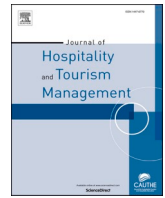


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# A wasted invitation to innovate? Creativity and innovation in tourism crisis management: A QC&IM approach

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## ABSTRACT

This paper introduces the QC&IM (Quadratic Creativity & Innovation Model) for the mapping, development and implementation of creativity and innovation-oriented crisis management and mitigation solutions. The model is a four quadrants diagram of (1) 'old school'; (2) 'trial-and-error'; (3) 'incremental', and (4) 'breakthrough'. Each represents a distinct case out of a two-axis grid of crisis thinking and crisis actions. A complementary, holistic schematic process of creativity- and innovation-based tourism crisis management follows. The paper outlines the model's methodological, theoretical, formulation, and evolution process. This is part of a qualitative integrated multi-layered study examining the Israeli 2nd Intifada security-induced tourism crisis (2000–2008) from the viewpoint of creativity and innovation. The aim was to evaluate the extent of creativity and innovation involved in crisis interventions and their implications, in efforts to mitigate what was considered, and still is, Israel's most catastrophic and prolonged security-induced tourism crisis. Findings reveal predominantly conservative and reactive conduct with a 'lack of appetite' for anything new. In terms of creativity- and innovation-based crisis response, minimal and sporadic implementation was evident.

This paper contributes to the literature by a novel theoretic approach that combines three realms of knowledge: (1) creativity in tourism; (2) innovation in tourism, and (3) tourism crisis management. It also establishes a theoretical framework for creativity- and innovation-based evaluation criteria as the basis for the formulation of the QC&IM. In practice, destinations worldwide seeking alternative, new and 'out-of-the-box' solutions might benefit from implementing the model.

## 1. Introduction

Whereas creativity and innovation have rapidly emerged as essential strategies to achieve destination competitiveness, increase profitability and attain business success, their role in security-induced tourism crisis management has not gained any academic interest (Carlisle et al., 2014; Hall et al., 2009; Mei et al., 2015; Nagy, 2012; Weiermair, 2004).

As of September 11th, the tranquil global industry of pleasure and delight is no longer as carefree as it was. Destinations worldwide have been confronted with various threats, hazards and crises of human-made or natural causes (Glaesser, 2006; Haddad et al., 2015; Pforr & Hosie, 2013; Tarlow, 2014). As no place is immune from an unpredicted crisis that might strike at any moment, sometimes without warning, understanding the theoretical and applied challenges of crises is a primary concern in today's tourism and hospitality industry worldwide

(Beirman, 2003; Dwyer & Čavlek, 2019; Hall, 2010; Hystad & Keller, 2008; Lerbinger, 2012).

As tourism growth is occasionally interrupted, crisis management and mitigation have become increasingly significant. Yet, one might wonder whether yesterday's solutions can also serve today's challenges, certainly in the case of a crisis itself being a complex and uncertain issue. In this respect, this paper addresses the issues of security-induced tourism crises from a fresh viewpoint, and combines three theoretical perspectives: (a) tourism crisis management, with (b) creativity in tourism, and (c) innovation in tourism. It aims to understand the anatomy and challenges of crises through the creativity and innovation prism. To the best of knowledge, these separate and established theoretical fields have yet to be combined in the area of security-induced tourism crises.

The Israeli unprecedented security-induced tourism crisis

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(2000–2008) following the 2nd Intifada (violent Palestinian uprising) is used as a case study to evaluate the extent of creativity and innovation involved in the crisis interventions and their implications, in efforts made by the entire Israeli tourism and hospitality production chain to mitigate such a severe and prolonged crisis.

Given the identified gaps in the literature, and the distinctive Israeli case, a qualitative approach was undertaken to identify whether there were any new or improved (innovative) crisis management processes (strategies, practices, procedures and collaborations) that originated in novel, flexible thinking (creativity) and a renewed ‘out-of-the-box’ crisis approach? If so, what influence, if any, did they have on the process of crisis management and mitigation?

## 2. Theoretical framework

As tourism crisis is a complex problem of change and uncertainty, it poses substantial challenges to both supply and demand. These should be managed and mitigated in a way and level that can deal with their serious negative ramifications. The domains of creativity and innovation hold an inherent advantage in such cases, as they reflect the essence of flexibility and open-mindedness of thought and conduct. As such, they lead the way to improved, more resilient and out-of-the-box solutions that step away from the recurrent, familiar and old-school repertoire of dealing with worldwide problems of security-induced tourism crises (Berkun, 2007; Boyd & Goldenberg, 2015; Carayannis & McDonald, 2013; Cropley, 2018; De Bono, 1970; De Brabandere & Iny, 2015; Elijor, 2000).

The interest in security-induced tourism crises intensified post-September 11th, 2001. Since then, there has been growing awareness that in the present era of crises, security-induced tourism crises are here to stay. Whereas in the past, one might have thought that such incidents were confined to a very few specific locations, it has now become apparent that no destination is immune from crisis. Hence, the vulnerable global tourism industry requires recovery strategies, practices, tools and procedures to successfully and rapidly face the many challenges of security-induced tourism crises (Arana & Leon, 2008; Backer & Ritchie, 2017; Beirman, 2006; Blake & Sinclair, 2003; Cohen, 2014; Faulkner, 2001; Hall, 2010; Lerbinger, 2012; O’Connor et al., 2008; Ritchie et al., 2014; Santana-Gallego et al., 2016; Scott, Laws & Prideaux, 2013).

Yet, despite this major threat to the survival of a global, national, regional and local service industry, scholars have indicated that the strategic handling of such crises has been predominantly reactive and based on ‘trial-and-error’ (Beirman, 2003; Hall, 2010; Israeli & Reichel, 2003; Lynch, 2004; Mansfeld, 1999; Mansfeld & Pizam, 2006; Ritchie, 2009). Since crisis is a complex situation incorporating a high level of uncertainty, and no crisis is similar to another, crisis management and mitigation should be a careful, collaborative, and holistic managerial process. It should entail flexibility and resource allocation in enhancing resilience, while addressing the challenges of the crisis as it evolves. In this respect, a crisis is not a linear process but rather evolves unevenly within a series of stages (Beirman, 2003, 2006; Boukas & Ziakas, 2014; Faulkner, 2001; Glaesser, 2006; Hystad & Keller, 2008; Mansfeld, 1999; Mansfeld & Pizam, 2006; Paraskevas & Arendell, 2007; Ritchie, 2009).

In light of such constraints, it seems that the domains of creativity and innovation hold an inherent advantage, and are adaptable to the area of tourism crisis management. As creativity is a significant tool for the expansion of thought and conducts, and lies at the heart of the innovation process, it seems suitable to face the theoretical and applied facets of tourism crisis (Carayannis et al., 2003; De Bono, 1970; De Brabandere & Iny, 2015; Michalko, 2003; Sawyer et al., 2003). Innovation, though a vague notion, in essence, results in a new and improved state of affairs. Thus, it increases growth and productivity, and enhances competitiveness (Boyd & Goldenberg, 2015; Carayannis & McDonald, 2013; De Brabandere & Iny, 2015; Hall & Williams, 2008; Hansen et al., 2019; Hjalager, 2010; Schumpeter, 1939; Valls, Parera & Andrade, 2012). As both theoretical frameworks of creativity and innovation have

long ago entered the business management literature, it is reasonable to position the two as new perspectives of security-induced tourism crisis management.

