

**RE-BRANDING OF KASHMIR VALLEY BEING CONFLICT
SENSITIVE TOURIST DESTINATION THROUGH
INNOVATIVE STRATEGIES TOWARDS
SUSTAINABLE TOURISM**

A Thesis
Submitted in partial fulfillment of the requirements for the
award of the degree of

DOCTOR OF PHILOSOPHY

in

Tourism Management

By

PARWAIZ AHMAD NAJAR

Registration No. 41900005

Supervised by

DR. HAFIZULLAH DAR



**LOVELY PROFESSIONAL UNIVERSITY
PUNJAB
2022**

Author's Declaration

I, **Parwaiz Ahmad Najar**, hereby declare that this dissertation titled “Re-branding of Kashmir Valley being conflict sensitive Tourist destination through Innovative Strategies towards Sustainable Tourism” is the result of my own research conducted under the supervision of Dr. Hafizullah Dar, Assistant Professor, Department of Tourism and Airlines, Lovely Professional University Punjab. It has never been used to grant any degree, or certificate from this Institute or any other Institute or University. All sources utilised in the creation of this dissertation have been properly accredited.



Mr. Parwaiz Ahmad Najar

Regd. No. 41900005

School of Hotel Management and Tourism
Lovely Professional University
Phagwara Jalandhar-144411 Punjab



CERTIFICATE

This is to certify that **Parwaiz Ahmad Najar** bearing Registration no. 41900005 has completed objective formulation of thesis titled, “**Re-branding of Kashmir Valley being conflict sensitive Tourist destination through Innovative Strategies towards Sustainable Tourism**” under my guidance and supervision. To the best of my knowledge, the present work is the result of his original investigation and study. No part of the thesis has ever been submitted for any other degree at any University.

The thesis is fit for submission and the partial fulfilment of the conditions for the award of Ph.D.

A handwritten signature in black ink, appearing to read 'Hafizullah Dar', is positioned above the printed name.

DR. HAFIZULLAH DAR

Supervisor

Assistant Professor

School of Hotel management and Tourism

Lovely Professional University

Phagwara -144411

Dated: 24-06-2022

ACKNOWLEDGEMENT

It has been a long enlightening and wonderful journey to plan the research and pen down PhD thesis. There have been many academicians, intellectuals, relatives and friends who have walked alongside with me during this journey. I intend to express my sincere thanks to all my well-wishers who offered me self-less support during this programme. I take this occasion to record my deep sense of indebtedness to my guide respected *Dr. Hafizullah Dar* for his priceless guidance, persistent enthusiastic interest and unveiling encouragement throughout my whole research work. It gives me immense pleasure to convey my sincere gratitude to:

1. All panel members in my PhD SOTA, ETPs and pre-submission evaluations.
2. I want to thank Dr. Sandeep Walia and Dr. Parvinder Kour for motivating me during my PhD programme.
3. I am also grateful for the support of Dr. Ashaq Hussain and Er. Nadeem Akbar for their heartening and kind prop up to embark on this PhD research work. Without their noble ideas and constructive recommendations, it was very difficult to complete this research assignment successfully.

I extend my gratefulness to all local authorities and travel agencies who acted as respondents for their humble cooperation, and giving indispensable time & statistical data of the study area. Furthermore, non-teaching staff of SOHMT, LPU is also thanked from the bottom of the heart for providing substantial support, information and showing kind approach during my research journey.

Last but not least, I must put across thank to my dearest parents, brothers, and sister for their every kind of possible support. Their love, well wishes and moral support to me was the genuine foundation stone of this research work. Further I am grateful to my wife, Iqra Bashir, for her patience during the difficult times of my studies. My kids, Ahmad Deedat and Mohammad Deedat, deserve special mention because I had to stop them from pressing the laptop keys while I was working at times.

Parwaiz Ahmad Najar

Abstract

This study attempts to reconceptualise empirically, the destination re-branding strategies adopted by travel agencies, so that, it contributes towards the image recovery of tourist destination in conflict and that further leads towards Sustainable Tourism Development (STD) at a destination. This study is based on four objectives out of which three are of quantitative nature viz; to evaluate the destination re-branding strategies adopted by travel agencies that have influence on image recovery and sustainable tourism development of tourist destination with special reference to Kashmir valley and to analyse the impact of image recovery of tourist destination on STD. The study identified the gap that there is a dearth of studies that have been conducted across globe, for instance, Nigeria, Malaysia, Sri Lanka, Turkey, Pakistan, and Montenegro etc. on branding and re-branding strategies pertaining to conflict destinations. Researchers have widely studied different factors of marketing and re-branding strategies as com-media, crisis management plan, recovery campaign, incentive for visitation, celebrity endorsement, sales promotions, events etc. with respect to destinations of their countries but Kashmir has been literally overlooked, so a need arises to develop the literature and studies relevant to Kashmir (Jacobs, 2011; Muller- Bloch & Kranz, 2014; Miles, 2017).

This study follows a dual methodological perspective that is both qualitative as well as quantitative methods, in order to reach the designated outcome through triangulation. The qualitative part includes- Content analysis of existing literature on conflict ridden destinations like Kashmir in view of tourism and quantitative part includes- Offline and e-survey with travel agencies of Kashmir Valley. Furthermore, analysis of data was piloted by exploratory factor analysis and confirmatory factor analysis through the statistical technique called Structural Equation Modelling (SEM). The results confirmed three hypotheses established a priori in the proposed conceptual model. It can be concluded that the structural model is a reliable model. Results of study confirm that the destination image is a significant factor that determines the successful re-branding of a tourist destination (Maazouzi, A. 2020). Therefore, it is necessary to take into consideration the DRS adopted by travel agencies in order to create a developed image of the destination that

leads to sustainable tourism development at the destination. Study inference has tested the previous strategies empirically and supported the existing studies for the development of innovative strategies towards sustainable tourism.

Keywords:- Conflict, Destination Rebranding Strategies, Image Recovery, SEM, and Sustainable Tourism Development.

