

**"Creating Tourism Surety In
Economically Challenging Times"**

**Caribbean Seminar:
Best Practices in Public/Private Sector Cooperation –
*“Enhancing Tourism Competitiveness”***

**World Tourism Organization
BARBADOS**

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OVERVIEW

Security pays: Examples:

- New Zealand: Profits go up with police presence at the America's cup
- Egypt: Providing for unexplored parts of the desert through risk management
- Yuma: The new museum complex
- Bottom line: Safety and security are good for business.
- The state has a role to play in risk management and in financing it.
- Security must always be real, phony security leads to lack of credibility
- Security must be context and time oriented
- Security must be authentic
- There is no place without multiple risks, yet we make decisions with partial knowledge
- Risk management teams can never be static, the team must adapt to dynamic situations
- We must own the problem rather than ignore the problem
- Innovation and flexibility are keys
- Must maintain a balance between the public and the private
- Issues for the XXI century"
- Aging population
- foreign travel
- Food and hygiene a la cruises
- Health
- Language and communication
- Biochemical problems
- Cybertheft

- Terrorism

Some Basic Differences between Crisis and Risk Management

	Risk	Crisis
Surety of Occurrence	Uses a statistical system.	Is a known event
Goal of management	To stop the event prior to occurrence	To minimize the damage one event has taken place
Type of preparation to combat risk that can be used	Probability studies Knowledge of past events Tracking systems Learning from Others	Specific information such as medical, psychological, or crime. Developing a what if attitude
Training needed	Assume crises and find ways to prevent them.	Assume crises and practice reacting to them.
Reactive or Proactive	Proactive	Reactive, though training can be proactive toward the reactive.
Types of victim	Anyone, maybe visitor or staff.	Can be visitors, staff members, or site
Publicity	Goal is to prevent publicity by acting to create non-events	Goal is to limit the public relations damage that may occur.
Some common problems	Poor building maintenance Poor food quality Poor lighting Fear of terrorism Fear of a crime occurring	Rude visitor Sick person Robbery Threat to staff Bomb scare Lack of language skills.

Statistical accuracy	Often very low, in many cases the travel and tourism industry does everything possible to hide the information	Often very low, in many cases the travel and tourism industry does everything possible to hide the information
Length of negative effects on the local tourism industry	In most cases, it is short term	In most cases, it is long term unless replaced by new positive image
Recovery strategies	<ul style="list-style-type: none"> • New marketing plans, assumes short-term memory of traveling public. • Probability ideals: "Odds are it will not happen to you." • Hide information as best as one can 	<ul style="list-style-type: none"> • Showing of compassion • Need to admit the situation and demonstrate control • Higher levels of observed security • Highly trained (in tourism, terrorism, and customer service) personnel

As a crisis can be violence related, in today's world it is of value to know these differences

	Domestic Crimes	MCDs	International Acts that Occur in our own Backyard
Viewed as	Crime	Politics	War
Goal	Personal/group gain	Change policy	Conquest
Preparation time for event to occur	From very little or none to a great deal	Great deal of time	Great deal of time and planning.
Targets	Places where there are crime opportunities	Meetings	Economic or transportation centers. Tourism most at risk here of a direct attack
Effects on Tourism	Major short-term effect. Press can be destructive	Major effect during short and medium term memory	Can have long term effects, especially if it is repeated

What do we mean by tourism surety?

- Protecting visitors from locals
- Protecting visitors from other visitors
- Protecting our staffs
- Protecting our tourism sites
- Protecting our tourism ecology
- Protecting our tourism economies
- Protecting our tourism reputations

Some major sociological assumptions about visitors and visitor surety.

- Lowering of common sense
- Higher levels of anomie
- Uniform-isms
- Lower levels of inhibitions
- Higher levels of time demand
- Higher levels of stress

The Post September 11 Paradigm

September 11th caused a great deal of damage to local tourism industries.

While attractions and communities do not have a direct impact on the transportation component of tourism, there are a number of things that all aspects of the industry can do.

