The quick growth of internet using has affected the point of views of the regular users about the public issues and travelling deeply in America.

Figure 4.6Internet growth in USA

US Internet User and Online Advertising Revenue Growth, 2007 to 2011
Source: Yankee Group and Interactive Advertising Bureau

Besides influencing purchase decisions, the Internet, websites, blogs, feeds and channels in social networks provide media options that didn't exist 20 years ago, these are prime examples of owned media: "properties" that destinations and resorts create, manage and use to promote themselves for maximum visibility and deeper connections with customers.

d. Media is the main key player if a destination is willing to recover from tourism crisis.

However, it has to be managed efficiently because it is the main intermediate between the Industry and the potential travellers although every destination has unique features and the ways destinations deal with tourism crises are similar Recent studies demonstrated that the quick improvement of the image of the affected countries "not only depends on the time taken to repair the damage, but also on an effective marketing message which deliver to targeted customers.

4.7   Similar Case Studies of Tourism Crisis on others Countries

Some of countries have experienced similar conditions which caused huge damage on their tourism industry field, and by taking their strategic procedures to create rescuing strategies as case studies we can get comprehensive understanding for the suitable methods to crossover the decline of performance and how to motive it effectively .

4.7.1   The Case of Bali bombing .

In 2002, the island of Bali suffered a severe downtown in tourist numbers and bookings due to a series of bombings. a year later, the number of international visitors increased significantly (Putra & Hitchcock, 2006).

In early 2005, the number of tourist arrivals exceeded all the expectations of the government (Asia Pacific Economic Cooperation, 2006).

Bali's authorities took steps to restore tourists' confidence by applying marketing strategies in order to improve the destination image, the situation of Bali in 2002 was extremely challenging because the bombings targeted tourists specifically,Just after the bombings, the Minister of Tourism established media centres and platforms in Bali and Jakarta in order to cope with the tourism crisis

by providing accurate information to the press and the public. During an "Asia-Pacific Economic Cooperation Leaders' Meeting," Indonesia's President asked other countries' leaders to remove travel prohibitions and advisories about Indonesia's destination. He stated that these bans only resulted in social panic as well as a sign of encouragement for the terrorists (United Nations Economic and Social Council, 2005).

In addition, the Minister of Tourism organized a trip to get in touch with the victims' families in order to share their pain. This visit was broadcasted to many households worldwide and had a positive effect on the image of the destination;furthermore, he held a prayer ceremony to share the sorrow of the victims' families. The quick capture of the terrorists helped the tourism recover quickly.

The security norms implemented in the properties in Bali reassured tourists. In addition, the government tried to stimulate local touristic demand in order to show the whole media that everything had returned to normal (United Nations Economic and Social Council, 2005).

The locals were offered discounts and special offers with national airlines Perhaps one of the most important achievements of the government was to organize conferences and meetings with different tour operators worldwide in order to demonstrate a return to stability (United Nations Economic and Social Council, 2005).

4.7.2   Case of SARS in Malaysia

In 2003, the SARS virus resulted in a loss of activity in major Asian countries, specifically, Hong Kong, China, and Singapore experienced a decline of 41%, 25%, and 43% of their revenues. Malaysia's tourism, an important hard currency earner, experienced a dramatic fall, too the number of tourist arrivals declined by 30%. The average hotel occupancy dropped to 50% compared to last year.

The Malaysian government implemented a development strategy composed of 13 measures which assisted economic sectors such as the tourism industry. In addition, $1.9 billion was allocated to manage the tourism crisis in Malaysia. Promotion targeted the markets which were not affected by SARS such as the

Middle East market As a result a tourism campaign was organized to attract potential tourists from Qatar, Kuwait and other Middle Eastern countries. After one year, the industry experienced a full recovery in Asia in terms of arrivals and revenues (153 million arrivals in 2004).

This case study shows that cooperation between governments, agencies, and organizations has played a significant role to reinvigorate the tourism industry (Asia Pacific Economic Cooperation, 2006).

In order to restore tourists' confidence in the destination, a three-month project called the Project Phoenix was created. The Pacific Asia Travel Association (PATA) undertook proactive public relations campaign in order to deliver positive messages and improve the image of the destination through TV, radio, and online media. This media campaign exceeded past expectations and improved the destination image in only a few months. In addition, PATA worked closely with international offices in America and Europe it also printed ads in well-known magazines such as Fortune Magazine (Europe and Asia) and Time Magazine(The United States) in order to reduce the sense of panic among potential tourists, the Phoenix Project launched a Welcome Back" campaign on CNN.