This is also in line with the current mature phase that the literature on tourism crisis management has reached. After the initial phase of documenting worldwide crises, and later identifying and distinguishing various kinds of crisis and crisis stages (Faulkner, 2001; De Bono, 1992; Faulkner & Vikulov, 2001; Fink, 1986; Glaesser, 2006; Ritchie, 2009), research has evolved. Tourism crisis management strategies were presented from the aspects of tourism planning, crisis management, recovery marketing, and crisis communication (Avraham, 2013; Avraham & Ketter, 2016; Hall & Williams, 2008; Hystad & Keller, 2008; Mansfeld, 1999; Mansfeld & Pizam, 2006; Paraskevas et al., 2013; Tarlow, 2006). It seems that at this point, the literature is lacking additional crisis strategies and tactics, other than the recurrent linear ex-post-crisis strategies, that are in line with the intricate, unpredictable and complex nature of tourism crises.

This research does so by exploring the possibilities of ‘newness’ based, counter-intuitive and unorthodox crisis management strategies and tactics together with their underlying perceptions and mindsets within a severe tourism crisis case study. It goes beyond the common ex-post-linear crisis management approach toward a more comprehensive, holistic and dynamic one. It takes a comprehensive and novel perspective, which is both comparative (at the industry level) and multi-disciplinary (at the theory level).

It is important to note that the literature identifies two incorporated levels of crisis management and mitigation: strategy and practices, known as theory, put into action. Crisis management and mitigation, thus, begins with formulating a crisis strategy as the framework theory or general principles followed by its execution or implementation through derived activities, known as practices or tactics. Such a logically consistent structure links strategy to actions and explains the choice of activities employed (Montgomery & Porter, 1991; Porter, 1996; Richardson, 2008). This study examined both levels of crisis measures in order to fully comprehend the anatomy of the crisis intervention employed.

The Israeli tourism sector was chosen as a case study due to its ongoing struggle to mitigate and overcome recurrent tourism crises since the mid-1960s (see Fig. 1). Israel is also an appropriate case study, since it has been enjoying relatively strong tourism demand due to its religious, cultural and historical assets. This experience makes the creativity- and innovation-based perspective a valid attempt. After all, the Israeli experience shows that the same applied strategies do not always yield the same results. In this respect, the applied implications of the Israeli case could serve other destinations affected by security crises (Avraham & Ketter, 2016; Mansfeld, 1999).

The 2nd Intifada (Palestinian uprising against the Israeli occupation of land in the West Bank and Gaza since 1967) triggered Israel’s most severe tourism crisis so far. It lasted for eight years (2000–2008) in which four distinct phases of crisis can be detected: (1) The beginning of the crisis (2000); (2) The peak of the crisis (2002); (3) The beginning of recovery (2003); and (4) The return to pre-crisis tourism and hospitality indices (2008). Hence, 2008 is marking the endpoint of the tourism crisis following and outgrowing the 2nd Intifada’s violent security crisis (2000–2004). This prolonged crisis almost led to the demise of the Israeli tourism industry with up to a 50% decrease in tourist arrivals, a 60% decrease in tourist nights, and a 70% drop in tourism revenue in one year following the outbreak of the 2nd Intifada (2000). During the next year of the crisis (2001), numbers continued dropping. It was only in the third year of the crisis (2003) that the first signs of recovery became evident (CBS & MOT, 2005). The process of recovery was very long with a six-year span. Tourism indices reached pre-crisis levels only by 2008. As this crisis has had devastating consequences to the Israeli tourism industry, it was chosen as a case study for detailed examination. Furthermore, as Israel might be facing a third Intifada along with smaller crises in between, the importance of a thorough investigation of

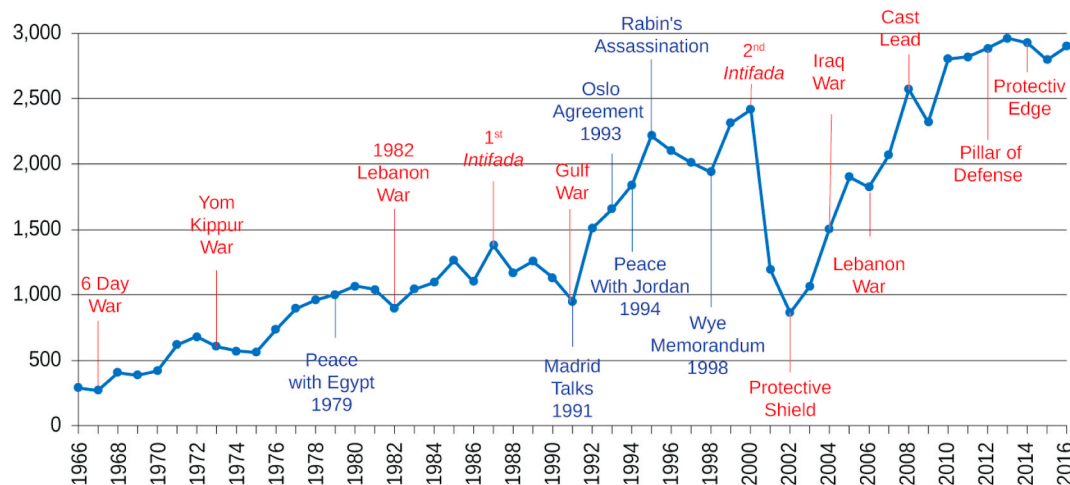


Fig. 1. Tourist arrivals in millions, 1967–2016  
(Source: Israel, Central Bureau of Statistics, selected years).

the implemented measures in dealing with this crisis is evident.

As can be seen in Fig. 1, the tourism crisis following the outbreak of the 2nd Intifada and its violent clashes is the most severe and lengthy crisis, with two years of tourist arrival decline followed by a six-year recovery period, in which another crisis unfolded: The Second Lebanon War-induced tourism crisis (2006). In this respect, it became a dual and combined scenario of crisis within crisis and recovery within recovery. As such, it represents an acute case of a tourism crisis in an overall chronic serial crisis situation, which the Israeli tourism and hospitality industry has been facing since the 1960s.

### 3. Methodology

As this research aimed to evaluate the extent and implications of creativity and innovation involved in the crisis management of Israel's 2nd Intifada, a broad stakeholders' perspective was chosen. An in-depth qualitative investigation focusing on both actions and underlying mindsets of the various stakeholders was conducted.

Thus, the study incorporated two specific research questions: During the 2nd Intifada tourism crisis, were there any new or improved (innovative) crisis management processes (strategies, practices, procedures and collaborations) that originated in a novel, flexible thinking (creativity) and a renewed 'out-of-the-box' crisis approach? If so, what influence, if any, did they have on the process of crisis management and mitigation?

Data collection was based on twenty-one in-depth semi-structured interviews with senior executives, who had a direct role in the strategic management and mitigation of the 2nd Intifada tourism crisis. It comprised multiple stakeholders: the private tourism and hospitality sector (hoteliers, tour operators, the Israel Hotel Association – IHA, and the Israel Incoming Tourism Association - IITA); and the public sector including the Israeli Ministry of Tourism (MOT), Ministry of Finance (MOF) and the national carrier El Al – at that time still owned by the Israeli government. The data collection process also incorporated content analysis of official documents and reports, national statistics, minutes of the Knesset (Israeli Parliament) committee meetings, media and press reports, and academic publications dealing with the tourism ramifications of the 2nd Intifada. As such, all the data and material collected represent a broad scope of the entire Israeli tourism production chain over a single sector inquiry within a prolonged (eight years) acute tourism crisis.

