

Tourism Continuity Plan after the 2003 Bam Earthquake

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1 ABSTRACT

Natural disasters are frequent treats to tourist locations, and have the potential of adversely affecting tourism industry; as one of the world's largest economic sectors. Subsequent to a disasterous event, destinations are faced with not only the daunting tasks of rebuilding infrastructure and communities, but also restoration image of destination. The present paper aims to define the effects of the disasters, especially earthquakes, on tourism continuity plan and various ways that they affect the operations and viability of tourism in the stricken area. The study focuses on perception changes and negative impact on the "Image of the Destination" after the 2003 Bam earthquake. It also proposes mechanism to develop tourism marketing strategies tallying with internal and external environment in Bam destination.

Achieving the aim, which includes studying the effects of the 2003 Bam earthquake on behavioral intention of visitors to choose Bam destination and proposing Tourism Revival Marketing Strategies by the means of SWOT method, may contribute to the understanding of consumers' affective reactions towards a tourism destination and their influences on future visit intention. In addition, the paper provides a prescriptive list of functions that are dependent to destination or disaster characteristics that can serve as a foundation for revival policy making of Bam in post-earthquake recovery.

2 INTRODUCTION

Tourism, as one of the world's largest economic generating sectors, can affect regions' competitiveness (Wickramasinghe,?). This has made tourism destinations look for the ways to attract more tourists from all around the world. Since potential tourists are exposed to many alternative destinations similar to each other and fiercely competing to get more of the market share, then it is vital for destinations to differentiate themselves from competing ones and to occupy a favorable position in the minds of potential visitors by developing a positive and favorable image (Sahin&Baloglu, 2011). Destination image¹ can be defined as "the perception of a person or a group of people regarding a place (Sahin & Baloglu, 2011)" that can influence tourist satisfaction and their behaviors such as the choice of a destination, the subsequent evaluations, and their future "behavioral intentions²" (Chun-yang & Maxwell, 2010). Hence "destination image" is commonly accepted as an important aspect in successful and sustainable tourism development and destination marketing due to its impact on both supply and demand side aspects of marketing. Destination Image can be influenced by several factors including "natural disasters" that may impact on the destination marketability.

According to the World Tourism Organization (WTO, 2003), Natural disaster risk³ like earthquake is one of the major sources of risk⁴ with the potential of affecting tourism destinations (Lehto & et.al., 2008). So recreating and managing an attractive image through marketing strategies is an important key to sustainable success for tourism businesses in quake-hit areas. In this regard, the paper aims to:

¹ image is the sum of beliefs, ideas, and impressions that a person has of a destination (Tasci & Kozak, 2006)

² The concept of behavioral intentions can be captured by a tourist's willingness to revisit a tourism destination (Andreassen & Lindestad, 1998).

³ Natural disaster risk refers to the possibility of being involved in a natural disaster event;

⁴ Risk is defined as the uncertainty that consumers face when they cannot foresee the consequences of their purchase decisions;

- Study of the effect of the earthquake on business continuity of tourism sector & define the various ways that it affected the operations and viability of tourism in the quake-hit areas(with emphasis on Bam);
- Propose mechanism to develop tourism marketing strategies and address feasible solutions in order to re-image destination aftermath a sudden calamity considering theoretical concepts and using analytical techniques and hence restore region competitiveness;

As a result, the paper would contribute to understanding of consumers’ reactions towards a tourism destination after a natural disaster (with emphasis on earthquake) and their influences on future visit intention and serves as the foundation for policy making for revival of destinations following the earthquake.

3 THEORETICAL FRAMEWORK

Disaster refers to “situations where an enterprise (or collection of enterprises in the case of a tourist destination) is confronted with sudden unpredictable a catastrophic change over which it has little control (Lehto & et.al., 2008). Disasters that are unavoidable, since they are beyond human control, have been known to transform the reputation, desirability, and marketability of popular tourist destinations (Park & Reisinger, 2010). The occurrence of natural disasters leads to a decrease in tourists’ arrivals because of perception change. Therefore, after elimination of the physical hazards associated with natural disasters, the amount of tourists is another significant issue in a tourist destination.

Perception changes can occur after natural disaster occurrences due to their devastating effects because the thought of tourism naturally evokes feelings of enjoyment, pleasure, relaxation, and safety while conversely, disasters arouse distress, fear, anxiety, trauma, and panic in individuals. This can be both serious and long-lasting because of its profound impact on the travel decision-making process (Lehto & et.al., 2008). Therefore subsequent to a disaster, destinations are faced with not only the daunting tasks of rebuilding infrastructure, facilities and communities, but also Image⁵ Recovery (Travel destination image).