TABLE OF CONTENTS

Abstract	i
List of Figures	viii
List of Tables	ix
1 Introduction	1
1.1 Introduction	1
1.2 Purpose of Study	6
1.3 Background of Study	7
1.4 Destination Features	8
1.5 Definitions of Study	8
1.5.1 Destination Management Organisations and Branding	8
1.5.2 Re-branding Practices and Innovative Strategies	9
1.5.3 Involvement of Stakeholders in Re-branding	10
1.5.4 Travel and Tourism Innovation	11
1.5.5 Innovative Strategies by Travel Agencies	13
1.5.6 Changes in Strategies with Scenario	14
1.6 Travel Industry and its Market	15
1.7 Dynamic Tourism and its Values in Kashmir	15
1.8 Limitation of Study	16
1.9 Significance of the Study	16
1.10 Gap of the Research	17
1.11 Conclusion	18

1.12	Conclusions, Research Limitations, and Future Directions	19
1.13	Thesis Structure	20
2	Review of Literature	21
2.1	Tourism and Conflict	21
2.2	Conflicted Destinations	24
2.2.1	International Conflict Destinations	24
2.2.2	Tourism and Conflict in India	24
2.2.3	Regional Level Conflict Destinations	26
2.3	Conflict and Destination Image	30
2.4	Image and Positioning of the Destination	31
2.5	Destination Branding Aimed Conflict	33
2.6	Traditional Approaches of Marketing for Conflicted Destinations	35
2.6.1	Destination Marketing Organizations	35
2.6.2	Recovery Marketing	36
2.6.3	Stakeholders in Tourism	36
2.7	Complexity and Destination Branding	37
2.8	Destination branding and Destination Image Improvement	38
2.9	Destination Re-branding and Sustainability	40
2.10	Re-branding	41
2.10.1	Re-branding Types	41
2.10.2	Re-branding in Repository of Literature	42
2.10.3	Destination and Re-branding	42
2.10.4	Reasons for Destination Re-branding	45
2.10.5	International Destination Re-branding	45
2.10.6	Studies Relating to Kashmir and National-level (India)	47
2.11	Sustainability	48
2.12	Destination Innovation	49
2.12.1	Destination Innovation Strategies	51
2.12.2	Destination Innovation Matrix	51

2.12.3	Innovation Strategies and Destination	53
2.12.4	DMO's Involvement	53
2.12.5	Marketer's Active Participation	54
2.12.6	Joint Marketing	54
2.13	Contemporary Initiatives availed by present Govt. to Rebrand Kashmir Tourism	55
2.13.1	Budget Allocation towards Tourism Boost in J&K	55
2.13.2	Recognition of Srinagar by UNESCO, an Innovative Initiative	55
2.13.3	Religious Tourism in Srinagar, an Innovative Initiative	56
2.13.4	Destination Promotion, a Remarkable Initiative	56
2.13.5	Development of Trekking Routes, an Innovative Initiative	57
2.13.6	Night Air Service Facility	57
2.13.7	Golf Training Academy	58
2.14	Chapter Summary	58
2.15	Gap of Research	59
2.16	Research Questions	60
2.17	Hypothesis of Study	61
2.18	Objectives of Study	61
3	Research Methodology	62
3.1	Introduction	62
3.2	Research Approach	63
3.3	Research Design	65
3.3.1	Ontological Conceptual Frameworks	65
3.3.2	The Epistemological Assumption	67
3.3.3	Research Philosophy (Theoretical Perspective)	68
3.4	Mixed Method	69
3.5	Research Framework of Kashmir	71
3.6	Inductive Content Analysis	73
3.7	Refining of Data for Content Analysis	74

3.8	Data Collection Instruments	75
3.9	Data Analysis	75
3.10	Reliability and Validity	76
3.11	Normality of Data	77
4	Data Analysis	79
4.1	Pilot Study	79
4.2	Sampling	80
4.2.1	Sample Selection	80
4.3	Reliability and Validity	80
4.3.1	Face Reliability	81
4.3.2	Overall Reliability	81
4.3.3	Split Half Reliability	81
4.3.4	Validity	82
4.4	Qualitative Analysis (Study 1)	84
4.5	Quantitative Analysis (Study 2)	88
4.6	Part I of Study Instrument (Quantitative)	89
4.6.1	Demographic breakdown of sample size	89
4.7	Part II of Study Instrument (Quantitative)	92
4.7.1	Results of Innovative strategies by travel agencies in Kashmir	92
4.8	The Convergent and Discriminant Validity and Reliability	93
4.9	Discussion	95
4.10	CFA model with three latent factors and twenty one indicator variables	98
4.11	Interpretation of empirical findings with theories	111
4.11.1	Ontological Framework	111
4.11.2	Epistemological Assumption	112
4.11.3	Theoretical Perspective	113
5	Conclusion, Recommendations and Implications	115
5.1	Introduction	115

5.2	Summary of Findings	116
5.3	Recommendations	118
5.4	Implications	119
5.5	Limitations and Future Research	120
	References	121
	Appendix A Methods of Data Collection	136
	Appendix B Letter of Data Collection	137
	Appendix C Questionnaire	138
	Appendix D Conference Papers	140
	Appendix E Workshops	141
	Appendix F Research Paper	142

List of Figures

1.1	Stakeholders and Destination re-branding (Minning, 2021)	11
2.1	Destination brand identity, brand position and brand image (Pike, 2008)	32
2.2	Re-branding and its types	42
2.3	Re-branding as a continuum (Muzellec and Lambkin (2005) pg 805) . .	44
2.4	Dimensions of sustainable development, Dalisa, G. (2007)	50
2.5	Destination innovation Matrix (Gardiner and Scott, 2018)	52
2.6	Graphic representation of gap of research(Author’s compilation)	60
2.7	Conceptual model of study (Author’s compilation)	61
4.1	Covariance among study factors along with indicating variables	96
4.2	Factor analysis between DRS and STD	100
4.3	Factor analysis between DRS and IR	100
4.4	Individual factor analysis between study variables	105
4.5	Structural model of study	108

List of Tables

2.1	Conflict Studies at International Level	24
2.2	Conflict Literature at National Level	25
2.3	Main Tourist Destinations of Kashmir Valley and Impact of Conflict	25
2.4	Conflict Sensitivity in Kashmir	27
2.5	Systematic literature techniques	29
2.6	Re-branding studies in literature repository	43
2.7	Re-branding of Cities at International Level	46
2.8	Re-branding Process at National Level	47
2.9	Re-branding Process at State Level (J & K)	47
3.1	Research design structure	65
3.2	Sampling design structure	74
3.3	Procedure of study 1	76
3.4	Research technique structure	76
3.5	Normality of data	78
4.1	Case Processing Summary	82
4.2	Reliability Statistics	82
4.3	Item Statistics	82
4.4	Item-Total Statistics	83
4.5	Scale Statistics	83
4.6	Reliability of Pilot Study	83
4.7	Emergед categories for theme generation	86
4.8	Qualitative Analysis (Study 1)	88

4.9	Conflicts and incidents	88
4.10	Demographic Results	90
4.11	Convergent and Discriminant Reliability	93
4.12	Convergent and Discriminant Validity	94
4.13	Descriptive Statistics	97
4.14	Regression Weights (Group number 1)	99
4.15	Standardized Regression Weights	102
4.16	Standardized Regression Weights	107
4.17	Factor loading and estimation	109
4.18	Hypothesis testing and results	109
4.19	Hypothesis testing and results	110
4.20	Goodness-of-Fit Model Evaluation	110
4.21	Factor wise Convergent and Discriminant Validity	111