#### 3.1. Establishing theoretical research criteria

The fields of creativity and innovation in tourism are new areas of interest with growing academic interest as of the beginning of the new millennium (Hall & Williams, 2008; Hjalager, 2010; Mei et al., 2015; Nordli, 2017; Weiermair, 2004). However, conceptual models for the implementation of creativity- and innovation-based crisis strategies hardly exist. In order to fill this gap, at the initial stages of the study, pre-defined qualitative distinctions for the pragmatic evaluation of crisis measures from the standpoint of creativity and innovation had to be established. Incorporating a broad literary base on creativity, innovation, creativity in tourism, innovation in tourism, and tourism crisis management resulted in the following qualitative assessment criteria (see Table 1).

The innovation aspect was assessed by three dimensions: the scale of innovation as a radical vs incremental distinction (Hansen et al., 2019; Madjar, 2020; Medina-Munoz et al., 2013; Schumpeter, 1939); the type of innovation with the established innovation in tourism distinction of product/service, process, management, marketing and institutional innovation (Hjalager, 2010; Hjalager & Flagestad, 2012; Nordli, 2017; OECD, 2005); and the degree of innovation discussed as a new or old/familiar distinction (Berkun, 2007; De Brabandere & Iny, 2015; Hjalager, 2002, 2010; Israeli & Reichel, 2003).

The conceptual framework that elaborated on creativity was assessed via two dimensions: the scale of creativity (or the thinking style) using a rigid vs. flexible thinking distinction (De Bono, 1970, 1999; Michalko, 2003; Richards, 2018; Sternberg, Grigorenko & Singer, 2003), and the degree of creativity dimension via an in/out of the box contrast (Carayannis & Gonzales, 2003; De Bono, 1992; Elior, 2000; Robinson, 2017).

It is essential to clarify that these are artificial distinctions carried out for the sole purpose of analysis. Furthermore, creativity and innovation are intertwined. They interact and interrelate with one another with creativity at the heart of the innovation process (Boden, 1991; Carayannis & McDonald, 2013; De Bono, 1992; De Brabandere & Iny, 2015). Yet, dissecting each implemented crisis measure using these five isolated criteria resulted in a better understanding of the creativity and innovation aspects by a zoom-in-and-out perspective, and also by analyzing the big picture. It also displayed their significant correlation with strategies and practices of crisis management for a deeper understanding of crisis challenges and dynamics.

It is also important to stress that isolating the various processes, strategies or crisis practices was carried out artificially for the sole purpose of research. Understanding each of the strategies or tactics in itself was crucial in order to gain insight into the theoretical and applied

**Table 1**  
Creativity and innovation within security-induced crisis management and mitigation – a conceptual framework.

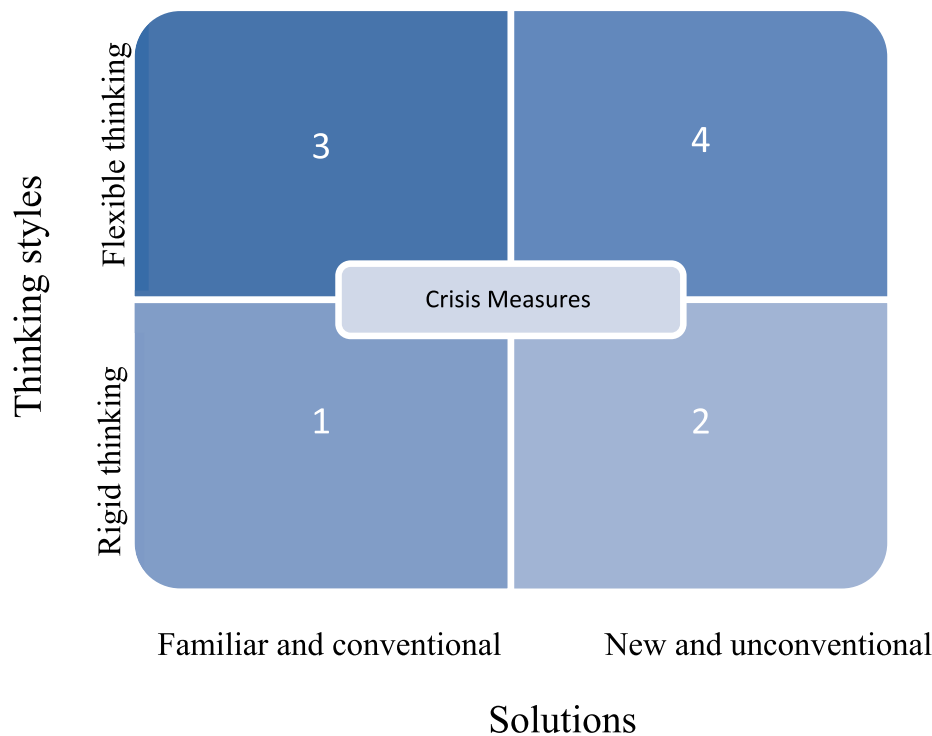
Key areas of examination	Meta category	Main Features	Characteristics	Inspired by Theoretical Framework
Innovation within crisis management (strategies, tactics, institutions, procedures and collaboration)	Degree of innovation	New or old/familiar crisis management processes	New, novel, flexible/different and original crisis processes (hence: unorthodox and surprising; had not been implemented before) vs. Familiar and conventional processes (hence: expected and predictable, previously implemented – ‘more of the same’)	Berkun, 2007; De Brabandere & Iny, 2015; Hjalager, 2002; 2010; Israeli & Reichel, 2003;
	Scale of innovation	Incremental vs. Radical	Incremental – improved or renewed within existing boundaries vs. Radical – completely newness-based; counter-intuitive and surprising; a paradigm shift	Hansen et al., 2019; Madjar, 2020; Medina-Munoz et al., 2013; Schumpeter, 1939
	Type of innovation	Product/service; Process; Management; Institutional or Marketing.		Hjalager, 2010; Hjalager & Flagestad, 2012; Nordli, 2017; OECD, 2005
Creativity within crisis management (strategies, tactics, institutions, procedures and collaboration)	Scale of creativity The ‘thinking style’	Rigid thinking or flexible thinking	Rigid thinking (conservative, strict and closed – no potential for new ideas) vs. flexible thinking (experimental and unconventional; open-minded; counter-intuitive – the potential for new ideas)	De Bono, 1970; 1999; Michalko, 2003; Richards, 2018; Sternberg, Grigorenko & Singer, 2003
	Degree of Creativity In/ out of the box	‘In the box’ (traditional, familiar, predictable and repetitive; reactive) vs. ‘out of the box’ (original, unconventional and counter-intuitive; pro-active)	In the box: does not involve any new or novel way of thinking or products of thought when encountering a crisis Out of the box: not part of the traditional arsenal; steps away from the familiar when encountering a crisis	Carayannis & Gonzales, 2003; De Bono, 1992; Elior, 2000; Robinson, 2017

(Source: developed and compiled by authors).

challenges when dealing with a crisis in terms of conduct, cooperation, insight and vision. Nevertheless, it is clear that the crisis mitigation actions employed by the various stakeholders intertwine in accordance with the strategy and practices distinction described earlier. The careful dissection of each crisis intervention also contributed to the flow of research moving from the single zoom-in perspective to the big picture and the entire tourism and hospitality industry context. This zoom-in-and-out perspective served as a solid foundation that maximized

accuracy and ensured the authenticity and trustworthiness (reliability and credibility) of the study (Shkedi, 2014).