- Travel is an important part of tourism. Without safe travel tourism will die. The two industries are highly interrelated.
- Support local airport authority efforts. Many of these employees are working hard to deliver safety with courteous service. They want to hear from tourism industry leaders
- Make sure that all police personnel and security personnel are aware of how important tourism security is not only to you, but also to them. Most police have never been trained in good tourism security.
- Understand that tourism is undergoing a major paradigm shift. The old concept that tourism security is a necessary evil that does not add to the bottom line is over. The new model is that that tourism security is part of a good marketing plan.
- Develop a tourism task force. People who should be on this task force are local officials, tourism officials, and transportation officials. Many Government agencies are there to help local community officials and businesses. Ask for their help, they are willing to give it. The key to this task force is the quality of your facilitator
- Develop “tourism caring” centers, should there be a tourism crisis due to an act of violence, how you handle it will be a major part of your recovery plan.
- Attend conferences on tourism security.

- Check with experts or bring an expert into your area to meet with officials.
The worst thing that you will want to do is follow the advice of someone who is not trained in this area. Ask for credentials before meeting with anyone.

Terrorism is the marriage of violence to political goals. It is not a crime but an act of war. It works by the random wounding and/or murdering of innocent victims. When terror follows a random pattern it is often successful.

Crime often exists for reasons of economic gain or passion. Never confuse crime with terrorism.

Tourism officials will need to have moral clarity during these difficult times.
Terrorism has a history of striking when we least expect it.

Below are some suggestions to help you make this paradigm change.

- Think conservation. When the environment is safe, the visitor is also safe.
Tourism surety is more than merely protecting the visitor, it entails protecting:
 - The visitor
 - The local population
 - The actual site
 - The area's environment
 - The area's reputation
- Recognize that there is a fundamental paradigm shift in the travel industry.
Old assumptions will no longer hold. From a business perspective these old assumptions are very dangerous. Those parts of the travel and tourism industry that emphasize security will have a good chance of surviving. The venues that provide give good security mixed with good customer service will flourish. Those parts of the travel and tourism industry that hold on to the old way of thinking will fade away.

- Invite specialists to help train people and to set a paradigm shift in motion. The worst thing you can do is to bring in someone who is not a specialist in both security and travel and tourism. Remember this is not a passing emergency, but a new way in which people think. Travel and tourism industries that believe that this paradigm shift is not essential for their business' health are making an error.
- Do not create a false sense of security. Gas masks will do nothing in case of a biological or chemical attack, while sealed rooms may be very useful. Do not panic people, but deal with safety and security issues in the most professional manner possible. People begin to panic not when you take precautions in a professional manner, but when you fail to take precautions.
- Develop security coalitions with all components of your community. Make sure that your police department is trained and understand tourism, make sure that your hotel and attraction workers know how to handle a security emergency. This is also a time for regionalization. For example, if your national tourism conference has never had an expert speak on tourism security, ask why not? Both rural and urban areas should be thinking about the security of their guests.

- Get over denial, it can happen to you. Recognize that no part of the world today is immune from a terrorist attack. Too many parts of the travel and tourism market simply do not believe that an attack can happen to them. It can! Furthermore, as the media often devotes a great amount of coverage to an attack against a tourism area, the fear factor spreads from one locale to entire regions, nations, and even continents.
- Know what is unsafe in your community and work with local governments to improve these security concerns. How safe is your local airport? Are cab drivers' backgrounds investigated? Who has access to a guest's room?
- Start with small successes and build up. You are not going to turn your destination around. Take each step with care and build your security plan on a solid foundation.
- Make sure that all police personnel and security personnel are aware of how important tourism security is to you. Most police have never been trained in good tourism security. It is essential to have a person work with your local police who can "translate" between tourism and security issues.
- Develop "tourism caring" center, should a terrorism attack hit, how you handle it will be a major part of your recovery plan.