Where communities have considerable economic dependence on tourism related activities, their vulnerability to crisis occurrence is significantly increased and they need to maintain a positive image of attractiveness for continued success. Hence marketing strategies through business continuity plan can play a central role for economic recovery and changing potential customers’ misperception.

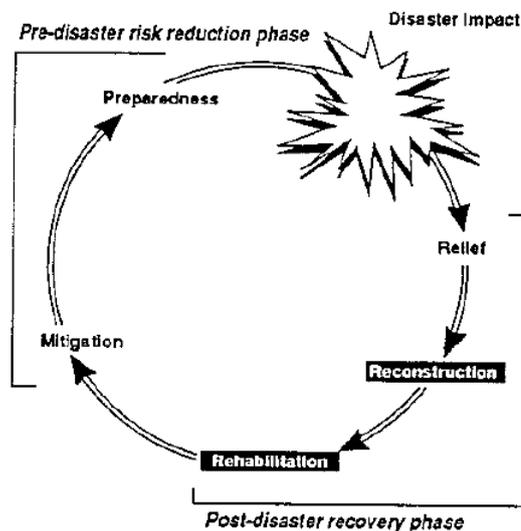


Fig. 1: Disaster management process(UNDRO,1992)

3.1 Business continuity plan concept

Disaster management for tourism has often focused on the post-disaster recovery phase. The International Strategy for Disaster Reduction (ISDR) defines “Recovery” as the “decisions and actions taken after a disaster with a view to restoring or improving the pre-disaster living conditions of the stricken community,

⁵ Image is an attitudinal construct representing an individual’s beliefs, feelings, and general impressions about an object or destination (Lehto, Douglas & Park, 2008).

while encouraging and facilitating necessary adjustments to reduce disaster risk”. Recovery is therefore about shifting focus from saving lives to restoring livelihoods (UNDP,?).

Reconstruction and rehabilitation are considered as main steps of “disaster recovery phase” (Fig.1). These steps are focused on activities that are devoted to restoring the condition to normal. Reconstruction process is associated with the immediate post-disaster activities in order to help affected population for restoring them to normal lifestyle. On the other hand, rehabilitation is the next step after reconstruction and ongoing long-term development. This step not only helps economic revitalization, but also promotes the business continuity (UNDRO,1992).

Disaster Recovery Plan (DRP) and Business Continuity Plan (BRP) often used interchangeably in various texts. Whereas Recovery Plan is used for retrieval of systems and infrastructure components in a specific time series, Continuity Plan has more expanded scales and scopes, which is associated with determination of components and functions of recovery. Business continuity plan can be considered as an iterative process in order to determine mission of critical business function, policies, processes, plans, procedures which are needed for continuation of activities on unforeseen events (Nickolett, 2001). Instead of the focus on rebuilding of infrastructures or hotels, Business Continuity Plan emphasis on re-launching of different scale of touristic businesses and people who are the target of tourism ⁶ (NZIER,2011).

Proposed activities for the revitalization of long-term business continuity are (Nickolett, 2001):

- Recognize the importance of the tourism market in region and its impact on tourists in order to minimize the effects of reduced demand;
- Determination of the functions of the tourism sector should return to normal
- Preparing recovery promotional programs
- The beneficial evaluation of system through: (1) Speed of return to the former condition, (2) Rates of return to former condition, (3) Amount of increased resistance of buildings against next disasters

3.2 Destination Image concept

It is commonly recognized that destination image ⁷-“the sum of beliefs, ideas, and impressions that a person has of a destination (Crompton, 1979; Kotler & et.al., 1993)”- is an important aspect in successful destination marketing; so one important aspect of destination marketing is “destination image management”. Several researchers have studied destination image as an independent variable influencing several consumer behavior variables, such as destination choice, decision-making and satisfaction. Due to the importance of destination image in terms of its effects on tourist behavior, researchers have been trying to identify the determinants that define, modify, and strengthen this construct (Tasci & Gartner, 2007) in order to minimize the “gap that may be between “desired brand image ⁸” and “perceived one ⁹”(Lopes, 2011)” undermining the continuity of the destination business.

Promoting destination image requires knowing about image formation agents or components. Development of the image of a tourist destination is based on the consumer’s rationality and emotionality, and as the result of the combination of two main components or dimensions. Beerli and Martin (2004) suggested that “affective” and “cognitive” image together leads to an overall image, resulting either in a positive or a negative image about the destination. Cognitive image is determined by beliefs and knowledge about a place,

⁶ Proposed activities for capacity building in communities based on the following steps are (Nickolett,2001):

- Planning (readiness) phase including preventive activities and increase capacity;
- crisis management readiness program including evaluation of effects due to disaster preparedness management and disaster management;
- The step that response during and immediately after the accident including effective contingency plans;
- Long-term disaster recovery step;

The first three steps are outside of the subject of this study and only the final step will be considered.