The commercial was estimated to have been broadcasted to 130 million households in different continents.

Other campaigns were launched in "BBC World" and "the National Geographic Channel".

In addition, a new website of PATA was created. This website aimed to provide tourists wither liable information about the Asia-Pacific destination.

The website also gave travel offers to the members of PATA, tried to correct the misunderstanding of Potential travellers about the destination, and provided visitors with information concerning weather and maps (United Nations Economic and Social Council, 2005).

4.7.3   Case of Pharaohs rally

Egypt' tourism authorities got used to use events to attract the tourists and the focusing more on the advertising campaigns, one of the most successful organized events is Pharaohs Rally.

The Pharaohs Rally was born on 1982, in 1989 Egypt Air realized the benefit of such event so they started to be the main sponsor of the rally and they changed the name of the rally to be Rally the Pharaohs–Egypt Air also the Egyptian tourism authority and other official governorate authorities started to support the rally and provide all the facilities for developing it year after year, later large international companies and the Ministry of Information started to take part in the event so the rally became one of the most important events in the Arabian countries and all TV Channels found it a great chance to make great media campaign by media covering. Sponsors came from the largest international companies all over the world to be part of this great parade.

This keenness becomes a venture in 1998 with taking over of the organization and makes it a worldwide known race; able to join great performances, an experience into the wilderness and the pleasure of shared fun.

It is a rally which is not only speed and competition, but also continuous discovery and incredible human experience.

The great care dedicated to this venture took the competition to the FIM World Championship of Rallies Tout Terrain in2000.

The Pharaohs International Cross Country Rally new name keeps the charm of the past and it gets introduction into the FIA World Cup on 2005, renewed challenge takes the Pharaohs I.C.C. Rally new Egyptian and French partners with strategic responsibilities since 2010.

It is a thrilling week-long endurance race across the Sahara attracting competitors from around the world.

The 3000km circular route begins under the gaze of the Sphinx in Giza ending up back in the lively Egyptian capital Cairo the event comes as part the Egyptian Tourist authority to promote tourism as sports festivals that attract large numbers of Arab tourists and foreigners, around 600 rider of different nationalities from Europe, Japan, the United Emirates, Saudi Arabia, and Egypt, as a total number of equipment to participate in the event is about 500 equipment.

a. Hosting International Conference on Tourism and Media.

As a sign of the Egyptian tourism industry's continuous recovery; the Second World Tourism Organization (UNWTO) International Conference on Tourism and Media began on 26, April 2012 under the patronage of the Ministry of Tourism Egypt and Egyptian Tourist Authority in Egypt (ETA).Commenting on Egypt's hosting of this important event.

b. Mutual cooperation efforts

Egyptian minister of tourism attend very important meeting was held with his counterpart, the Italian Minister Ms. M.V. Brambilla, with which he signed a joint declaration at palace Chigi on the joint activity in the years 2012.The slow improvement, the minister said, indicates that the recovery underway will settle down to normal levels by September 2011. From Europe, there were positive signals. From Russia, in particular, 220,000 tourists arrived in March and April. In 2010, Egypt hosted 2.8 million Russian tourists. Italy also reported an improvement, and tourism officials are confident that the beaches of Sharm El Sheikh, in particular, will return to be as popular as in past days.

c. Special promotional plan for Italy

The they agreed to create recovery plan for Egypt will stretch around the world and foresees an advertising campaign of high impact that will involve the hard copy media, the major television channels, and the web sites and social networks that have been of great support to the struggle of Egypt's people.

An incentive support, conceived by the Egyptian government, is extended to attract international charter flight companies they can fly to all airports in Egypt, Cairo airports excluded. The incentive shall privilege those companies operating on a two double-touch basis.

d. The joint statement

In implementation of the Memorandum of Understanding Signed in Cairo in 2005, the Memorandum of Understanding also provides for the exchange of experts between universities and industry bodies in their respective states for professional training on the job, for public management training of employees

working in the tourism sector, the exchange of information on the sustainability of capital investments in tourism and the preservation of acquired rights.

4.8   The Media and Human Development

In Libya the civil war has destroyed the truth in the region as touristic destination and that added more presser on the tourism industry which already was suffering of the ignorance of the previous regime, not all is about the media affect also there are many other factors control the declining of the performance, the main element in the tourism business equation is the HUMAN RECOURE.