- Develop a tourism task force. People who should be on this task force are local officials, tourism officials, and transportation officials. The key to this task force is the quality of your facilitator.
- Security and Safety may have different meanings to scholars, but in the world of travel they are one and the same. In the new paradigm shift recognize that poison water and gunfire have the same results: the destruction of your business. Begin to see the relationship between risk management and security. They are two sides of the same coin.
- Fix rather than market. This is not the time to market security but to provide it. Tourism will need a lot more than mere cosmetic changes in order to beat the threat of terrorism. Among these changes are upgraded surveillance equipment, used in conjunction with good tourism sociological understandings. Simply upgrading security will not work if it is not done in a way that fits into the sociological patterns of visitors.
- Realize that even with the end a particular phase of the "War on Terrorism" that this is not the end of terrorism. The travel and tourism/events and meetings industry cannot afford to be lax in believing that terrorism will go away. State supported terrorism emanates from a number of nations. Pressure needs to be placed on the governments to not only take reactive measures but also proactive, preemptive military measures.
- Recognize the interaction between criminal acts and terrorism acts. For example, often terrorists use identity fraud as a cover-up. Realize that everyone is a potential victim of identity fraud. Identity fraud can be used not only to gain access to someone else's funds but in the case of terrorism someone's files.
- Check and recheck all ventilation systems. No one should be allowed to approach a ventilation system who does not have your full confidence. Make

sure that contract labor is kept far from areas that can be used as delivery systems for bio-terrorism.

- Get beyond the fear that too much security will scare the public. The public is more frightened of security breeches than it is of security methods. The old paradigm of hiding security professionals is no longer valid. Visible security is the best marketing tool that you can develop.
- Meet with your police officials and elected officials now. Do not wait for an incident to happen, the best way to recover from terrorism is to prevent it. Vigilance, interagency cooperation, and a serious commitment to security stop terrorism.

- Know something about terrorists. While tourism professionals should not engage in racial profiling there are certain sociological patterns that may be useful. Biographical sketches do not guarantee future patterns, however, many terrorists have often been unmarried men in their twenties. Often universities have been fertile recruiting grounds and many terrorists have had at least 2 years of education beyond high school. Almost all terrorists are ideologically driven.
- Teach guests to travel smart. In a world of crime and terrorism, it is best that our guests learn to avoid displays of wealth, vary their daily routines, and keep low profiles. Often terrorists strike people who are in easy range thus, avoiding aisle seats may be helpful.

Every Security Professional who works in tourism should understand

- the economic impact of tourism
- the tourism industry's many components
- the terminology and jargon of the tourist professional
- the psychology and sociology of the tourist
- the special needs and problems of international travelers
- special needs and problems of travelers who do not speak the local language
- the special needs and rights of traveling businesswomen or single women on vacation
- how tourism professionals view the police
- what tourism professionals seek from the police

When working with police do not be afraid to ask questions such as:

- How can we work together from an organizational perspective?

- What information do you, the members of the police department, need from us that we may not be giving you?
- How can we be supportive of your department throughout the year?
- Would you be willing to have a PD officer sit on our planning sessions?
- Might we provide a scholarship to send one of your people to the national tourism safety conference or would you be willing to have us bring in an expert to train the department in Tourism Oriented Policing?
- How can we join forces to achieve our common goal of a safe and prosperous community?
- What questions would you have liked me to have asked you?
- Do you wish to meet with our security people before the event? If so, when?
- What types of uniforms do you use? Can we use uniforms to create a positive image?
- When working our events/parades etc, how much lead-time do you need?
- How can we work on budgets together?
- Are you familiar with Tourism Oriented Police Services (TOPS) training and would you like more information about it?

Security Crisis Guidelines

Basic Plans

- Have you analyzed your vulnerabilities?
- Do you have a crisis system in place?
- Have you set up a team to develop crisis plans?
- Does your plan distinguish between natural crises and terrorism crises?

- Have you developed a plan that has immediate action steps and unique considerations for such travel and tourism crises as:
 - Airplane crash?
 - Act of terrorism at a hotel?
 - A biochemical attack?
 - Civil unrest?
 - Earthquakes?
 - Fires?
 - Floods?
 - High profile kidnappings?
- How will you be notified of a crisis?
- How will you notify others?
- Is there a plan to take immediate actions?
- Is there a tourism crisis team in place?
- Is there a plan to deal with special tourism needs such as foreign language issues, notification of relatives abroad, shipment of bodies to a foreign destination?

- Have you developed a set of crisis guidelines, and review these guidelines with every employee. Do you have guidelines to cover almost every aspect of the guest's visit including security? Look at details:
 - Type of lighting used in parking lots and along paths;
 - Policies as to single women travelers and or travelers who need extra security;
 - Employee background checks;
 - Special security instructions for those working at ticket booths and entrance to festivals.
 - What to do, should a crime or accident take place.
- Do a regular review of fire safety procedures. For example, it is important for all employees to know about what to do in case of a fire. Some of the issues that should be touched on include:
 - Smoke. Many employees know that not all smoke means a major fire. Their prime objective should be to evacuate the site or isolate the fire at the first sign of smoke. Smoke accumulates at the ceiling. If exit signs are at the ceiling will they be seen during a fire? Do employees know that fresh air for breathing is near the floor?