⁷ According to the World Tourism Organization, the image of an object or situation is defined as (Lopes, 2011) the artificial imitation of the apparent form of an object; Similarity or identity with the form (e.g.: art or design); Individual or collective ideas about the destination.

⁸ Desired image is related to how the company wants to be perceived by the target segment (Lopes, 2011).

⁹ Perceived image is about how the target segment sees and perceives the brand through a brand image study (Lopes, 2011).

whereas affective one is all about feelings towards that destination ¹⁰. Overall tourism destination image has an indirect impact on “behavioral intentions”. Also destination image literature reveals three sources of image formation factors (Table. 1):

- Supply-side or destination that refers to destination marketers engage in promotional efforts to establish a positive image or to change an existing image.
- Demand-side or image receivers that is related to their characteristics.

Disaster management literatures show a relation between “perceived influence of natural disasters” and “travel risk ¹¹ acceptance” depending on the type of travel risk and individual tourists’ characteristics(such as nationality, gender, Age, marital status, education, employment status, annual income & travel companionship). The rapid increase in natural disasters makes many tourists perceive that travelling around the world is dangerous and risky (Park & Reisinger, 2010). Park and Reisinger (2010) study about “perceived influence of earthquake on travel by demographics” shows that:

- Asian people perceived a greater influence of the earthquake on travel than other nationality group. American and the European travelers feel more comfortable about earthquake.
- Female tourists perceive a greater influence of earthquake than male tourists.
- Low-income tourists are more concerned about travel when the risk of natural disasters is high; probably because they have a relatively lower travel budget and are more concerned about the extra spending and financial losses when involved in a natural disaster accident.
- Tourists with low educational attainment perceive a greater influence of natural risk than high and middle-educated tourists perhaps because they have relatively less social skills and are less confident about their vacation choice. As a whole educated tourists perceive lower risk.
- Family and friend tourists perceptions of natural disasters are stronger than alone people.
- Independent or autonomous as intermediate factors between demand and supply side that consist of information sources such as news articles, educational materials, movies and etc.

Autonomous agents create general knowledge about a destination, and are out of a destination’s immediate control (Tasci & Gartner, 2007)”. Gartner and Shen (1992) assert that in the case of a disastrous event, distant countries, for which lack of knowledge exists, the autonomous agents, such as news reports, articles, and movies are able to cause a more dramatic change in image due to their high credibility and ability to reach mass crowds than destination-originated information. The intense and sometimes sensational media reporting could play a significant role influencing in consumers’ cognition about a destination after natural disasters (Lehto & et.al., 2008).

image formation factor	Attribute of image factor	location	Image formation means
Supply side	dynamic/ controllable	Destination-oriented	Marketing strategies
Independent	semi-dynamic/ semi-controllable	intermediate	Information sources (educational materials, news, movies, word of mouth, user groups)
Demand side	dynamic/ uncontrollable	Perceiver Characteristics	Socio-demographics, psychologies, tourist’s motivations, cultural values, experience and prior visit, attitude, needs

Table.1: Destination image formation factors(Author’s analysis based on (Tasci & Gartner, 2007))

¹⁰ Cognitive evaluation has an indirect influence on the overall image through the affective evaluation. A common agreement among researchers seems to point out that affective evaluation depends on cognitive assessment while the affective responses are formed as a function (Chun-yang & Maxwell, 2010).

¹¹ Travel risk is defined as the possibility of experiencing a danger while engaging in travel or the consciousness of security and knowledge of the likelihood of damage during travel (Park & Reisinger, 2010).

4 RESEARCH METHODOLOGY

This paper provides a framework for creating business continuity plan. Due to the existing definitions of business continuity plan presented in the previous section, using a strategic approach is the necessary elements to promote the business continuity plan. Strategic planning is possible in each field by answering the following four basic questions (Brewster, MTP, 2005):

- Quiddity of the current situation;
- Quiddity of probable outcome if failure to do corrective action;
- Quiddity of desirable long-term future of the community;
- How to achieve this desirable future and required actions to achieve.

Process of business continuity plan in this research would have the following steps, with focus on the final step of business continuity plan and adoption of strategic planning methodology:

- The first step: Analyzing the situation and current and future trends (identifying the opportunities, constraints and limitations) by foreseeing, if failure to do corrective action (Nickolett, 2001). Identifying the importance of tourism marketing in the region and the effects of the disaster occurred, can be done using statistical quantitative methods. The output of this step plays a major role in making the plan in next steps.
- The second step: Drawing out the desirable future through goals setting;
- The third step: Making improvement strategies and programs for regeneration; at this step, key functions would be identified and risk management prescribed. The output of this step would directly lead to business continuity plan.