List of Abbreviations

AMOS	Analysis of Moment Structures
ASSV	Average Shared Squared Variance
ASV	Average Squared Variance
CA	Convergent Analysis
CAG	Comptroller and Auditor General
CBBAS	Cloud-Based Bibliometric Analysis Service
CFA	Conformity Factor analysis
CVB	Convention Visitor Bureau
DA	Development Authorities
DIM	Destination Innovation Matrix
DMO	Destination marketing organizations
DRS	Destination rebranding Strategies
DTK	Directorate of Tourism, Kashmir
DV	Discriminant Validity
EFA	Exploratory Factor Analysis
E-WOM	Electronic Word of Mouth
FA	Factor Analysis
FAM Tours	Familiarization Tours
GDP	Gross Domestic Product
ICA	Inductive Content Analysis
IPA	Importance-Performance Mapping
IR	Image Recovery
IUCN	International Union for the Conservation of Nature and Natural Resources
IV	Indicating Variables
J&K	Jammu and Kashmir
MSV	Maximum Shared Squared Variance
NAILS	Network Analysis Interface for Literature Studies
POK	Pakistan Occupied Kashmir
RM	Recovery Marketing
SEM	Structural Equation Modelling
SHR	Split Half Reliability
SMS	Systematic Mapping Study
SPSS	Statistical Package for the Social Sciences
STD	Sustainable Tourism Development
SWOT	Strength, Weakness, Opportunity and Threats
TA	Travel Agencies
TO	Tour Operators
UAE	United Arab Emirates
UGC	User-Generated Content
UNESCO	United Nations Educational, Scientific and Cultural Organization
UT	Union Territory
WCED	World Commission on Environment and Development
WOM	Word of Mouth
WTO	World Tourism Organization

Chapter 1

Introduction

1.1 Introduction

Tourism is the movement towards destinations for enjoyment and desire. It is the service type industry where in people leave their place of work temporarily for recreation, enjoyment and pleasure. This temporary movement extends to international borders starting from place of work, city, province or state and country etc. Tourism industry exists in every country whether country is peaceful or conflict zone and it is the industry that excels for the prosperity of nation and its people as even in the phase of conflict. In addition, tourism industry develops the attractions means destinations for the tourists. Internationally number of countries viz, Palestine, Israel, Nigeria, Sri Lanka, South Africa, Russia, Romania, Ukraine, Azerbaijan, Armenia, Pakistan, Afghanistan , India etc. are victim of conflict but are enduring their sector of tourism either with full passion or with subsistence. India is democratic nation with large number of tourist destinations within its borders. Here tourism industry has contributed mammoth to its national economy but actual potential of its tourism has been engulfed by the conflict in its many states, as Jammu and Kashmir, being the crown of India, is fleeced with conflict way back 1989 and this conflict is continuously diminishing the image of Jammu and Kashmir across the nation and even at international level. Different studies have been conducted globally by the renowned study scholars with different innovative strategies but Kashmir valley has been literally over looked by the scholars of conflict and tourism when we talk about the perception of stakeholders of tourism especially travel agencies. Very few studies are

available in the repository of literature and there is ample need to create the treasure of literature for the Kashmir Valley, so that futuristic scholars suggest different innovative strategies towards the service industry of tourism. Questions of study decipher that whether destination innovative strategies of travel agencies and their existing as well as adopted re-branding strategies have an influence on the image recovery of Kashmir Valley towards STD in the phase of conflict or not. Different strategies as event programmes, celebrity endorsement, sales promotion techniques and niche tourism for seniors etc. are adopted by travel agencies for the influx of tourism and new strategies as delivery of quality services as per WOM, discounted offers to tourists etc. play an immense role for the re-branding of Kashmir valley, a conflict sensitive destination (Willy Fache, 2000).

Different studies have been put forwarded by the social scientists in the literature of re-branding destinations. Globally novel studies are available for re-branding of renowned cities as New York in 1970, Sin City in 2001, Amsterdam in 2004, etc. All such cities have been re-branded by availing the logo variable which includes ‘tag line’ as a re-branding tool or strategy. ‘I love New York’ being the re-branding tag line has promoted the city of New York worldwide, curiosity, eagerness, and enthusiasm got generated in the minds of all concerned who visited NY at that time. This strategy proved successful towards the branding of NY in 1970. Similarly, Sin City after 9/11 in 2001 lost its tourism, economic strength etc. but when this city was re-branded with the tag line “What happened Here, Stay Here” a flourishing influx of tourism to sin city across the globe witnessed and that influx inferred the economic growth, expelled the phobia from the tourists and enabled this city as city of choice tourism as per perception of tourists. Hence, it is clear from the literature that re-branding strategies have direct influence on the image recovery and STD of destination.

Similarly, many studies are available at national level as ‘*Incredible India*’ being the first successful re-branding strategy having basic target to identify India distinctive across the globe. This strategy attracted the tourists of domestic and international level to travel India for tourism. In addition, ‘*Atithi Devo Bhava*’ served double persistence as tourists experienced the values and origin of India along with its hospitality. Such campaigns or

strategies inferred the growth of tourism from 19 percent to 84 percent in India (Sharma, & Hazarika 2017). But the literature is not fulfilling the requirements towards the tactics of re-branding processes for conflict destinations at national level. Nationally few studies are available for re-branding of conflict destinations as in J&K, '*Kashmir Chalo*' is a re-branding strategy implemented by Govt. of Jammu and Kashmir, but it has not proven a well versed and successful strategy as its intensity has not marked the target of full potential. It is confusing tag line as it coincides with tag line call usually given by separatists in Kashmir (Bukhari, 2021).

Eventually, it is evident to address the meagre literature studies and fill this knowledge gap so that the conflict sensitive destination issues will be accomplished by this study. This study is all about the re-branding of conflict sensitive destination by different innovative strategies for the sustainable tourism development and is limited to the Kashmir Valley, (a study area) wherein the conflict exists way back from 1989 to as on date but this conflict has diminished from last few years as the plights are conducive in Kashmir.

Tourism is service industry if services are branded that will fulfil the needs and expectations of tourists as well as develop the image of destination in case destination is conflict sensitive. Tourist destination may be defined as the place where any tourism activity may happen and where there is the involvement of three people i.e., tourists, stakeholders and host community. The attractiveness and recognition of a tourist destination is weak or brittle if it is diminished by political instability or terrorism or any disaster that make the attraction demeaned among tourists. When tourists know about such events, they will quickly find alternative destinations for their vacations. So, for such destinations, the urgent need is to re-brand or rebuild its image, as it has been spoiled by different attributes of conflict.