Based on Table 1 theoretical distinctions, a four-quadrant graph prototype was devised to organize and analyze the compiled research data (see Fig. 2). It cross-referenced and encompassed both actions and mindsets. The mindsets are represented by the ‘thinking styles’ vertical axis, and the various actions implemented are represented by the ‘solutions implemented’ horizontal axis. The figure displays four distinct



**Fig. 2.** Prototype diagram for mapping and evaluation of the specific crisis measures taken by the various stakeholders (Source: Developed by authors).



quadrants in accordance with the gap between thoughts and actions, insights and actual implementation evident in the works of Israeli and Reichel (2003), and Perl and Israeli (2011). Both axes were further divided: the 'thinking style' axis into rigid thinking vs. flexible thinking, and the 'solutions implemented' into familiar and conventional vs. new and unconventional. In the course of analysis, each crisis measure was assigned to one of the quadrants accordingly: Quadrant 1: Rigid thinking with familiar and conventional implemented solutions; Quadrant 2: Rigid thinking with new and unconventional solutions; Quadrant 3: Flexible thinking with familiar and conventional solutions; and Quadrant 4: Flexible thinking with new and unconventional solutions (see Fig. 2).

During the course of the research process, the term 'newness' had to be further refined concerning crisis management and mitigation, and with respect to the term 'new'. As it became apparent, and in direct correlation with the literature (Hjalager, 2002, 2010), respondents called all that was new 'innovation'. However, not all that was new was also innovative. Thus, the precise meaning of 'newness' had to be related to as a result of a fundamental shift in thinking regarding the meaning of crisis itself and crisis strategy and practices. Otherwise, a practice could be new, yet not necessarily creative or innovative, since innovation by definition goes further and beyond the simple notion of 'new' (Berkun, 2007; De Brabandere & Iny, 2015; Kostoff, 2003; Lages, 2016). Once distinctions were put into place through a circulatory research process typical of qualitative research (Sabar, 2001; Shkedi, 2014), they paved the way for the construction of a conceptual model, namely, QC&IM (Quadratic Creativity & Innovation Model).

### 3.2. Mapping and analyzing tourism crisis management, mitigation strategies and practices

As described earlier, each crisis measure witnessed by the interviewees was separately analyzed and evaluated according to the above five criteria (see Table 1). It was then assigned accordingly to one of the four quadrants in the prototype graph (see Fig. 2). The compiled findings are presented in Fig. 3, which combines two elements. One is the thinking styles and mindset, the other lists the specific crisis measures implemented by the various Israeli tourism stakeholders, and is defined as 'solutions' for the purpose of simplicity. Four area quadrants emerged from the two-axis representation described in Fig. 3.

The first quadrant represents rigid thinking with familiar and conventional solutions implemented in the traditional way. These include familiar crisis measures applied almost by default as the standard norm, such as seeking government financial support; downsizing and cost-cuttings; approaching domestic tourism; cease of inbound marketing; encouraging solidarity-inclined tourism and short-term government financial support. From the viewpoint of creativity and innovation, it signifies the basics of crisis management. Everything that is repeated, familiar and conventional in terms of thinking about the crisis itself together with crisis management and mitigation solutions are presented in this quadrant. As evident from Fig. 3, all the stakeholders confronting the tourism ramifications of the 2nd Intifada were engaged in this kind of crisis management and mitigation. A minimal extent of creativity and innovation was, therefore, apparent.

The second quadrant represents the same rigid thinking but with some new and unconventional solutions. It represents the new strategies

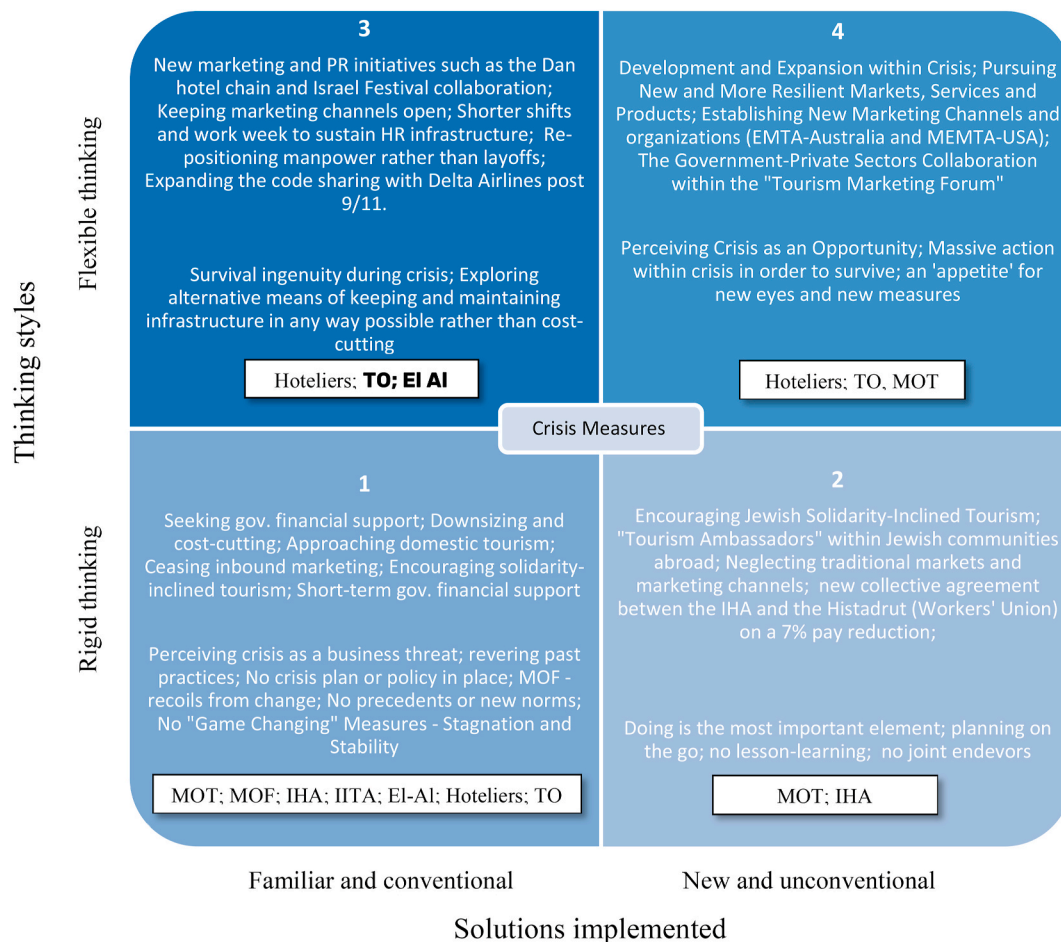


Fig. 3. Specific crisis measures taken by the various stakeholders – descriptions and manifestations (Source: Interviews and other data sources compiled by authors).

and practices originating from an ‘in the box’ recurrent thinking style. As such, it merely reflects a new fixated mindset indicating the negative side of unconventional. There were new solutions at the time, but not necessarily innovative. The Ministry of Tourism’s focus on seeking Jewish solidarity in its marketing efforts in the same way as marketing designed for Christian-Zionists are two examples of such crisis management measures. This new strategy was highly controversial and criticized by other stakeholders as well as within the ministry. Together with a new micro-management style, it generated distrust and resentment within the ministry, as well as the entire tourism and hospitality industry in Israel. Another new yet controversial solution of neglecting traditional markets and marketing channels led to the lengthy process of recovery described earlier. The 2002 new, yet short-termed, IHA collective labor agreement with the Histadrut (the trade union federation) was another instance of such crisis measures. Implemented within one year of the outbreak of the 2nd Intifada as part of the sector’s recovery plan, the 7% pay decrease was highly criticized. It intensified distrust, and almost culminated in a labor dispute two years later, in 2004. In light of such occurrences, both examples illustrate the same. Not all that is new in terms of crisis management and mitigation is also innovative, valuable or beneficial (Bior, 2002; Ha’aretz, 2004).