There are four types of relationship between development and disaster(Fig. No. 2). Approach of this paper in making strategies is transitioning of phase (--) to phase (- +) to reduce the negative impact of disasters on development - caused by the waste of resources and as a consequence, disruption of economic growth, disruption of programs and destabilization - and to convert it into an opportunity for development.

image formation factor	Attribute of image factor	location	Image formation means
Supply side	dynamic/ controllable	Destination-oriented	Marketing strategies
Independent	semi-dynamic/ semi-controllable	intermediate	Information sources (educational materials, news, movies, word of mouth, user groups)
Demand side	dynamic/ uncontrollable	Perceiver Characteristics	Socio-demographics, psychologies, tourist's motivations, cultural values, experience and prior visit, attitude, needs

Fig. 2:The types of Relation between development and disaster (1991Stephenson,)Reference: (1991Stephenson,)

The ultimate success of a strategic business continuity plan is largely dependent on the accuracy of an effective situational assessment (Wickramasinghe,?). SWOT technique is one of the best and the simplest in situational assessment. So, Competitive strategies for tourism destinations would be offered by use of strategic assessment matrix according to internal capabilities and insufficiencies and external factors. The proposed model positions the destination's strengths and weaknesses and permits the identification of opportunities to improve Bam destination competitiveness.

The difference between this paper and other researches in this field is in making business continuity strategies, referring to the destination image concept. Accordingly, the situational assessment is done using the SWOT technique, according to the constituent elements of destination image. Demand-related and Intermediate factors will be considered as external factors, outside the system control (opportunities and threats). Also, in the supply-related factors, strengths and weaknesses of the system are considered. In the business continuity plan, strategies are following maximum use of available strengths and opportunities and confronting weaknesses and threats ahead.

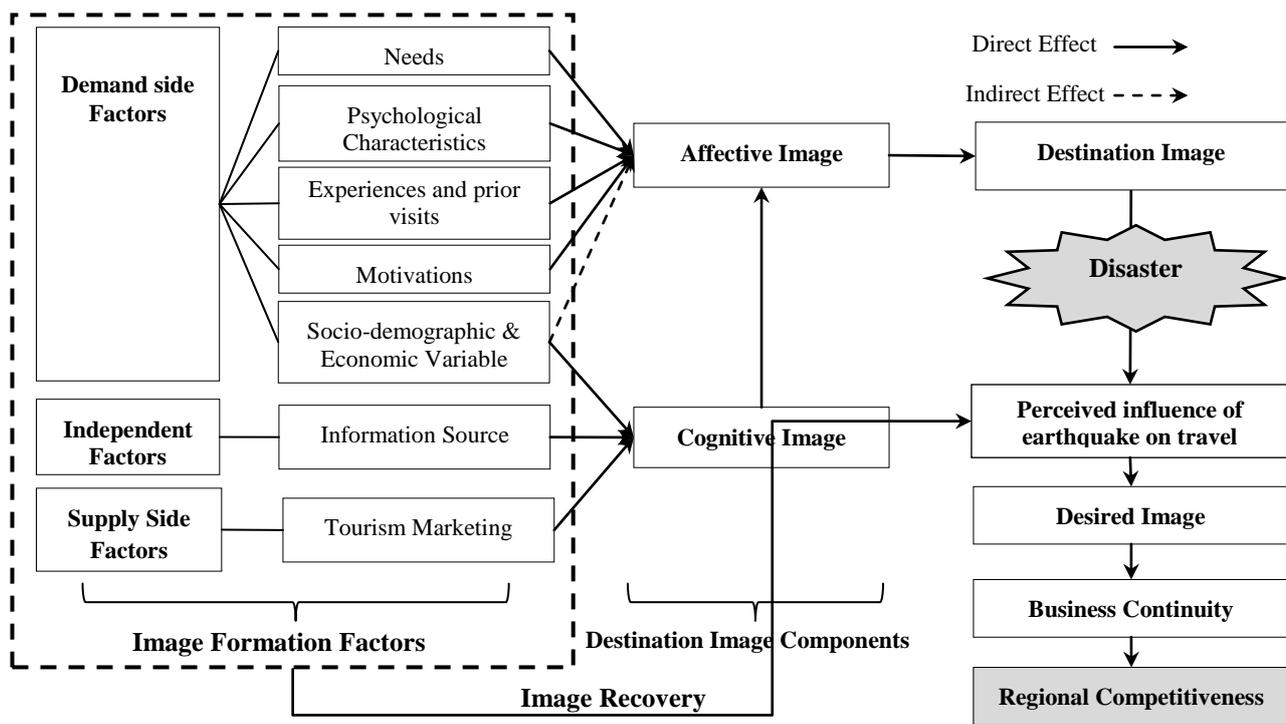


Fig. 3: Conceptual framework of the study based on destination Image concept

5 CASE STUDY

One of the ancient urban centers in Iran is located in Bam City with about two thousand five hundred years old. Due to be at the crossroads of important trade routes including Silk Road and Spice Trade Road and known for the production of silk and cotton garments, this city was of strategic importance. The cultural landscape of Bam and its Citadel, which is made entirely of mud bricks, clay, straw and the trunks of palm trees, is a significant symbol of the interaction of man and nature in a desert environment.