Recognizing the importance of branding and re-branding, the study sought to establish the current situation in the Kashmir Valley (branding paradise on earth) by looking at attitudes, experiences, and strategies of the parties involved in the brand image and positioning of a destination. The Kashmir valley since 1989 is under conflict and turmoil

due to insurgency, political instability and sensationalism etc. Research has highlighted the importance of product branding as a useful marketing tool in general and demonstrates that re-branding can be applied to destination marketing when little is known about it. Hence, this process of re-branding can be done in order to benefit the Kashmir as a tourist destination. Tourism has remained the best avenue for standardized growth of destinations like Kashmir, intact with the motive of creating differentiated tourism products as per tourist's choice and requirements. On the other hand, the increased risk has defined a significant impact on destination image, which ultimately became identical and thus destination(s) tend to lose its presence in the choice list of tourists. In lieu of this, the destination branding concept has to be coordinated and evaluated in dynamic form, which could make the approach to the development of a tourist destination a complex objective (Risitano, 2006). When a conflict sensitive destinations are taken into consideration, the management tends to be more cautious and needs to redefine the concept in tourism market. The concept of re-branding has emerged that helps to refine negativity linked with a destination due to crises and conflicts. Indian destinations like Jammu and Kashmir (J&K) is often in the highlights of print media by high levels of terrorism, political restless, and public disorder. As a result, such destinations gradually need to be re-branded as centers of attraction for leisure and resources. Successful and responsible re-branding, can renew the faded identity of destination. More fundamentally, re-branding can be viewed as a tactical process in which operationally, the new brand is tied to the product, place or as a major planned effort focusing on the establishment and development of the new brand by the urban development authority (Bennett and Savani, 2003).

Beyond the need for appropriate assets and resources, visitor security and satisfaction have become more important in the decision-making process for tourists visiting places like Kashmir (Boone and Kurtz, 2018). In Kashmir, despite having ample resources and infrastructure for tourism, the region's priority for safety concerns among tourists has steadily declined, so, a strategic approach is required to deal this concern. On the whole, the study gives a defined approach set, for role of the travel agencies in refining the

Kashmir as a safe and secure brand along with ethnic and authentic tourism resources for sustainable tourism.

Study of this caliber is required for the destination where conflict has diminished its image drastically. Kashmir valley is conflict sensitive destination and has resulted the negative influence on the tourism influx from last three decades.

In this current year influx has improved somehow and it requires further improvement up to its potential. For improvement and development of influx, different strategic approaches are required as per needs and wants of tourists. Different stake holders of tourism as travel agencies are applying their action plans and strategies in the updated form and improvement is moving towards positive direction. Hence innovative strategies have been suggested in this study. All such strategies have been development by incorporating the mixed method of research.

This study is comprised of four objectives where in Objective 1 is based on qualitative research and has been examined by inductive content analysis on secondary data. During this analysis, data has been collected by systematic mapping study and after that different categories has been identified for generation of themes. Themes of study categorized that yellow journalism is more harmful than insurgency in Kashmir as Yellow journalism circulates message in no time across the nation and Insurgency incidents influence the location only where it happens. Further themes summarize that way back old incidents of insurgency are circulated by media and compare them with minor incidents of present day. Objective 2, 3, and 4 are quantitative based wherein data has been collected by questionnaire and results have been sum up by different tools like SPSS and SEM. Quantitative results summarized that image of Kashmir is recovered by applying the DRS because destination re-branding strategies leads towards IR and STD. This implies that impact of DRS on IR and STD is more than 0.75 and that indicates DRS have positive impact on IR and STD.

Results of study validated the title "*Re-branding of Kashmir Valley being conflict sensitive destination through innovative strategies towards sustainable tourism development*". It has been inferred that the destination re-branding strategies leads positively towards

image recovery of Kashmir and sustainable tourism development. Further study results confirmed that image recovery of Kashmir leads to sustainable tourism development. Indicator variables of respective factors of study viz, destination re-branding strategies, image recovery and sustainable tourism development are separately leading in positive direction towards their respective factors.

1.2 Purpose of Study

The purpose of this study is recovery of destination image by the process of reactive re-branding along with innovative strategies towards sustainable tourism development. This image recovery leads the sustainable tourism and increases the tourism influx at the destination that has been hit by conflict. This study seeks to explore destination re-branding as a process as well as the marketing strategy for improving an organization's corporate image of already existing brand in order to fill the research gaps found. There are two types of re-branding: proactive and reactive. Proactive means to accelerate, to innovate and grow the business when there is opportunity for any organization in the market. While as reactive re-branding deals with brand innovation and brand positioning i.e. it is required when the brand of organization has withdrawn due to merger and acquisitions, conflicts etc. Possible reasons for such an action could be negative publicity due to conflict, mergers and acquisitions, fraud, etc.in order to compete in market. Our study is linked with reactive re-branding because Kashmir valley is conflict sensitive destination since 1989 to as on date. It is the work wherein the innovative strategies adopted and going to adopt new innovative strategies are availed by the travel agencies for sustainable tourism development and that provides the best scope for the destinations of same calibre to avail such strategies. The focus of this study is on destination re-branding as a special case of place branding during pre, on-going and post conflict. Focus of this study is towards:-

1. Conceptualizing the process of re-branding in the phase of conflict;
2. Exploring innovative destination strategies;
3. Detecting the operationalization of this process for image recovery of Kashmir;

-
4. Identifying the operationalization of re-branding strategies for sustainable tourism development.

1.3 Background of Study

The perception of Kashmir as a tourist destination has been distorted by numerous political and social challenges that lead to a decline in tourist arrivals over time. Despite its growing popularity as a major tourist destination, the past two decades have hindered the growth of the tourism industry due to political instability and that has discouraged tourists from visiting the good tourist destinations of India (Chauhan and Khanna, 2008). In fact, J&K's competitive position as an independent destination is not as strong as that of other tourist destinations in the country due to terrorism (Jain, 2013). In addition, (Sonmez, 1998) has defined that the inclusion of risk in travel decisions has the potential to disrupt the normal decision-making process. Therefore, tourists can choose an alternative destination with similar characteristics but at a more stable state (Neumayer, 2004).

Aggressive advertising campaigns are marketing strategies that help countries to re-brand its conflicts hit destination brands for safe tourism (Sönmez et al., 1999). To protect the position of an existing destination and retain its market, the concept of branding needs to be applied strategically for safe and sustainable tourism. In general, a re-branding is the addition of value to an existing brand (Tanju, & Jesca, 2021) and the value is based on how easily the brand comes to mind (Riezebos, 2003). It can add a destination to a consumer's "shopping list" and create an emotional trigger, increasing the likelihood that one destination will be chosen before others (Iordache et al. 2014).

In addition, brands have an important influence in creating a destination's competitive advantage in the marketplace and in demanding environment (Urošević and Završnik, 2017). In fact, it promises a travel experience worthy of the promises, which are valuable elements of destination branding (Hanlan and Kelly, 2005). Destination branding is a good method for countries to survive and thrive in a large and diverse global market, and many countries have embraced this concept and destination management organizations are responsible to adopt such strategies. (Cai, 2002) defined that "brand elements of

destination are positive attributes as well as a combined strategic aspects for positive image of any destination”.