Basically, we could divide the human recourse into two groups:The employees and residents. The employees here are the people who work for the industry business like the hotels, accommodations, restaurants,cafe and event the governors like the tourist policy .And the residents are the other ordinary people of the region Both of those groups has important impact of the image of the country, more they are educated and friendly and honest , more the country can be favourable touristic destination and the best example is Indonesia .

Indonesia faces high level of competition by the neighbouring countries but it still keeps itself as one of most favour destinations because of the deep effect of the Indonesian hospitality so that could give the local media strong foundation to advertise it as safe and comfortable place

Libya had long time of freezing economically and that reflected on the Human Development (HD) as well.

Figure 4.7 HRD chart for Arabic countries
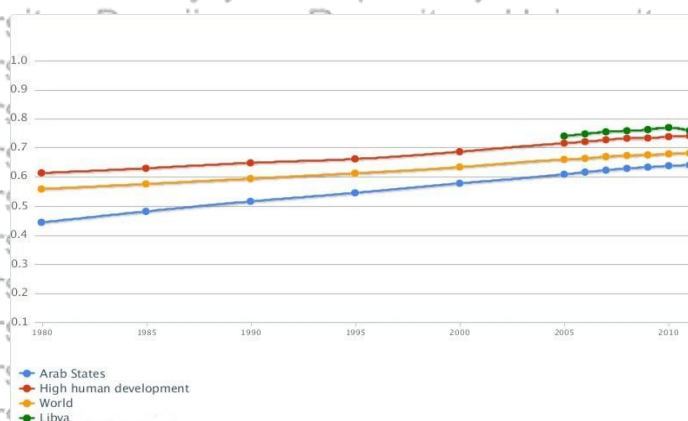
The media can affect on two ways, it can be useful to lead the HRD of the local HR to improve their knowledge and clarify the importance of tourism as national income, also it can introduce the destination and it's local people perfectly to the wide world.

Building Human Capital A skilled labour force and a smoothly operating labour market are important for economic development.

To complement the governance framework, emphasis should be placed on improving productivity through strengthening the education system and increasing human capital to support the tourism industry .Libya has a young population—close to 50 percent are below 25 years of age—with a large influx of entrants to the labour market expected in the next decade.

Transforming the economy will require a workforce with new skill sets, and private companies may struggle to find qualified and experienced personnel. To meet the demand, it will be important to establish training programs for workers and job seekers, and to reform the education system to reflect new needs, such as language and computer skills all of the skills can create good backup for the mental image of the tourists about the region and local people.

4.9   Limitations

i)   This research has faced several limitations of the information sources because of the condition in Libya

ii)   Most of the data was away of hands and the data on internet was not updated since the beginning of the revaluation.

iii)   The number of studies about the same topic is not that much.

CHAPTER V
CONCLUSION AND RECOMMENDATIONS

5.1   Conclusion

The tourism industry is one of the most important industries in the world since it employs "more than 250 million people worldwide. Libya, compared to the other Arabic and Muslim countries has concert foundations (standards of health, education).

The tourism industry in Libya offers many advantages to tourists such as: beautiful beaches, historical sites, and an excellent climate during the whole year, and comparing with Europeans, also this study mentioned one of familiar models of measuring the performance of the tourism industry ((butler diagram)).

The previous case studies which are discussed, we clearly can recognize the high effect of the rescuing strategies which were established based on the multimedia and the intensive uses by the governments and cooperation with local and international organizations,whether the private or the public,the direct impact was so affective specially with using the internet so they could get the credibility back of the customers around worldwide in short time, the local people whether the residents or the tourism sector employees are consider as emotional effect and it so important to give bright image as host society .

This study is to develop recommendations on how the tourism industry, in Libya can recover from the Libyan revolutionimpact and get some inspirational methods of dealing with problems though in the market bythe advertising ways to cross over the crisis.

5.2   Recommendations

Recovery strategies are necessary to help retain the confidence of travellers and the travel industry, and to minimize the impact of a crisis on the destination.No matter what kind of crisis occurs, though, the techniques for dealing with it effectively are similar.Effective communication based on the principles of honesty and transparency is the key to successful crisis management,

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but other aspects of tourism also need to be involved, especially dealing with the media weathers neither the domestic nor the global.