Bam tourism industry, a large income generating industry prior the 2003 earthquake, was an important driving force of regional economic development contributes to the employment generation and to the enrichment of many related industries.

After the earthquake, this industry was faced with a severe disorder. 90 percent Destruction in the citadel, as a showcase of Iranian architecture, due to the earthquake led to lose its place among the world's tourist attractive poles for several years; Although after the earthquake, citadel and historic perspective of Bam were simultaneously recorded on the UNESCO World Heritage List and the List of World Heritage in Danger, during the twenty-seventh session of the UNESCO World Heritage Committee, and placed in the center of international attention. Bam earthquake, despite all its' damages to the tourism sector, has made the largest international restoration workshop in this ancient city, due to the widespread absorption of foreign experts, including Japanese, German and Italian along with Iranian experts. Also, this earthquake has raised supports, credits and international attentions for restoration of the citadel.

5.1 Analysing the impact of Bam earthquake on tourism (situational analysis) and outlining the desire future

The Bam earthquake was centered approximately 10 km to the southwest of Bam. In terms of human cost, this earthquake ranks as the worst recorded disaster in Iranian history. Damage was concentrated in a relatively small area, of roughly 16km radius, around Bam-a tourist destination on the old Silk Road- famed for its 2,500 year old citadel Arg-e-Bam. The historic city center and fortress ruined. According to field reports, up to 95% of buildings collapsed within the ancient Bam citadel (Fig. 4).

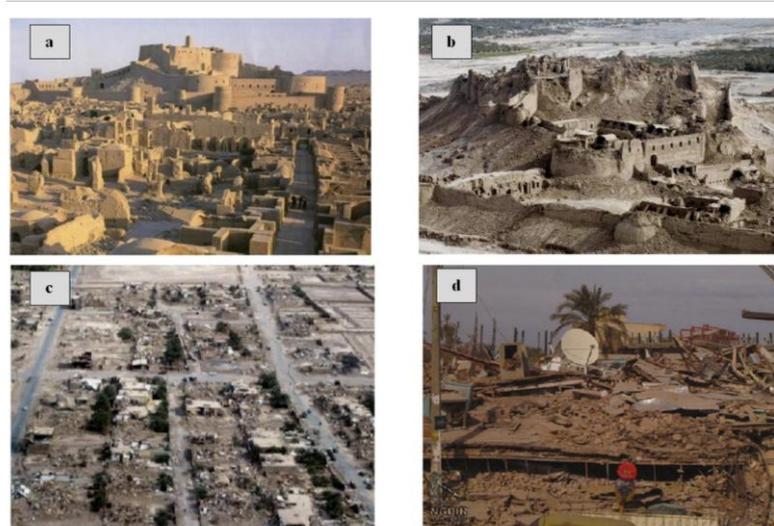


Fig. 4: Photo mosaic of the Bam Citadel and surrounding urban districts. (a) The Citadel before the earthquake struck; (b) the Citadel after the December 26, 2003 earthquake; (c) residential city blocks razed by the earthquake; (d) mud-brick houses reduced to rubble; Reference: (Adams and et.al. ?)

Also, studying the amount of active units by type and location status, based on official statistics published by the Statistical Center of Iran, shows the 88 percent destruction and 11 percent damage to the hotel and restaurant units and also 82 percent destruction and 16 percent damage to business units in Bam after the earthquake in 2003.

It is important to recognize that the impact of such a natural disaster affects not only the immediate communities, livelihood of local people, disruption of natural and built environment which are all important stakeholders at any given destination, but also the minds of the potential travelers. The later will need great attention in the recovery process.

Bam Citadel, one of the greatest monuments of Iran, was almost destroyed by the devastating earthquake on the morning of December 26, 2003. Since this year, in a period of several years, there was no registered visitor, according to official statistics published by the Cultural Heritage, Handicrafts and Tourism Organization of Kerman province.

The 2003 earthquake in Bam caused directly a 100 percent drop in tourist arrivals because of the formation of negative destination image. The ruinous Bam earthquake and the risk of another earthquake have made many tourists perceive that travelling to that region is dangerous and risky. This has caused a sharp decline in region's tourism income and has undermined the continuity of the destination business in future (Fig. 5).