1.4 Destination Features

Destination attributes have been widely recognized to influence destination image as well as destination choice. For example, destination characteristics such as beautiful scenery, exchange of culture, infrastructure, and security concerns are significant in determining the destination brand (Chi & Qu, 2008; Echtner & Ritchie, 1991; 1993). In addition, applying (Fischbein and Arjen, 1977) theory of planned behaviour, (Sparks and Pan, 2010) suggest that attitudes towards traveling to a destination are determined by the importance of the destination’s key beliefs. For example, perception of risk and its levels can determine a motivation of tourists to travel towards destination (Ali and Mohsen, 2008). Several researchers have focused on competitive attributes of interest to them and discussed their importance on specific aspects of destination attributes, such as destination marketing (Baha’is, 2000), competitive price (Dwyer, Forsyth, & Rao, 2001, 2002; Stevens, 1992) and worth management (Go & Governs, 2000).

1.5 Definitions of Study

This study is comprised of different factors, constructs and indicating variables. Different definitions are part of this study. Their usage and importance not only develop the scope for future research but also divulge the significance of present study along with the present scenario at Kashmir valley. All these definitions are sequentially elaborated in the below mentioned paragraphs.

1.5.1 Destination Management Organisations and Branding

Destination Management/Marketing Organizations (DMO’s) are responsible for the growth of a destination in terms of marketing, promotions, and increasing visitor intake. These persons include shareholders, service providers, accommodators, transporters, travel agents, and others etc. A “convention visitor bureau” (CVB), “regional tourism organisation” or

“national tourism organisation” etc. are referred to as a destination marketing organisation (DMO). (Frey and George, 2007) studied that responsible tourist marketing organisations are also called DMO’s. Policy/mission strategy marketing is one of the prime governmental DMOs which lays foundation towards membership and liaison with other departments.

DMOs manage the execution of service quality standards, coordinate the tourist sector, and include the local community in decision-making, all of which contribute to improved community relations. DMO’s as travel agencies have extensive importance in current study as their present strategies and future re-branding strategies are the essence for sustainable tourism development as well as image recovery of Kashmir. Travel agencies are the respondents of this study and their perception is vital for final outcome and future suggestions of this research.

1.5.2 Re-branding Practices and Innovative Strategies

Re-branding is the strategy that innovates existing brand with new symbol, or design, name update. It allows an organisation to meet new tourists. There are two forms of re-branding: proactive and reactive. Proactive deals with innovation of existing brand, reconnect with new type of business and existing users while as reactive deals with legal challenges, conflict or fraud, mergers and acquisitions.

When a tourist destination’s reputation is tarnished or ruined as a result of a conflict, such as terrorism, disaster, political insatiability, or natural disaster etc. it loses its potential visitors. Same destination becomes unsafe as it brings the entire tourism industry into declination. The rate of tourist arrivals at Kashmir declined since 1989 to 2021 due to insurgency factors and the potential of the Kashmir was grabbed by the nearby states of J&K. Hence the tourist footfall in Kashmir is required to gear up by different re-imaging strategies, in order to take it up to the level as it was before 1989, so there is need of destination re-branding strategies for image recovery of Kashmir valley towards sustainable tourism development.

Re-branding is strategic process wherein value is added to an existing brand e.g. the

brand "*paradise on earth*" at international level or "*Kashmir Chalo*" at national level for Kashmir tourism, that can be re-branded by enhancement of safety and security for tourists at a destination, which will lead a confidence and trust in the minds of tourists. The cooperation between different stakeholders of tourism as travel agencies, development authorities, government employees, business man, the artisans etc. (Norah, 2006) play a significant role in re-branding a tourist destination.

The Government of India has adopted number of practices for re-branding its tarnished image under the banner of '*Incredible India*' at global level. At National level the Department of Tourism J&K has attended number of exhibitions and events like road shows etc. for the promotion of J&K as a sustainable destination for the tourism activities.

The efforts done by the DMOs of the country concerned to advertise the destination are significantly responsible for the destination's re-branding and recovery. The recovery process includes numerous parts, including infrastructure reconstruction, building construction, medical facility rehabilitation, and funding. A true assessment of the crisis situation is required for effective recovery activity. For example:-

A website has become an essential instrument in the hands of travel agencies for the transmission of information, and it should be updated on a regular basis;

Travel agencies have managed crises to varied degrees of success. To combat any negative equity, destinations must be proactive in implementing crisis management system. Promotional campaigns enable travel agencies to manage crises.

Travel agencies have had mixed results in dealing with emergencies. Destinations must be proactive in creating crisis management systems in order to counteract the negative image.

1.5.3 Involvement of Stakeholders in Re-branding

The sustainability of the strategy depends heavily on the involvement of numerous stakeholders in the destination branding process. (Campelo et al., 2013; Konecnik & Go, 2008). Different stakeholders that are responsible and who are key promoters of destina-

tion re-branding of Kashmir valley are DMO's (JKTDC, JKCCC, DTK, Travel industry, Houseboat traders, Restaurants and Hoteliers), local community and *pony walas* etc. All the stakeholders are separately important for the process of re-branding the Kashmir Valley. Their team work in the process of re-branding the destination results in the sustainable tourism.

A destination's brand identity reflects the collective viewpoint of several stakeholders, including local business owners and the host community. The brand identity can help Destination Management Organizations (DMOs) or tourism authorities to build very strong brands and give them a sense of how their target market should perceive them. The literature on destination branding indicates that the importance of stakeholders' involvement in spreading the brand message cannot be underestimated.

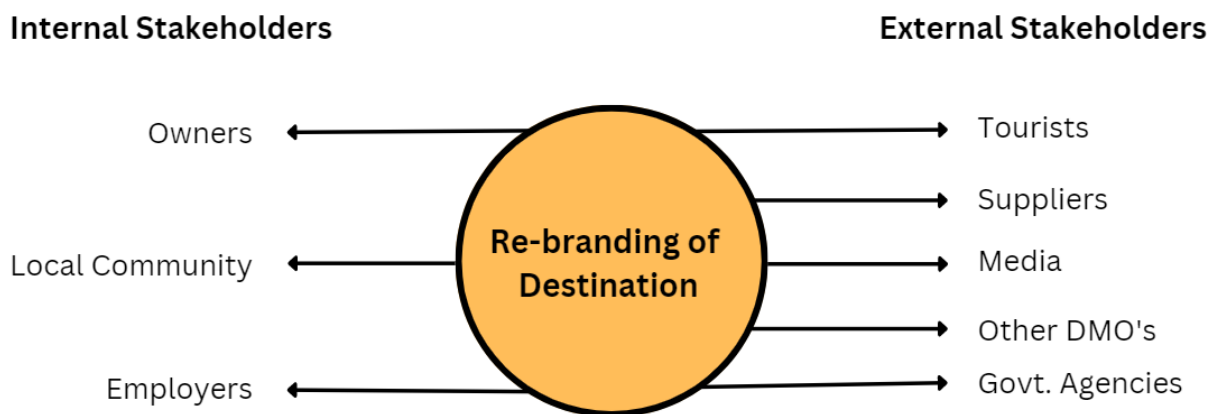


Figure 1.1: Stakeholders and Destination re-branding (Minning, 2021)

1.5.4 Travel and Tourism Innovation

Existing ideas that have been updated and utilized for new targeted customers by the travel agencies are examples of innovations, but there can also be existing ideas that have been updated and utilized for new targeted customers. There are many studies that explain the concept of destination-level innovation as something that has never been done before in the existing destination ("Demeanour, Walker, and Avellaneda 2009; Walker 2006"). Several studies have shown that possible locations of innovation include business models, goods, services, procedures, and distribution channels ("Demeanour, Walker, and Avellaneda 2009").