The third quadrant represents flexible thinking about familiar crisis solutions carried out in a new, reformed or improved way. Private hoteliers who exercised creativity in their improved and refined implementation of familiar marketing tools and PR are presented here. The ingenuity of the Israeli hoteliers, as well as tour operators, in HR management, as a means of maintaining the infrastructure during the crisis, represents a flexible and novel form of thinking about familiar solutions. It sought out better and more current alternatives and ideas in order to step out of the conventional ‘box’ in times of harsh business conditions. The essence of ‘surviving during a crisis in any way possible’ strategy is in itself a step away from the familiar perceptions of crisis as a business threat, out of managers’ reach. By exploring and implementing alternative HR and marketing endeavours, Israeli hoteliers and TOs managed to mitigate the crisis’s negative outcomes. This was creative and incrementally innovative thinking on the possibilities available during the crisis and the solutions themselves. These aspects expressed resourcefulness and out-of-the-box thinking and actions while coping with the crisis.

The fourth quadrant represents a complete paradigm shift with flexible thinking that produces genuine innovative solutions. It represents a breakthrough in thought and action concerning the meaning and perceptions of the crisis itself, as well as its management, mitigation strategies and practices. It is the farthest away from the familiar and conventional. The development and expansion strategy of the private hoteliers and TOs is presented here. Their counter-intuitive and unorthodox mindset and conduct of growth and innovation amidst crisis led to renovation, expansion and acquisition of other tourism and hospitality-related businesses. Consequently, they emerged from the crisis as leading players, stronger and more prominent. However, it was the conduct of only a minority. It was not widespread and did not characterise the performance of the entire Israeli tourism

industry. Similarly, the Israeli MOT’s attempts to revive demand by seeking new and more resilient markets worldwide (such as the Jewish market in the USA, Canada, Europe and Australia previously perceived as a ‘captive market’; the Evangelists and ‘Christian Zionists’ solidarity markets in the USA, Canada, Brazil, Europe, Australia, New-Zealand and South Korea; and the Russian market as of 2003), representing a paradigm shift in crisis marketing. The Israel Government Tourism office in Australia initiative to promote Israel within a broader Eastern Mediterranean regional context is another example of a marketing paradigm shift during the crisis’s acute stages. Inaugurating EMTA-Australia (Eastern Mediterranean Tourism Association) and later on MEMTA-USA (Middle East – Eastern Mediterranean Tourism Association) in 2001 exemplifies novel destination marketing organizations during a crisis. The enhanced business ties within the ICCC (Israel-Canada

Chamber of Commerce) were another Israel Government Tourism Office’s novel attempt to maintain business travel to Israel. Opening new representative offices abroad (The Paris bureau in 2003) and establishing new marketing channels exemplify the development amidst crisis strategy. Moreover, the 2006 novel private-government collaboration within a ‘Tourism Marketing Forum’ exemplifies stepping out of the conventional Israeli ‘box’. Yet, it is important to stress that most of the MOT’s initiatives were executed on a small scale and as a delayed reaction. Thus, the ‘Tourism Marketing Forum’ 2006 inauguration took six years after the outbreak of the 2nd Intifada.

These findings disclose the flexible yet intricate nature of creativity- and innovation-based crisis measures. Apparently, creativity and innovation can be implemented at either the strategic or the practical levels. In this respect, they are flexible notions as described in the literature (Berkun, 2007; Boyd & Goldenberg, 2015; Camison & Monfort-Mir, 2012; Hjalager, 2010; Kaufman & Baer, 2003). Examples include a flexible strategy of pursuing new markets as the MOT exhibited, yet implemented rigidly and forcefully, which was neither creative nor innovative. As a result, it provoked criticism and mistrust between the ministry and the entire tourist industry. On the other hand, familiar and recurrent crisis practices were exercised in a renewed flexible thinking manner such as the joint “Jerusalem Now” campaign of the Dan hotel chain and the Israel Festival (July 2001 – ten months after the outbreak of the 2nd Intifada). As the flexible nature of creativity and innovation within the crisis unfolds, the rigidity of thought of the Israeli tourism and hospitality industry seems avoidable and unfortunate.

These findings of the possibilities of creativity- and innovation-based crisis interventions highlight the precise attributes of ‘new’ versus ‘newness’. It shows that for a crisis strategy or practice to be innovative, it must be newness-oriented rather than the simplified notion of new. This means that, in contrast to the misconception of most Israeli tourism and hospitality stakeholders, not all that is new is innovative (Berkun, 2007; De Brabandere & Iny, 2015; Hjalager, 2010; Kostoff, 2003; Lages, 2016). ‘Newness’ in crisis actions and mindsets entails another ingredient, and obtains a quality beyond the simple ‘new’. It must be related to anything from a shift or change to a complete and fundamental paradigm shift in the thinking about the crisis itself, as well as about crisis solutions.

The theoretical conclusions based on the mapping and analysis of the raw data led to a further refined and improved model: the QC&IM presented hereafter (see Fig. 4). Re-juxtaposing the literature with the extensive research database analysis led to reevaluation and reconstruction of a less case-sensitive and more generalized model. Accordingly, the two axes were refined as were the distinction of each axis and the naming of each of the four quadrants, as will be discussed hereinafter.

#### 4. The QC&IM – Toward creativity and innovation-oriented crisis management

As described earlier, the analysis of the Israeli stakeholders’ thinking styles and solutions incorporated within the 2nd Intifada crisis management process inspired the formation of the elaborated QC&IM (see Fig. 4). It is a two-axis grid model with a vertical ‘thinking’ axis and a horizontal ‘actions’ axis. Each is further divided into repetitive vs. new, forming four quadrants: (1) old school; (2) trial and error; (3) incremental, and (4) breakthrough. Each quadrant represents a distinct case, as will be discussed. The distinction of ‘innovation’ from simply ‘new’ is derived from the essence of the innovation process. It is between a modification and a complete and fundamental paradigm shift in the thinking and the actions involved in crisis management and mitigation. In this respect, the repetition of thinking and actions represents the opposite of innovation and creativity.

Quadrant no. 1 represents ‘old school’ crisis management and mitigation, since it involves repetition of conventional thinking and actions. It is the same recurrent thinking and actions that illustrate fixated,