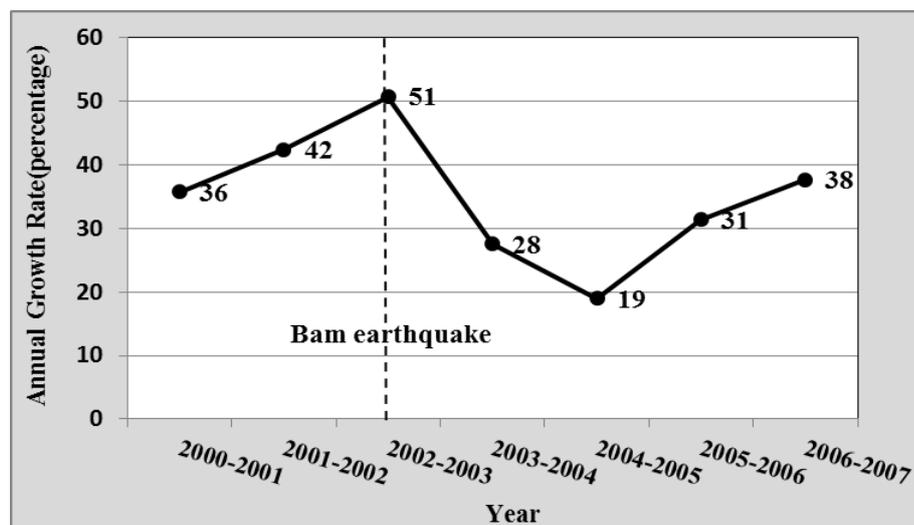


Fig. 5: Average annual growth rate of Bam tourism sector income before and after the 2003 earthquake due to authors analysis based on available official statistics (census data)

So due to the importance of destination image in terms of its effects on Bam's tourist behavior and with acceptance of problem solving approach, the main goal of the Bam Business continuity plan is devoted to speed up recovery of the tourism sector by restoring traveller confidence in the region so that visitor flows resume as quickly as possible.

5.2 Developing tourism revival strategies

Tourism revival marketing strategies, for establishing a positive desired image or changing the existing image, would be presented in three main parts based on paper's methodology and situational analysis as the result of confronting internal and external factors (Table. 2): Destination-oriented or supply-side revival strategies, independent or intermediate revival strategies and perceiver-oriented or demand-side revival strategies;

(1) Destination-oriented or supply-side revival strategies

- Ensuring the sustainability of tourism products in the form of diversification and changing nature of tourism, after the disaster.

Post-earthquake development offers the opportunity to correct the mistakes of the past and make the re-emerging destinations among the best in the world in terms of environmental conservation and community involvement in the planning process. It also offers the chance to rethink and diversify the product offer so that destinations become more competitive in the global marketplace (WTO, 2005).

- Promoting participatory approaches and decentralized planning and programming for recovery;

As one of UNDP strategies, planning, programming and execution of local level recovery initiatives does not require the complex and time consuming impact and feasibility studies and planning processes of national level long-term reconstruction planning, enabling recovery activities to begin as early as possible after the disaster. Strengthening of community groups to stimulate involvement in planning process also makes them confident.

- Increasing economic benefits and employment opportunities for the local community and hence sustainable tourism.

Recovery activities should contribute to improving the living conditions of the affected communities and sectors through the revival of production (agriculture, industry), trade and services, and the creation of income-generation/employment opportunities. The goal should go beyond the simple restoration of pre-disaster levels, but aim towards the creation of more sustainable livelihoods for the population. This could be met by improving the living conditions of the affected communities and sectors in Bam through (WTO, 2005):

- employing local staff wherever possible by retraining programmes;
- The earthquake disrupted the employment of many of people. Retraining programmes are needed to help them find new jobs or to help update their skills while waiting for their former jobs to become available again. Likewise, new employees for the tourism industry need to be trained to replace those who perished and make them more efficient and competitive in order to raise service standards. Building leadership capacity and counseling for those in the tourism sector are also needed (WTO, 2005).
- helping small tourism-related businesses and employees survive the recovery period; Small and medium-sized tourism businesses in the Bam destination, such as restaurants, handicraft producers, have less access to recovery funds than large corporations, so assistance is urgently needed. In addition, many of these enterprises are family-based and may have lost family members in the earthquake. Technical and financial support is needed to help them resume business and increase competitiveness. In this thematic area one policy could be identification and assistance to small enterprises damaged by earthquake through grants and micro-financing.
- Making coordination plan;

Coordination commands would be prepared in this strategy. In reality, multiplicity of actors, national and international, requires improving/maintaining coordination; hence, promoting and initiating recovery activities have to avoid duplications and gaps and to optimize the resources available for sustainable

recovery. This could be satisfied through conceiving recovery as an integral part of ongoing developmental process at all levels: national, regional, and local.