Innovation literature is highly indicative of product innovation, which focuses on the creation or improvement of products, as well as the development of processes and services for businesses. Studies that have attempted to improve a paradigm for the service industry and have further differentiated these two categories of innovation within tourism services. In a taxonomy of service innovation, (Haulage, 1997), separated many innovations as innovation of management, innovation of institution, and innovation of information handling for successful process of innovation.

Different types of innovations are existing for re-branding but as per (“Novella, Schmitz, and Spencer,” 2006) four types of re-branding are required for any organisation:-

1. **“Product innovations”**: It includes the services, products, and their special qualities;
2. **“Process innovations”**: It includes the operational processes;
3. **“Market knowledge”**: It includes customer loyalty, web-based communication, information sharing, the distribution channels, and marketing innovations; and
4. **“Management innovations”**: It includes the changes in organization structure, non-operational processes, policies, and informal culture. Innovations that include incredibly services, implicit knowledge and offer unique and are the most likely to provide a sustainable competitive advantage. This long-term commitment results the successful growth in re-branding of tourism services.

The main steps in re-branding of Kashmir Valley being conflict tourist destination through innovative strategies towards sustainable tourism development comprise registration and name creation, logo design and visual image associated with destination, advertising, market research, as well as innovative strategies like product, process and management innovations including knowledge of market, as well as celebrity endorsement, recovery marketing, and crisis management etc. (Bennett and Savani, 2003). According to (Iordache, et al., 2014), to promote, innovate and create the image of a destination for the satisfaction of tourists, the following strategic alternatives can be applied:

1. Development of current position of destination and strengthen its essence to the

satisfaction of tourists.

2. Finding and occupying the free position that might be recognized by most tourists.
3. Destination repositioning.

This research proposes to improve the tourism influx of conflict hit destination by adopting the updated and new innovative strategies via travel agencies for sustainable tourism development. Previously, different action plans adopted by travel agencies in Kashmir have become now the strategies and are presently applied for the sustainable tourism development at conflict prone destinations.

1.5.5 Innovative Strategies by Travel Agencies

In order to undertake this study, it is necessary to continuously analyze and innovate the tourism business. To that end, the effectiveness of various travel agency strategies as sales promotion techniques, celebrity endorsement, number of exhibitions and events like road shows etc. employed by various tourism service providers, using a sample of 108 travel agencies, are the objective of this quantitative research to evaluate. Our research examined the impact of employing specific sales promotion techniques, celebrity endorsement, number of exhibitions and events like road shows etc. for the promotion of J&K as a sustainable destination for the tourism activities. In addition, it has been examined that travel agencies use sales promotion strategies, celebrity endorsement, number of exhibitions and events like road shows etc. for successful re-branding. In the perceptions of the respondents, quality and time management techniques are also essential skills. In addition, associating accommodation services along with breakfast facilities is a very important aspect for the tourists, including transportation services that represent additional motivation in the purchasing decision. Furthermore, we discovered that providing free services makes travel agencies successful in competition and boost customer loyalty. Significant contribution of this research will aid as a foundation for imminent study into the on-going improvement of marketing techniques in the ever-changing tourism industry.

1.5.6 Changes in Strategies with Scenario

The two sides of the same coin are considered to be the evolution of technologies. On the one hand, technological advancements provide the industry with the possibility to increase profitability, productivity, and effectiveness. It can, however, be a threat, particularly if the business is unable to cope with the rapid change. Small and medium-sized travel agencies face a struggle in adapting to new change and implementing technology due to limited finances, capability and weak technological advancements.

Current study explains that the small and medium-sized travel businesses are changing their strategy due to number of reasons. Despite their limitations, small and medium-sized travel agencies can still remain in the sector by changing their marketing methods and improving their company processes. The collapse of Thomas Cook, for example, illustrates the recent downward trend in the travel sector due to poor infrastructure of advanced technologies and unable to bear the competition. One of the causes is the extremely competitive sector, which is driven by quick technological change. Advancement of technology combining with changing tourist demands and wants, is the need of the hour for all travel companies to thrive in the competitive market.

Changes in marketing strategies for travel agencies spread over to the marketing approach, including targeting a specific market, specific positioning, and business process transformation. Small and medium-sized travel agencies should not cater to all customer groups in their marketing approach. Instead, they should focus on a niche market that still need travel agency advice and services, such as senior travelers or corporate segments. They must build a distinct identity in the industry as an expert in a specific travel product and maintain it across time as part of their positioning plan. They must not only improve marketing, but also the entire process, from managing suppliers to serving customers, by embracing new technology. The company's readiness in technological, organizational, and environmental elements must also be supported by the adoption of technology in their business process. To summarize, one approach to help a small or medium-sized travel agency thrive in this sector is to change their strategies with the scenario.

1.6 Travel Industry and its Market

The advent of the internet is altering the way tourists seek information. “User-generated content” (UGC) on the websites has paved the way for electronic word-of-mouth marketing (e-WOM). E-WOM is described as an online interpersonal impact resulting from online review and/or discourse. For the tourism sector, e-WOM mainly plays an essential role as it impacts the decision making process of tourists . It is because tour and travel product is seen as elusive products that are hard to evaluate and a high-involvement product that requires a significant amount of time, energy and thought in the purchasing process. Furthermore, e-WOM is also considered as a more trusted and reliable source of information instead of providers that can potentially induce tourists to change their decision. In this regard, tourism providers endeavor to establish a good reputation on both their own website as well as online review platform. Hence, the role of travel agencies as a travel information provider is gradually interfered with this circumstance. Tourism industry has changed its strategies by availing the internet facilities and enabled their customers to take the readymade means quick and fast services in no time with the help of online system. This indicates that the facility of internet service is the advanced change for the every market of tourism industry.

The advancement of technology, particularly the internet, has recast a complicated distribution and communication channels in the industry that once dominated by the traditional travel agencies. Many studies postulate that the dynamic and competitive environment in the internet era will shut down the conventional travel agencies who primarily position themselves as intermediaries and sources of information. On the other hand, this ‘disintermediation’ trend is essentially favorable for both consumers and suppliers to avoid travel agents and the additional cost generated from the value chain.