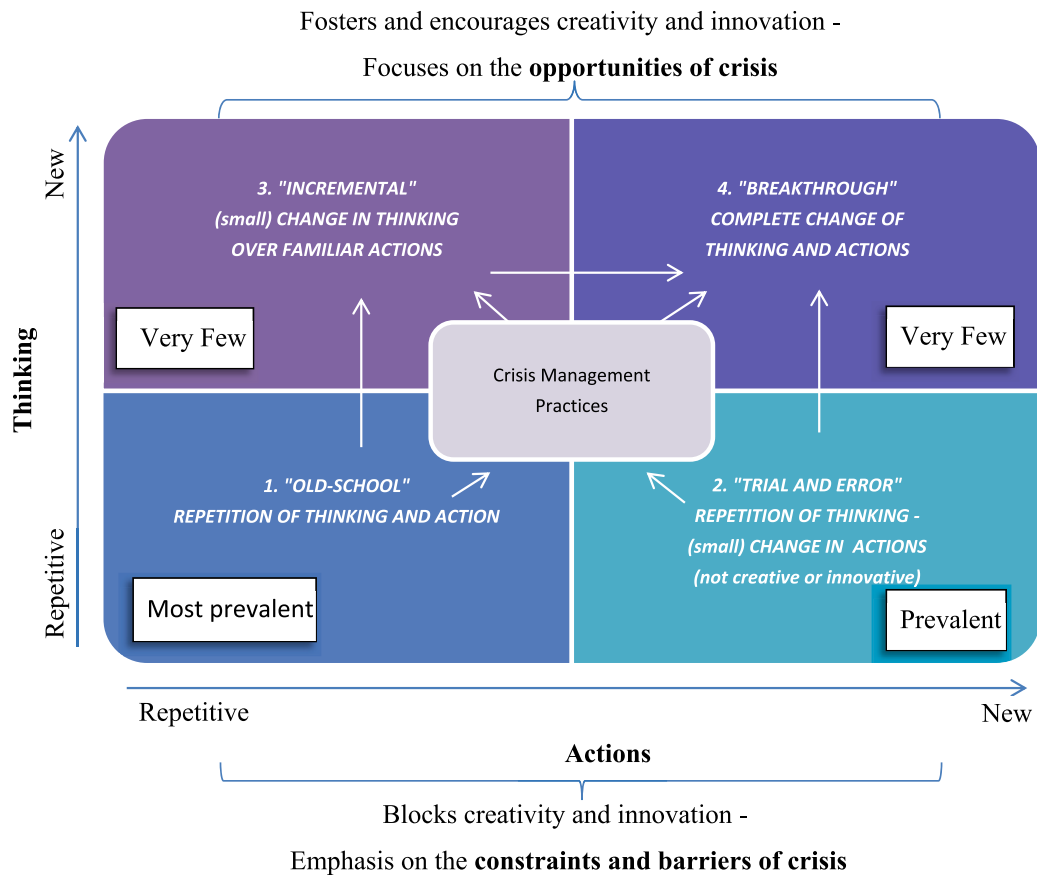


Fig. 4. QC&IM – Creativity and Innovation-oriented Crisis Management and Mitigation (Source: Developed by authors).

familiar, banal and routine crisis management and mitigation. Most of the strategies and practices were such, as witnessed by the interviewees and presented in Fig. 3 - Quadrant 1.

Quadrant no. 2 - represents ‘trial and error’ cases of crisis management and mitigation. It involves repetition of thinking with only a small change in actions. Recurrent or habitual thinking represents a rigid, in-the-box mindset. It might introduce some ‘new’ actions, yet these cannot be regarded as creative or innovative, since they do not result in any change in the thinking that is essential in terms of creativity and innovation. It represents a short-sighted, episodic modification of a fixed mindset that might result in questionable and doubtful benefits. It does not encourage insight, inspiration or motivation, among other qualities, as there is neither clear added value nor leadership involved. Many of the Israeli tourism strategies and practices were such, as presented earlier in Fig. 3 - Quadrant 2.

Quadrant no. 3 represents ‘incremental’ crisis management and mitigation, since it involves a small change or shift in thinking about familiar actions. It might be an improved, updated or slightly modified strategy or practice that is a result of out-of-the-box, flexible thinking. It signifies the ‘eyes and appetite’ for new and better crisis measures that add value. It is newly-fashioned and slightly different from what is familiar and effective. Very few Israeli crisis strategies and practices were of this kind as was presented earlier in Fig. 3 - Quadrant 3.

Quadrant no. 4 represents a ‘breakthrough’ in crisis management and mitigation, since it involves a complete change of thinking and actions. It is the ultimate manifestation of the newness concept and the breaking of the ordinary mold. It signifies open, flexible, unconventional, brand new, unorthodox and counter-intuitive thinking and actions in crisis management and mitigation as presented in Fig. 3 – Quadrant 4. It involves real ingenuity, because of a fundamental

paradigm shift in how a crisis is experienced, understood and managed. Consequently, it might yield new partnerships, organizations and procedures. Unfamiliar prior to the situation, these should be based on mutual communication and cooperation, learning and sharing of knowledge among the various stakeholders, thus, speeding up and broadening the decision-making process grounded in facts. As such, it shows comprehensive management resulting in a better state of affairs once the crisis is over. Such qualities result in a renewed, enlarged and stronger industry, which is well-prepared and organized. It is also well-financed, collaborative and proactive, and is comprehensive in scope and generates long-term benefits. However, very few of these strategies and practices were implemented during the eight years of the crisis (2000–2008) as presented earlier (see Fig. 3).

It is evident that the upper two quadrants (numbers three and four) foster and encourage creativity and innovation by focusing on the opportunities generated by crises, whereas the two bottom quadrants (numbers one and two) hamper or even block creativity and innovation by emphasizing the dangers, constraints and barriers caused by the situation.

As tourism crises are dynamic and continuous, the QC&IM allows flexibility in both scope and timing of formulating; implementing and evaluating crisis measures (see Fig. 4). As such, it is not a rigid linear model, but a flexible yet practical representation of processes and mechanisms. The QC&IM is applicable at any stage of a crisis and within multiple and simultaneous zoom-in-and-out perspectives, from the single firm to the entire tourism and hospitality production chain. Furthermore, encompassing both mindsets and perceptions with actions and solutions is a comprehensive representation of the relationship among these major components at any level of inquiry. The inner movement within the four quadrants represents the possible and

potential change, expansion and growth in a meaningful and concrete manner (see Fig. 4).

Yet, it is important to stress that as creativity and innovation are not restricted or fixated concepts by essence, the model does not necessarily guide or determine that dynamic. Their inherent flexibility allows for even a small change to yield a significant difference leading to

substantial results as seen in the “Jerusalem Now” 2001 joint campaign of the Israel Festival and the Dan hotel chain. It represents flexible thinking on familiar and conventional crisis solutions (see Fig. 3 – Quadrant 3). As such, it is assigned to the ‘incremental’ third Quadrant within the QC&IM (see Fig. 4 – Quadrant 3), representing a small change in thinking over repetitive actions. This small change in thinking yielded