- Making review, refine and maintenance plan in order to update and increase the usefulness of business continuity plan. Since business continuity plan such as cyclical process of strategic planning, requires continues update;
- Making Risk Management plan

To make Bam tourism destinations safer and more secure, risk management analysis will be conducted, with special attention to clear communication channels and increase cooperation between the tourism sector and public safety authorities. Training workshops will also be offered in risk and reputation management.

(2) Independent or intermediate revival strategies

- Capacity building to face effectively with negative traveling propaganda for tourism destination and recovering the confidence of the marketplace;

Clear, detailed and abundant information is a key factor to recover the confidence of the marketplace. Effective communications is needed on many different levels: government; business; tour operators; travel agents; the media; and the public. Special attention needs to be paid to travel advisories. The use of special events and development of new products is also needed to help speed the recovery process. In this thematic area policies could be (WTO, 2005):

- Organizing familiarization trips for journalists and tour leaders and
- hosting “hallmark” or “mega” events, involvement with travel writers
- Provide communications expert to help look for and disseminate positive news throughout the recovery period;
- Provide financing to enhance tourism website and email newsletter;
- Ensuring a stable integrated flow of information to consumers and operators.

Prevention of the malicious rumors spread, that cause harm to destination image, requires sustainable unified information flow for users and beneficiaries and making connection between public and private actors, national and regional organizations and other groups. This could be met tough capacity building in governmental institution for facing effectively with negative advertisements against destination by means of:

- Establishing media center responsible for correct informing;
- Provision of effective contingency plans in order to damages controlling and informing interest groups;

(3) Perceiver-oriented or demand-side revival strategies

From a crisis management perspective, a crisis recovery system that is built upon better understanding of consumer psychology in the face of environmental changes can be more effective than one that is built upon suppliers frame of mind. In this relation Bam demand-side revival strategies are:

- Facilitating attraction of tourists all around the world that perceive less risk and are less concerned about travel when the risk of natural disasters:
- Trying to Absorb and motivate American and European visitors that feel more comfortable about earthquake.
- Applying attractive actions for alone and high educated visitors.
- Motivating high income visitors with lower risk perception.
- Meeting these strategies require recognition of their interests in defining tourism product; furthermore improving the diversity of tourism infrastructures and the quality of tourism facilities and services that is necessary for these groups of tourists.
- Changing nature of tourism to meet short term goals and business continuity in the age of reconstruction.

In this relation, disastrous tourism seems effective. Disaster tourism is used to designate tourism to sites of natural disasters (Robbi, 2008). Pottorff and Neal (1994) in their discussion of marketing implications for post-disaster tourism destinations posited that disasters sometimes actually attract visitors that may be curious about the damage left behind. This approach to utilize visitor's mass convergence tendency could be effective to tourists who are driven by novelty, curiosity and competence.

- Persuading visitors about destination safety and restoring confidence in the minds of potential visitors. Destination marketers should therefore ensure that messages communicated after the disaster are effective at persuading visitors that the destination is safe. Additionally, marketing messages should serve to defray any misinformation prevalent in media which has the potential to significantly affect the rate of economic recovery for the destination (Lehto, Douglas & Park, 2008).
- Presenting Bam's cultural landscape and enhancing the visitor experiences. This could be done through:
 - Preparing educational programs;
 - Organizing cultural programs such as local festivals and exhibition for both the local domestics and international tourists;
 - Developing, publishing and marketing interpretation materials preferably unified in product line and quality with Bam identity (such as souvenir guide book, brochures and information leaflets);
 - Improving site presentation and interpretation;

6 CONCLUSION

As shown in this paper, after 2003 earthquake and in the post recovery phase, Bam has been facing not only with daunting task of reconstructing, but with rehabilitation and as one of the most important parts, image restoration. Devastated Bam's destination image caused serious problems in tourist viability due to rigorous earthquake influence on behavioral intention of visitors. Bam, as a city with considerable economic dependence on tourism related activities, needs to look seriously for feasible solutions in order to re-imaging destination and hence restoring region competitiveness and its viability; So this paper tried to promote a revival strategies framework for continuing business after earthquake by means of SWOT situational analysis in the form of three image formation factors; since linking the perception changes of the traveler to the destination is important for destinations to effectively manage image formation and change.

As a result, this paper may contribute to the understanding of consumers' affective reactions towards a tourism destination and their influences on future visit intention and by providing a prescriptive list of functions dependent to destination or disaster characteristics can serve as a foundation for revival policy making of Bam in post-earthquake recovery. It also serves as a call for active research into issues relating to the effects of natural disasters on the consumers of the tourism product in the affected areas due to the importance of managing image and image recovery after a crisis situation; Since From a crisis management perspective, a crisis recovery system that is built upon better understanding of consumer psychology in the face of environmental changes can be more effective than one that is built upon suppliers frame of mind. So cognition of differences between feasible solutions for revival marketing strategies based on tourists with different socio-demographic background is necessary.