- Panic. How to handle panic and how not to panic. People who panic rarely save themselves or others. The more information that a guest and an employee have the less likely they are to panic.
- Exists. Make sure guests and employees know where the exits are located. This is especially important in enclosed visitor or information centers areas. We can almost be sure that the exit will be needed when the guest is least prepared. It is important that multi-lingual signage provide evacuation instructions.
- Have visible guards. Contrary to what some Visitor/Information centers professionals may believe, professional security guards are greatly appreciated and make guests feel secure. This sense of security is especially true for female guests and visitors from foreign lands. Professional security guards, if trained properly, not only do not hurt profits, but also can add to a place of lodging's bottom line. Festival managers should always do a spot check of their guards to make sure that they are asleep on the job and are well trained.
- Do a good background check as to the criminal history of all employees. Find out for example, does the person have an arrest record?
- Get to know the people who work at local police departments and hospitals. Often police and medical officers can point out errors and easy ways to correct problems. It is a lot cheaper to avoid a crisis than to have to deal with the crisis after it has occurred.
- Have a clear policy as to type of keys and who controls these keys.

The Interaction between tourism and the local communities.

Group	Advantages	Disadvantages
Total community	Safe city, Higher level of economic growth Positive environmental impact Higher tax revenue	Major investment Requires tight coordination between the political, judicial and police Political price to pay in the beginning
Tourism Sectors	Easier to control Less expensive Creates and illusion of safety	Must keep tourists in "ghetto" Criminals will slip into the tourist zone Media problems
Wealthier areas of town	Easy to patrol Less expensive than total city The middle and upper classes tend to vote and control the political arena	Ghettos and segregation form along neighborhood lines Criminals will slip into the upper class zones Media problems
Poor and disenfranchised	Gives them a chance to raise their level of life all people deserve protection may lower crime throughout the city Permits concentration of police in highest crime areas	Expensive Political problems from both poor and middle class Police may fall into reactive patterns of solving crimes rather than preventing crimes.

Some other basic improvements to consider:

Many tourism centers have no standard key policy. Yet the "key" can be major source of trouble. Here is a key check-list.

- What type of key is used? If it is a standard, key how quickly must a lock be changed after being reported lost? Studies of hotels and other places of lodging often report that locks are not re-keyed after being lost. Such a failure can result in a tragedy and/or law suit
- Have you made an inventory of the keys and types of locks in your business? Many tourism centers have
- Do you know what type of keys are needed at different places within your business?
- Have your employees been trained in "key policies?" When may they open a door? Under what circumstances may they replace a lost key?
- How well do you track lost keys?
- How do you balance cost versus security needs?

Some tourism surety issues around the world

A quick distinction between acts of crime and acts of terrorism

Criminals seek anonymity, and most tourism crimes are directed at out-of-towners by locals, though some can be against locals.

Terrorism seeks publicity. Its people, in most cases, have a cause, though we are now seeing for the first time "recreational terrorism."

A Partial List of Items that Have Helped (or Hurt) Tourism Safety

- Most tourists react to a place not so much by the risk as by their perception of the risk,
- A crisis often develops when safety concerns are more prevalent among the tourists than the professionals
- Often visitors are ignorant of the crime statistics
- Issue of liability by travel intermediaries (planners) if fail to inform clients of potential risks.