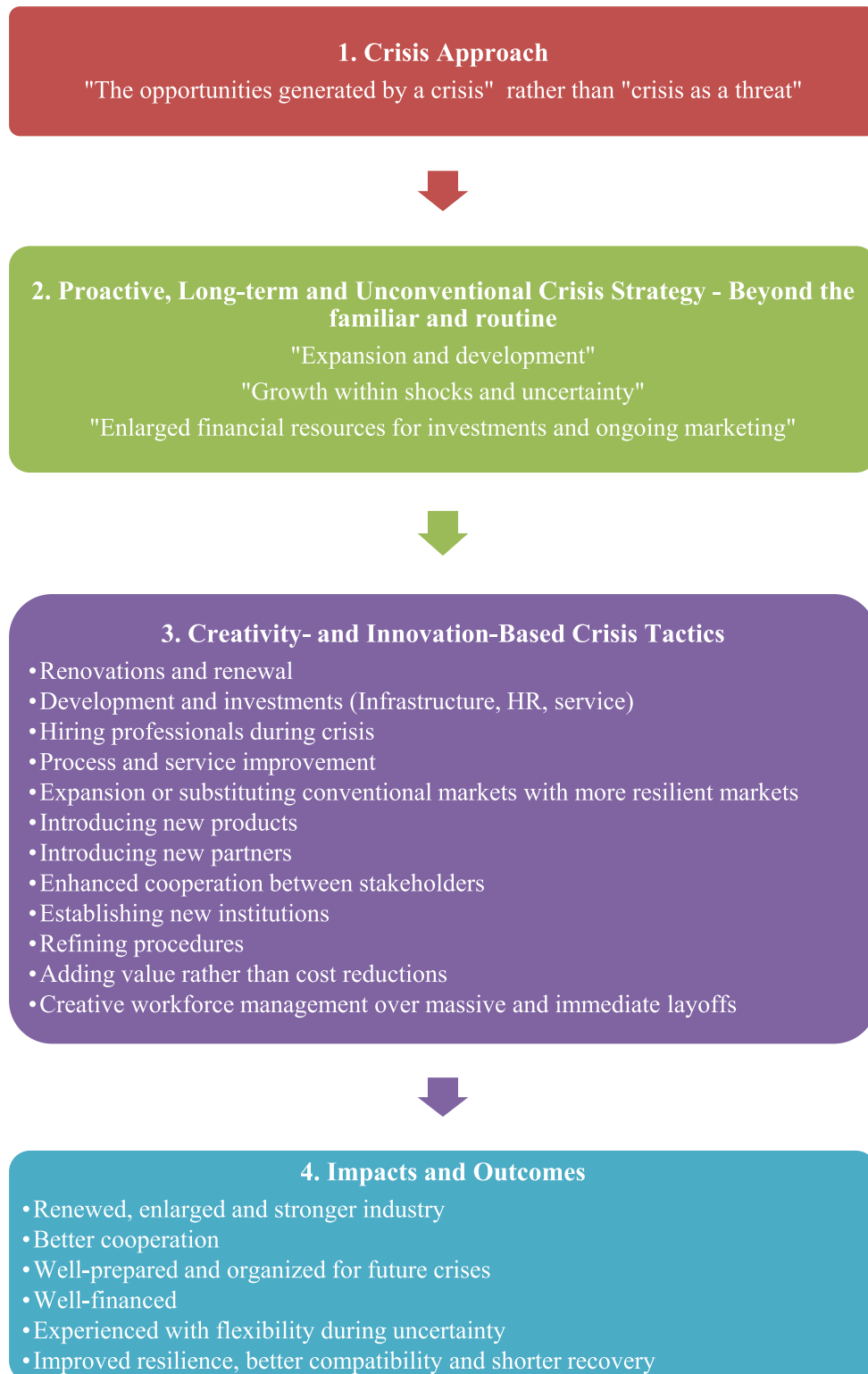


Fig. 5. Schematic process of creativity- and innovation-based crisis management. (Source: Developed by authors)



a new marketing cooperation and joint endeavor between the Israel Festival and the Dan Hotel (new organization) leading to and exemplifying a profound paradigm shift in both the meaning of crisis and the possibilities available in mitigating its negative outcomes, by marketing Israel's most dangerous and riskiest city at the time: Jerusalem.

Hence, the QC&IM is not a “do/don't do” static model, but a conceptual and dynamic representation of crisis management possibilities emerging from a current given situation. This is in line with the inherently transient nature of creativity and innovation, as today's innovation is not necessarily tomorrow's, and the fundamental understanding that any crisis is unique, complex and different. Thus, it cannot be strictly modelled. These fundamentals led to the inherent flexibility incorporated within the QC&IM. In this respect, encountering a crisis can be a capacity-building process for all stakeholders involved in the crisis management and mitigation within each of the familiar stages of crisis: New strategies and practices discussed, implemented and evaluated as ongoing standard procedures of a well collaborating industry in the face of crisis. As such, it might theoretically be applied in other crisis scenarios, whether security-induced or other. It is not confined to the specific case study of the Israeli 2nd Intifada security-induced tourism crisis.

#### 4.1. The QC&IM embedded in a schematic holistic process

Whereas most of the stakeholders' crisis perceptions and actions during the 2nd Intifada were conventional and repetitive, a small minority of stakeholders (big hotel chains, tour operators, and the national carrier El Al) did exhibit some sporadic short-lasting out-of-the-box, unconventional and surprising crisis strategies or tactics (see Fig. 3). These proactive and holistically-oriented stakeholders emerged from the crisis more prominent and stronger due to expansions, business acquisitions and renovations. In this respect, the creativity and innovation approach proved to be more efficient than the recurrent ‘old school’ or ‘trial and error’ reactive responses of downsizing, retrenchment and cost-cutting. It can only be hypothesized whether a greater display of creativity and innovation might have led to improved resilience and a shorter recovery period.

Such an alternative approach is exemplified in the following schematic process (see Fig. 5). The figure illustrates the entire process of creativity and innovation crisis management orientation, including the thinking and mindset, the choice of management strategy, and the tactics derived from that strategy, to the actual impacts and results. As such, it highlights the importance of crisis management strategy in general, and creative crisis strategies in particular, as a mean of improved resilience of the tourism system and more successful and rapid recovery.

Implementing such a process would allow destinations to walk towards creativity and innovation-oriented crisis management scheme instead of walk away from it. In this respect, the schematic process in Fig. 5 is both an elaboration and an exemplification of the QC&IM, and thus supplements the model concretely and practically.

## 5. Conclusions

This paper presented the circularity formation and evolution of the QC&IM for the mapping, development and implementation of creativity and innovation-oriented tourism crisis management and mitigation solutions. It presents the methodological and empirical process of its formulation from theory to practical evaluation and back to theory. Combining three fields of knowledge: (1) creativity in tourism; (2) innovation in tourism, and (3) tourism crisis management resulted in new theoretical criteria for a pragmatic evaluation of crisis reduction measures from the standpoint of creativity and innovation.

Since 9/11, the various aspects of tourism crisis management have been gaining academic interest. Scholars have identified the pitfalls of recurrent crisis solutions (Hall, 2010), and the fundamentally conservative crisis policy paradigm focusing on survival (O'Brien, 2012), yet

this research was the first, to the best of knowledge, to address a security-induced tourism crisis via the prism, terminology and practice of creativity and innovation. Thus, it became apparent that reviewing such a crisis via conservative and repetitive versus new and unconventional viewpoints is a valuable insight in the understanding of applied management and mitigation of tourism crises. More particularly, the use of QC&IM as a theoretical and applied tool proved to have a potential for analyzing such tourism crises and for offering solutions for destinations worldwide seeking newness-based proactive crisis policies, strategies and tactics.

Destinations worldwide may clearly benefit from the methodology used in this study. It not only highlighted and differentiated between successful and less effective crisis measures, but, most importantly, it determined the degree of creativity and innovation within any of the various crisis management solutions. Furthermore, once diagnosed, the methodology facilitates the development of new and improved crisis management strategies and tactics for acute and prolonged crises. In this respect, it is both a diagnostic as well as a pragmatic tool. To the best of our knowledge, such a valuable and comprehensive methodology has not yet been presented in the relevant literature.

Investigating Israel's most prolonged security-induced tourism crisis from a novel prism of creativity and innovation offers a new understanding of the impacts of security events on tourism. This research related them to the process of crisis management and mitigation itself over the impact, duration and frequency of security events prevalent in the literature (Backer & Ritchie, 2017; Baker, 2014; Bassil, 2014; Bilgel & Karahasan, 2017; Cohen, 2014; Fleischer & Buccola, 2002; Krakover, 2005; Liu & Pratt, 2017; Pizam & Fleischer, 2002; Prideaux et al., 2003; Ritchie, 2004, 2009; Ritchie et al., 2014). It highlighted the dichotomy and emphasized the importance of crisis management as a proactive deliberate act of management, one that is within the reach of the various stakeholders in response to crisis events that are beyond their reach and control. Hence, this research concluded that the negative impacts of security events on tourism might be mitigated with an improved and novel strategic crisis management orientation using the QC&IM.