Internal factors		
Image factors	Weaknesses	Strengths
Supply Side Factors	<ul style="list-style-type: none"> • The possibility of delisting of Bam by UNESCO because of inability to control the informal settlement; • prolonged reconstruction because of shortage of credit among other national projects; • The 15-year period in the recovery projects due to the sensitivity and complexity of the reconstruction of Bam Citadel; • Disregarding of national institutions to the issue of tourism and crisis; • Lack of the awareness of the rebuilding process and the situation in Bam after the disaster; • Lack of proper policies in order to take necessary scientific and financial assistance of UNESCO for recovery projects; • Under-developed tourism and related facilities appropriate for high income and educated national and international visitors; • Poor preparation for facing another earthquake; • Lack of Active Tourism Controlling Authority; • Inadequate Marketing promotion strategies; • Absence of systematic management of the territory and poor Coordination among local, regional, national and supranational tourism authorities; • Under-developed tourism and related facilities appropriate for high income and educated national and international visitors; • Poor preparation for facing another earthquake; • Lack of Active Tourism Controlling Authority; • Inadequate Marketing promotion strategies; • Absence of systematic management of the territory and poor coordination among local, regional, national and supranational tourism authorities; 	<ul style="list-style-type: none"> • Existence of dependency, economic and cultural sense of belonging and interaction with residents and natives of Bam; • Attractiveness of Bam as an outstanding example of a fortified settlement and citadel in the Central Asian region, based on the use mud layer technique combined with mud bricks; • Touristic attractions of Bam Citadel as promoting economic growth; • High degree of authenticity and integrity in Arg-e-Bam in spite of the severe damage incurred during the December 2003 earthquake; • Presence of an ensemble of exceptional testimonies to the development of settlements dating back to Neolithic times; • High degree of authenticity and integrity in Arg-e-Bam(citadel) in spite of the severe damage incurred during the December 2003 earthquake; • Presence of an ensemble of exceptional testimonies to the development of settlements dating back to Neolithic times;
Independent Factors	<ul style="list-style-type: none"> • Lack of media coverage and Problem with inquisitive visitors; 	-
Demand side Factors	-	-
External factors		
	Opportunities	Threats
Supply Side Factors	<ul style="list-style-type: none"> • Bam registration on the UNESCO World Heritage List and the List of World Heritage in Danger after the earthquake, in 2004, as a factor to absorption of international attention; • Creating opportunities to Modernize and develop of regional economic basis; • Opportunity to correct the mistakes of the past and making fundamental changes; • Having chance to rethink and diversify the product offer so that destination becomes more competitive in the global marketplace; • Drawing the attention of the world to Bam and its cultural landscape as opportunities for economic development of the region; • The inscription of Bam and its cultural landscape on the world heritage list; • Revealing much of the archaeology in the Bam area after the 2003 earthquake; • Attraction and mobilization of international scientific, technical and financial aid and credits for renewal of historic buildings and sustainable development of tourism through UNESCO, Japan and Italy; • Bam Citadel as the largest international workshop for historic restoration experts & scholars and archaeologists from around the world; • Creation of the potential for tourism development with natural crises; • Appearance of the skills and new job opportunities related to reconstruction of the city; 	<ul style="list-style-type: none"> • Destroying about 90 percent of the citadel and Impossibility of visiting from all parts of it; • Increase in population and social instabilities caused by migration of natives and immigration of non-native people to the city; • Reduction in safety and environmental comfort as a factor to outgoing of local capital; • Reduction in regional competitiveness ability; • Formation of negative perceived image in potential travelers regarding safety and security Instability and as a consequence sudden fall in the number of visitors; • Increase in unemployment rate with finalization of post-earthquake reconstruction; • Existence of open work sites where relatively few structures have been completed;
Independent Factors	<ul style="list-style-type: none"> • Increasing global attention to Bam area through the media; 	<ul style="list-style-type: none"> • Lack of real knowledge between autonomous agents about Bam's situation that has caused a more dramatic change in image; • Negative Messages communicated after the disaster by high creditable medias have access to mass crowds;
Demand side Factors	<ul style="list-style-type: none"> • Less influence of the earthquake on American and European visitors' travel intention; • Less influence of earthquake on high-income tourists' intention; • Lower earthquake risk perception in educated tourists; • Lower perceptions of natural disasters in alone people; • Presence of visitors that are curious about the damage left behind the disasters; 	<ul style="list-style-type: none"> • Perception change, specially in low-income visitors, Asian visitors and low-educated tourists; • Presence of further seismic action that contribute to a feeling of insecurity and uncertainty;

Table. 2. The summary of Bam situational (SWOT) analysis after 2003 earthquake Reference: Authors analysis based on (Iranian Cultural Heritage, handicraft and tourism organization & UNESCO, 2008) and other information sources

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