- Lack of finances. Law enforcement agencies state that despite the importance of tourism to their local economy, city, state, provincial, or national governments did not provide the agencies with the proper level of funding. There is a common perception that governments want tourists to receive extraordinary services within the confines of ordinary budgets. Often law enforcement agents suffer from low morale due in part to low pay and lack of resources.
- Manpower shortages. Police departments indicate that increasing manpower is a major way to prevent crime. However, due to budget constraints, and in the case of the USA, federal regulations regarding compensation time, efforts by police departments are limited.
- Lack of cooperation within the media. Law enforcement agencies state that the media find stories about crime a good way to sell newspapers or increase ratings. Often the media are insensitive to the damage done to a community and to an agency's morale when only negative news items are reported. Inaccurate reporting destroys media credibility with law enforcement agencies.
- Need for greater community cooperation. Law enforcement agencies cannot completely end crime. Instead, they must depend on the local population, and the tourism industry in particular, to help them fight crime prior to the occurrence of an incident. Law enforcement agencies see prevention as their best tool.
- Poor statistics and a lack of standardization. Currently there is no international standardization of what is a crime against a visitor, who a visitor is, or how records are to be kept. Law enforcement agencies are well aware that the industry does not always report crimes and that often the statistics lack credibility.

Common solutions and methodologies

- High police visibility. Law enforcement agencies push for law enforcement officers to be visible. The traveling public is better protected by police officers on foot, on horseback, or on a bicycle rather than in a car.
- Police officers who are willing to talk to strangers. Tourism areas need extroverted officers who understand that part of their job is to "shmooz" with their community's guests. These informal conversations not only permit the police to have a better idea about what is on the person's mind, but create the perception that the community is safe enough for the police officer to have the time to talk with an out-of-towner.
- Pro-active participation on tourism boards. By working with local hotel/motel associations, CVBs/tourism offices, and Chambers-of-Commerce, law enforcement agencies can develop joint programs to stop crime before it begins.
- Some of the most useful programs are:
- Visible policing. All three cities take the position that there is a direct negative correlation between the number of police on the street and the amount of crime that takes place in a particular neighborhood.
- Coordination on a national level and help from national law enforcement agencies. Crime and terrorism must be dealt with on a national or state/provincial basis rather than merely at the local level. Pockets of criminals just outside of a community's limits will not hesitate to attack tourists. Furthermore, a crime committed within a community's tourism radius may be presented in the media as if it had taken place within that community.
- Property inspections with minimal safety standards. The interviews reveal that hoteliers and owners of attractions can learn a great deal from local law enforcement agencies. Police are very concerned with such issues as old-fashioned numbered keys, and easy access doorways. From the law enforcement perspective, it may be easier to prevent a crime than to deal with it post facto.
- Personnel checks. Interviews showed that people who work with tourists may have less than sterling backgrounds. Employee security training. All three police forces encourage security training for anyone who works in places or areas frequented by tourists.
- Police tourism training. Police, who work in tourism areas, need to be sensitive to the special needs of the transient person. Sociologically it is known that tourists suffer from higher than normal levels of anomie, and are often "sitting ducks" for the criminal element. Police need to know how to

comfort the tourist when he/she is a victim of a crime and how to help tourists so that they have a lower probability of becoming crime victims.

- Become part of the community. Law enforcement representatives note that they cannot keep all citizens safe. Law enforcement agents recognize that they need the support of their community. Such innovative programs as national night-outs against crime, restaurant and bar taxi services, and inter-hotel and attraction crime alerts, all make the job of law enforcement easier.

Still some more suggestions that have worked:

- creation of clearing houses for safety issues on a state or national levels
- develop partnerships between local law enforcement, tourism authorities, and the private sector
- multilingual emergency phone numbers
- develop tourism safety courses for the industry
- create traveler's safety brochures
- teach visitors how to travel safely
- develop community safety plans
- provide crisis management consultations regarding negative publicity
- develop community related tourism police and police training

Law Enforcement and Tourism Facing Security Issues

Every community should have a security brochure. Include in this brochure basic safety features and emergency phone numbers. If you have not yet developed such a brochure for your community, here are some tips on how to design it and some points you may want to include in a tourism safety packet for your community.

- **Use bright and cheerful colors.** While you want your tourists to be safe, you also do not want them to be afraid. Use clear and easy to read fonts placed on a background of colors that are upbeat and encouraging. Design these guides so as the reader receives the subtext that although caution is critical, your community is still a safe and fun place to visit.
- **Teach tourist to avoid overly-structuring their activities.** Emphasize that vacations are a time for spontaneity. The reason for this emphasis is that criminals often go after the predictable traveler. For example, if someone plays tennis every day at 3:00 p.m. it is much easier to rob his/her room than that of the guest who staggers his/her playing times.
- **Teach tourists to be observant.** Most tourists simply leave their hotel/motel room without ever noticing who may be in the area. Tourists should remember that it is always a wise idea to take note of anyone who may be suspicious.
- **Advise tourists about neighborhoods.** Your out-of-town guests do not know your community. Tourists do not know where choke-points (areas such as construction sites and busy intersections) are located. These points are often places where the tourist is most vulnerable. Tourists do not know what is "ordinary" in a neighborhood nor what to look for.