Accordingly, it also reinforced the advice of scholars on the pitfalls and risks of lack of pre-planning or planning amidst crisis (Anderson, 2006; Backer & Ritchie, 2017; Beirman, 2003, 2009; Glaesser, 2006; Mansfeld, 1999; Mansfeld & Pizam, 2006; Paraskevas & Arendell, 2007; Paraskevas et al., 2013; Ritchie, 2009). In this regard, the evident stakeholders' lack of defined crisis objectives and unilateral crisis conduct can be seen both as a cause and an effect of their planning during the crisis. In this respect, the QC&IM can function as a significant planning facilitator tool.

This research also contributed to the literature from the supply side of tourism crisis management (Backer & Ritchie, 2017; O'Brien, 2012; Paraskevas et al., 2013). This is much in contrast to the conventional focus on demand or consumer perspective as a vehicle of resilience, positive image and recovery (Alvarez & Campo, 2014; Avraham, 2013; Avraham & Ketter, 2016; Baker, 2014; Liu & Pratt, 2017; Orchiston & Higham, 2014; Rittichainuwat & Chakraborty, 2012; Wolff & Larsen, 2014).

It also stepped away from the recurrent academic focus on a single stakeholder or sub-sector such as hospitality (Fleischer & Buccola, 2002; Henderson et al., 2010; Israeli & Reichel, 2003; Paraskevas et al., 2013; Wang & Ritchie, 2013), travel agents (Perl & Israeli, 2011), aviation (Blake & Sinclair, 2003), and even tourism niches such as Visiting Friends and Relatives travel (Backer & Ritchie, 2017), rural tourism (Hjalager et al., 2018), or well-being tourism (Hjalager & Flagestad, 2012). This study focused on an integrated in-depth perspective involving multiple stakeholders. This is on the grounds that such a wide perspective is essential in order to fully understand the anatomy of a given crisis. Consequently, the analysis holistically captured the impact of the crisis not only on a specific sub-sector but on the entire Israeli tourism industry.

Furthermore, the evident conservative Israeli approach to the

meaning of crisis and the possibilities of crisis resulted in a very limited unconventional or novel crisis approach. In this respect, and in contrast to Israeli and Reichel (2003), and Perl and Israeli (2011), the stakeholders' actions matched their perceptions, and there was no evident discrepancy or gap. This can be attributed to the difference in the research scope, and it remains an interesting discrepancy to be investigated in future research. However, from a creativity and innovation point of view, it was evident that the Israeli tourism industry showed a minimal degree of creativity and innovation and, consequently, a predominantly conservative form of conduct. Such a conservative approach might explain the findings of Israeli and Reichel (2003), and Perl and Israeli (2011), who reported practices of "cost cutting and improving efficiency" as an example of what this study refers to as old school, conventional and conservative practices together with repetitive thinking and actions.

The findings regarding the misuse of the term 'innovation' aligns with the literature's view of a pragmatic mantra, an empty buzz word (Berkun, 2007; Hjalager, 2010). In the words of Hjalager: "In many cases, innovation is used without a deeper reflection for anything that is moderately novel" (Hjalager, 2010, p. 1). This study found obvious confusion about what constitutes real innovation, as Israeli managers termed everything new as innovative to the degree of "the newest [as in the latest] manager's idea". Such a comprehensive misunderstanding, as well as misuse of the term innovation, embodies a superficial and narrow comprehension of the concept as was described earlier. It also exemplifies low support of innovative orientation and innovative practices and outputs. Thus, this study supports the literature on innovation in tourism, and highlights the need for simple and precise terminology when dealing with trendy words such as creativity and innovation, especially in crisis circumstances. Whereas crisis in itself might be a vague concept and a state of uncertainty, the solutions presented by scholars must be understood in order to be meaningful and guiding. Therefore, the QC&IM uses simple terms for facilitating greater clarity, understanding and implementation.

Being a qualitative study, this research is not free of flaws and constraints. Personal interpretation might lead to bias, but might also produce a deeper and more significant understanding of the research questions, findings and conclusions. Therefore, this study does not claim to represent the only conclusive view, but rather the researchers' view and understanding while closely following scientific methodology and standards, which support the validity and credibility of this research. The generalizations of findings were based on the interviewees' own words together with additional sources of information, which formed a rich database and included official reports, national statistics, Knesset committees' protocols, the media, and academic studies. All were carefully and thoroughly analyzed until the patterns became clear and meaningful.

This study was based on a criteria-based qualitative methodology with pre-defined research benchmarks. As such, it represents the most minimalistic version of qualitative research. Furthermore, there is a probability that a larger group of interviewees, i.e., more than twenty-one participants, might have shed different light. Yet, each stakeholder subgroup was represented by at least one participant, and the repetition of answers by informants marked the completion of the interviews field work. Unfortunately, a small number of potential senior participants within the Israeli tourism and hospitality industry were unable or refused to collaborate, or were reluctant to do so. These included three deceased ex-Ministers of Tourism at the time of the 2nd Intifada (Rechavam Zeevi, Amnon Lipkin-Shahak, and Binyamin Elon).

Investigating a historic crisis fifteen years prior to the initiation of the field work was also challenging. Searching for participants proved to be an effort, as many were no longer in office. Some admitted their difficulty in recalling the actual details of their deeds and thoughts. They also struggled to put the facts into a timeline perspective and context due to the time elapsed. Furthermore, nostalgia might also have played a role, as recollecting the distant past might have led to more positive

wishful views of their functions at the time. Overcoming such constraints was achieved in numerous ways: by rechecking and evaluating data and information; by juxtaposing numerous sources of information; exhaustive reading and analysis; and being aware of the subjective view of reports, documents and interviewees.

As a new conceptual framework, the QC&IM has yet to be assessed and tested in other crisis scenarios, and so needs further investigation and validation. Future research would be to implement and test the model on different crisis management incidents worldwide, as well as among tourism practitioners. It would be also interesting and of significant value to conduct a comparative case study of two distinct crisis scenarios within a destination in current and past crises. That is to say, to examine the implementation of the QC&IM within a current crisis versus the non-implementation of the QC&IM within a past crisis. In this way, examining the change of thought and actions at a particular destination might highlight the extent of change and the improved crisis management strategies and tactics on the destination's resilience and length of recovery.

It might be also interesting to test the conceptual model employing additional crisis scenarios other than security-induced tourism crises, such as the current Covid19 pandemic. The QC&IM might shed light on the conduct of various stakeholders during the current global COVID19 tourism crisis. In this regard, a globally comparative investigation of various or even multiple case studies would better examine the validity and applicability of the QC&IM within a comprehensive global perspective rather than the national viewpoint of this study.

Further research can also emerge from the premise that innovation tends to last for only a short time. In other words, today's innovation is not necessarily tomorrow's innovation as well. So, what should be the next stages of developing and implementing creativity- and innovation-based crisis management strategies and tactics, knowing that it might be short-lived? This might also be investigated and applied to other aspects of crisis management such as crisis communication and recovery marketing. Analyzing these areas from the perspective of creativity and innovation might yield valuable, meaningful and applicable knowledge. An additional area of investigation could be related to resilience theory, as there are some correlations and similarities with the concepts of creativity and innovation. And finally, it might be of interest to scholars in the field of evolutionary economic geography (EEG) to join in a holistic multidimensional research of tourism-crisis resilience encapsulating creativity and innovation.

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