According to guidelines in this draw heavily upon an excellent report by the United Nations World Tourism Organization (UNWTO) titled, Crisis Guidelines for the Tourism Industry, this work was distributed to delegates at the Asia-Pacific Ministerial Summit on Crisis Management in Manila, 18 June 2003. The guidelines suggest specific actions to take before, during, and after, a crisis.the goal is to have visitors returning to a destination as quickly as possible and effective media management techniques can speed up that process, also it is useful to mention the model of (Faulkner, 2001).

In order to more closely understanding for the case study of Libyan tourism after the war , which is used to specify the stages of crisis, researchers Faulkner who has identified six stages of a disaster or disaster lifecycle.

The first of Faulkner's stages is the *pre-event* stage, which is the period when planning and preparation are to be done. In his second stage, the *prodromal* stage, it becomes obvious that a disaster is on the horizon and unavoidable. The third stage is the *emergency* stage, when the event is unfolding and immediately following; this stage is usually characterized by search and rescue and emergency medical relief activities.

During the fourth, or intermediate, stage, utilities are being restored and efforts are being made to return the community to normalcy as quickly as possible. His fifth stage, long-term or recovery is characterized by rebuilding, reflection, and analysis; it is during this stage that the community has an opportunity to redefine or reposition itself, and can make changes to the local tourism system,often these changes are made with regard to sustainable development and reducing environmental impact. The final stage in Faulkner's disaster lifecycle is resolution; routine business is restored and a new, improved state may have been achieved. In next Table below, Faulkner's stages with those meaning outlined.

Table 1 Lifecycle Stages in a Disaster or Crisis Faulkner

Faulkner's (2001) Stages	Fink's (1986) Stages
1. Pre-event	None
2. Prodromal	*Prodromal Stage:* when it becomes apparent that the crisis is inevitable
3. Emergency	*Acute Stage:* the point of no return when the crisis has hit and damage limitation is the main objective
4. Intermediate	None
5. Long-term (recovery)	*Chronic Stage:* clean up, post mortem, self-analysis and healing
6. Resolution	*Resolution:* routine restored or new improved state

Libya now is inserted in narrow corner at the sixth sage according to his model However, order to recover the tourism industry in Libya after the damage which happened because of the negative effect of Libyan civil war the tourism authority must start formulating (Rescuing Strategy) with focusing on the aspects which are mentioned below:

a. Increasing the Promotional Budget:

For having a higher impact the government has to build the strategy of rescuing the image of tourism with using high and modern items of promoting and advertising such as making contracts with famous advertising foundations which have long experience of dealing the marketing and advanced technologies like digital works,and all of this is supposed to cost more expenses .

b. Creating Alliances with the Media:

The tourism authorities has to be able to persuade tourists regarding the safety and stability of the destination, the in-moment communication is very important, especially in the beginning of the crisis, Consequently, the destination should act as fast as possible as thedestination is topping the news, the government and the

different organizations have to cooperate and work together to attract investors and tourists again.

c. Providing Added Value to Tourists:

The tourism Crisis Recovery Guide recommends the destinations give an added value instead of offering big discounts, the added value may consist of benefits for dining and visits to attractions Hoteliers may provide special welcome events for the travellers coming after a crisis, they may offer them a gift for their visit and other kind gestures of hospitality.

d. Working on the ground:

In order to recover from the crisis effect, tourism authorities should organize familiarization journeys by inviting journalists, high profile celebrities, and tour operators to show them that the destination became safe, this sort of strategy appears simple to be created. However, the steps are more complicated then how they seem.

e. Cooperate with private agencies:

It needs more engaging with private the tourist agencies for many reasons:

a. The private agencies have more flexibility against the sudden changes of the customers' desires.

b. They usually connect with the individuals faster and easily.

c. The main aim of the private agencies is gaining profits so they often hire expert advisers and tour consultants gets benefit of the global experience.

For exampleUNWTO Crisis Action Team responding quickly to a tourism crisis demands solidarity, flexibility and expertise, the UNWTO has put together a Crisis Action Team made up of 11 of the world's top experts in the area of communication, marketing and promotion, safety and security, all of them with solid experience cooperation with UNWTO.

f. Targeting Growing Markets

Libyan's tourism authorities should also target the most promising markets in its recovery plan. For Instance such as Asian markets which is increasing itself smoothly and concretely by following the exchange travel trips for the tourists from Libya to Asia and doing the same in opposite way, and get more experience

g. **Promoting Events and Openings.**

The destination which has faced a tourism crisis should look for positive news to broadcast all over the world such as arranging reopening for historical sites and making huge events to attract the attention to places and special areas in Libya .

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