- **Encourage your visitors to always drive with the windows rolled up and with their car doors locked.** This safety tip is important for locals who are familiar with the community; it is essential for out-of-towners.
- **Encourage guests to avoid discussing their travel plans in public places.** Surveillants consider staff-personnel (and children) to be a prime source of information. The more the criminal knows about a particular tourist the easier it is to make that tourist a victim.
- **Develop with your local police department and Hotel/Motel Association a security rating system.** Most police departments are happy to help a local HMA develop an overall security plan. Once the plan is written, ask your HMA to accredit its members as to security readiness. Such a program helps both hoteliers and guests
- **Research demonstrates that the higher the level of general crimes in an area, the higher the levels of crimes against tourists.** Though specific attacks against tourists do happen, it is rare for tourists to be singled out for violent crime. Instead most violent crimes against tourists take place when the tourist, either through ignorance or thoughtlessness, wanders into the wrong neighborhood. Develop special maps that highlight the safest routes to and from major attractions.
- **When new hotels are being constructed, emphasize CPTED:** "Crime Prevention Through Environmental Design" is a very successful crime fighting method. For example, ask if your locale's hotels have physical boundaries, what type of lighting do they use, how safe are their parking areas? When building a new hotel, install clearly visible security cameras, electronic locks, etc.

- **It is the responsibility of the hotelier to think of possible criminal and terrorist acts and then take proper precautions.** Innkeepers are subject to the "*Principle of Foreseeability*," meaning that it is their legal responsibility to foresee a possible act of violence against their guests. The same is true of the principle of "*Infra hospitum*" in which it is the duty of the innkeeper to protect his/her guests in hallways, elevators, parking garages etc. Unless the property advises against the ordering of foods etc, the proprietors are responsible for the acts of private vendors or delivery services.
- **CVBs and Law Enforcement Agencies should have a joint security crisis management plan connected to city, state, and regional plans.** Because an act of terrorism and violent crime tend to have a spill-over effect, develop regional pre-, during, and after security crisis plans. These plans should focus on issues of security, personal injury, and media reports.
- **Although people are afraid of being hurt, ironically they enjoy visiting places where others were hurt.** War tourism and even places where violence has occurred often become major tourism attractions.
- **Better signage lessens security problems.** The less confused a tourist is, the less likely he/she is to demonstrate signs of anomie (disorientation). When tourists appear confident of where they are going, they lessen the likelihood of becoming crime victims.
- **Hotels and attractions need to stress greater child safety.** All too often parents on vacations forget that small children should never be left alone. Children must be taught that if lost they should communicate only with store, hotel clerks, or uniformed employees.

Terrorism: The New War.

To understand terrorism we must first understand its distinguishing characteristics;

- it is a war and its practitioners see themselves as soldiers;
- it is ideologically based;
- it needs publicity of some form;
- it believes that striking civilians is striking the enemy;
- it is always Marxian in that it divides the world into "the children of light" and the "children of darkness.";
- it seeks a new world order;
- it employs both high tech and low tech, a knife and a homemade bomb, throwing lye or running people over with a car;
- it is often religiously inspired, with the purveyors guaranteed some form of heavenly reward;
- terrorism is now moving into the "just for fun" stage. The move from computer games to real life becomes less and less as we move into the postmodern world;
- Cyberterrorism will (is) be a new form of terrorism with electronic robberies.

Signs of Potential Terrorism

- loss of respect for the government
- loss of moral authority of governmental leaders
- poor voter turn-outs
- a rise in poverty
- easy transfer of money to dummy charities
- easy access to communications media

Things we need to do.

- stop romanticizing terrorist and call them simply criminals.

- prosecute terrorists by using existing laws against crime.
- encourage private citizens to initial civil law suites against terrorists.
- inculcate values and ethics into our society. When violence stops being glamorized we can begin to speak about its horror.