1.7 Dynamic Tourism and its Values in Kashmir

Dynamic Tourism deals with needs and wants of tourists and works as a catalytic formula for satisfying the dreams of tourists, accelerating their dynamic wishes, focuses towards the growth of tourism in this current scenario (Boniface, 2001). Values of dynamic tourism

in Kashmir are strategically very high as dynamic tourism generates the social integrity and economic development. J&K is place which is comprised of different type destinations located across the borders of Jammu and Kashmir. These entire destinations like Sonamarg, Gulmarg, Pahalgam, Mughal gardens, Dood patri, etc. are the places and destinations of strategy by generating the avenues for economical developments as Foreign Exchange, circulation of brands of local industries viz, Handloom products and Handicraft products. Similarly employment generation takes place at local and national level within the vicinity of all these destinations of Kashmir (Dar and Islam, 2018). The valley, which was created when the lake was dried up following a seismic shift, is situated between the Karakoram Range and the Pir Panjal. Due of its dynamic tourism and remarkable resemblance to the Garden of Eden depicted in religious and folklore writings, it was given the name paradise on earth. Furthermore, its cultural dynamism, inherited hospitality and natural scenery make it the destination of dynamic caliber.

1.8 Limitation of Study

To begin with the data gained through quantitative research, it would be useful to conduct similar research studies in the future to evaluate the stability of the discovered results over time. Another limitation is that, the research respondents were selected from the Kashmir valley and the results are limited to destination of Kashmir and can't be generalized at national level. Although we identified considerable variations in how tour-operators and travel agencies, retailer agencies see the topic of our research, it is possible that if we referred to specialists from different locations, these types of evaluations would tend towards homogeneity. This research should be carried out on a nationwide scale in order to generalize findings. Next drawback is utilization of particular terminology that infers disparities in glossary knowledge and results biased inference.

1.9 Significance of the Study

It is true that many places in the world where conflict has ended have a structure in place to help tourism stakeholders like travel agencies to re-brand the location even in the

shadow of on-going conflict. In order to combat, the drop in tourism economic outcomes, conflict-affected tourist locations should prioritize security concerns. This can be done by assessing political instability, then designing and implementing a re-branding process that would eventually lead to a return to security. A worldwide tourism industry that is affected by the conflicts is just as significant as governments in the countries/nations involved. In order to properly manage tourist footfall during a time of conflict, the study recommended that promotional efforts be maintained. Because Kashmir is a conflict-sensitive area, this study focuses on the application of reactive re-branding in order to increase tourism.

Destination brand and re-branding perception will be better understood for the tourism industry according to the results of current research. Overall, this research will help to forecast strong re-branding process for image recovery from travel agencies of location qualities, as well as their cognitive or emotional responses (relationships) towards sustainability. Other destination marketers will be able to find new ways to target different strategies for successful re-branding process.

1.10 Gap of the Research

This study is limited to Kashmir means area of study is Kashmir only. Jammu and Kashmir is Union Territory and Kashmir valley is its one of the major division. At province or division level of Kashmir, very limited studies are available for review of literature regarding the re-branding of Kashmir valley in the phase of conflict for image recovery and sustainable tourism. In addition, the desired findings do not exist for fulfilling this gap (Miles, 2017). Hence a gap of knowledge is there which provides the scope to conduct a research on re-branding of Kashmir Valley for sustainable tourism development which is suggested by (Rather, R.A. et al, 2020). Therefore the existing gap will be bridged by conducting the research under the title “Re-branding of Kashmir valley being conflict sensitive tourist destination through Innovative strategies towards sustainable tourism.” Further, it is necessary to fulfil this knowledge gap for image recovery of Kashmir valley and formulation of re-branding strategies for sustainable tourism development.

Different studies have been conducted worldwide and many studies have been conducted at national level regarding the conflict sensitive destination but mostly post conflict destinations has been studied at national and international level, no study is available regarding pre-conflict and on-going conflict sensitive destination. To study the re-branding of destination where conflict is on-going is another gap of research.

1.11 Conclusion

All the stakeholders are role model for re-branding a conflict sensitive destination like Kashmir. Focus of current study is towards travel agencies of Kashmir who are here respondents. Travel agencies of Kashmir Valley have adopted different innovative strategies for image recovery of tourist place diminished by conflict. In addition, STD is achieved when the re-branding strategies are applied with proper method. In current study, it has been analysed from the findings that destination re-branding strategies leads towards image recovery of Kashmir and sustainable tourism development and the impact of image recovery on sustainable tourism development is positive which clarifies that when the image of destination is recovered by DRS, tourism development is sustainable towards the conflict sensitive destinations.

Further study clarifies that all the strategies of destination re-branding are separately important for sustainable tourism influx in the phase of conflict at Kashmir. There are different destination re-branding strategies availed by the stakeholders of tourism for the development of tourism influx at their respective destinations. For example, advancement of information and communication technology (Smart Technology) by travel agencies results in successful re-branding process as web pages and applications developments are best tools, social media platforms are best tools for marketing the re-branding of destinations. Organizing tourism events enable the progressive growth of tourism influx at destination, Travel agencies offer tour packages on the basis of market segmentation as the remarkable re-branding strategy.

Tourism stake holders use attractiveness of Kashmir for destination branding, targeting a specific market by travel agencies is proper re-branding process, re-branding

through destination competitiveness enhances the satisfaction of tourists, a niche market demands assistance and services from travel agencies result the sustainable tourism. Similarly, the offer for seniors offered by travel agencies is remarkable and innovative re-branding strategy of travel agencies. All such re-branding strategies are availed by the stakeholders of tourism for increased influx at the destinations which have been influenced by conflict activities, Week end offers by travel agencies is impressive strategy of re-branding the destination in the phase of conflict. In addition, complaints are opportunities, so management of complaints and feedback follow up by travel agencies have resulted the successful re-branding at the conflict destination towards sustainable tourism development.

1.12 Conclusions, Research Limitations, and Future Directions

This study is limited to re-branding of Kashmir because the on-going conflict in Kashmir has demeaned the value of Kashmir tourism and the footfall of Kashmir tourism has reduced in comparison with its previous records. This footfall is increased by the strategies of innovative calibre. Here the travel agencies are the respondents of study and there is a scope for further research where other stakeholders of tourism will be considered for further study. Further, the results of said research are applicable to Kashmir valley and same situational destinations having conflict sensitivity but further need of research for other destinations across the globe is required so that the findings will be generalised for all the destinations across the globe.

Updated strategies and innovation to existing strategies is always required because the taste, needs and wants of tourists, perception of tourists vary with time span. With the change in the lifestyle, cultures and other things, it is mandatory to develop the new as well as update the earlier strategies for the betterment of destination re-branding at the conflict sensitive destination like Kashmir.

1.13 Thesis Structure

Current study is comprised of five chapters: Chapter 1 includes Introduction to the research focus, definitions of study, objectives, limitation of study, significance of study, research questions, and gap of study, predicted contribution, and thesis format.

Chapter 2 is a study of the literature on marketing of destination, re-branding, and innovative strategies for image recovery and sustainable tourism development, with a focus on identifying conceptual and operational gaps in re-branding, as well as solutions to these gaps.

Chapter 3 describes the analytical research technique, paradigm, philosophy, and general design of research, which includes two studies: Study 1: “content analysis”, and Study II: questionnaire-based study. Chapter III also focuses into the “quantitative methodology”, which includes sample design, sampling frame, and type of respondents, “data collection methods”, “data analysis methods”, research instruments, and other requirements.

Chapter 4 is separated into four segments. The first segment is about findings of Study I (objective first) based on the secondary data accrued from review of literature. Study II (objective second) examines existing re-branding strategies of travel agencies towards conflict-prone destinations, as well as current strategies for achieving a high-quality outcome for the destination branding. Furthermore, the outcomes of study II (Objective third) and study II (Objective four) recommended that image recovery leads to sustainable tourism development at conflicted destination when updated innovative strategies are used. In Chapter V, all of the findings are discussed in detail. Comparisons among the literature based study I and suggestions from study II are illustrated by analyzing the findings from the accrued data. Additional findings from the studies that improve the current body of knowledge are presented.

In addition, theoretical, methodological, and practical contributions, as well as its limits of research are summarized in Chapter V. This chapter concludes the overall results, recommendations, implications and summary of results.

Chapter 2

Review of Literature

Current chapter deals with learning of past literature on re-branding, innovative strategies and sustainable tourism development. At inception, a destination re-branding review and role of its marketers is presented. After that, studies of conflict is reviewed extensively and the approaches used to control the effect of re-branding on conflict sensitive destinations is thoroughly summarised. Thirdly, different branding and re-branding strategies are the most important tools in the hands of marketers or DMO's that are reviewed thoroughly. Then, comparisons between tourism and conflict, branding and re-branding models, different innovative strategies are thoroughly discussed to identify the potential limitations in current structure of re-branding practices. To report the perceived limitations, this section will make availability of different items to argue the requirements for development of new knowledge towards the process of re-branding

2.1 Tourism and Conflict

The tourism industry is an important source of economic activity worldwide. The tourism industry plays a major role in providing huge employment opportunities directly and at the same time, it also provides other employment avenues indirectly by supporting allied sectors or industry. The tourism industry continues to be one of the rapidly growing organisation across the globe. Growth rate in tourism sector has been showing consistent increase annually and is expected to follow the same pattern in the future. The detailed report presented by (UNWTO, 2015) has revealed that tourism has turned out to be one of the “key drivers for socio-economic progress” (User-generated content, 2015).

The contribution of tourism activity towards the GDP of country and towards global economy is high. In addition, security of tourists for safe tourism is important for every stakeholder of tourist industry because incidents of crime, disasters or terrorism negatively impact tourist destinations. Thus, it poses various challenges to tourism industry especially in the era of vast media outreach. Unlike other factors, terrorism or political unrest can have major and consistent impact on tourism. Tourism is not just important for economic development but can serve as a tool for peace building, so improving destination image by managing perception of potential tourists is need of hour.

The word or term “conflict” means “clash”. It is actually a confrontation or altercation which happens between two or more than two rivals. Conflict can be either violent or non-violent in a society or a nation. The number and intensity of conflicts in the world is on the rise in the last decade. ‘Emerging regions’ seem to be the hot bed of such conflicts (fall, Jarrod, & Wang, 2012). The primary objective for governments in majority of conflict zones is not promotion and development of tourism. Some of them prevent tourists from travelling on the pretext of security and their own safety. Most of these conflicts are interstate and often spread to neighbouring States. Some of the conflicts are fermented by envious neighbouring countries or enemies to derail the process of development.

The current crisis in Iraq and Syria has been going for many years which has completely devastated any tourist activity in the region. Such intense and volatile zones hardly attract any tourists and any remote possibility in such regions continues to remain a distant dream. However, to allay the fears of travellers’ great deal of efforts and work needs to be done to improve tourism. There has been a growing significance for destination marketing and at the same time to apply the same in the current domain (Cohen, & Cohen, 2015). The only question is how can the principle of destination branding and marketing be applied to conflict zones to improve, develop and sustain tourism. The most important dilemma facing tourist players in such a scenario is whether to actively go for promotions and re-branding or to move cautiously in the hopes of stable and long lasting peace. Because there is huge amount of risk involved in such place in terms of investment, reputation and human lives. So, each step needs to be taken cautiously with

multipronged approach to tackle the problem at hand.

The role of local communities living in such places emerge as source for tourism sustainability. This is also due to the fact that travellers visiting such places form opinions about local communities (Chakma, & Isaac, 2012). They want to feel secure in such an environment but at the same time want to experience adventure and fun. Thus, there is a dual challenge for marketers in such conflict zones. One is to make the tourist feel relaxed and safe and on the other hand, present them with numerous engaging and entertaining activities.

The state of unrest in conflict areas drastically reduces the growth of any tourist business especially when such conflict is followed by violence. Destinations which are insecure or plagued by conflicts have little appeal or interest to travellers or tourists (Alluri, 2009). Sometimes it has been observed that tourism has thrived on war itself, but generally it has been negatively impacted by turmoil and as such need arises for peace to survive (Mohali, 2016). Many research studies related to tourism have revealed more detailed perspective on the relationship between both tourism as well as terrorism. These studies have exposed that quite often important tourist destination including tourists visiting such places are ideal targets for terrorism activities. This is because such violence leads to massive coverage across wide spectrum of media and attention from the international community. And as such, the countries whose citizens are the victims of terrorism in the host country put pressure on such governments to resolve such issues. Another reason is that the tourists or travellers visiting such a country hit by violence act as perfect source for armed groups to convey their propaganda or message to the world community (Richter, 1983). Also, the assault or violence inflicted on travellers is often a reflection of aggression towards the government (Ryan, 1993).

Eventually, it is evident from studies that tourists are always loving the peaceful environment, serene attractions and hate disturbance and avoid conflict (Shah and Wani, 2014). Every tourist wants peacefulness means noise free tourist place and its vicinity so that his inner feelings towards the environment of destination will not be disturbed. Literally, studies reveal that tourism and conflict are negatively related to each other

when there is conflict sensitivity at the destination and its vicinity tourists divert their visiting and decision making from such destinations but prefer to visit the destinations of same serenity but not fleeced with conflict (Dar and Najjar, 2022). This clarifies that conflicts impact the decision making of tourists inversely and infers diminished footfall of tourism influx at the conflict sensitive destinations.

2.2 Conflicted Destinations

Destinations hit by conflict and have demeaned in the prevailing societies due to the features of insurgency, terrorism, riots, atrocities etc. are called Conflicted Destinations and such destinations are also always more susceptible to acts of violence and strife . However due to this prevailing conflict in various places of the world, even the most lucrative places of tourism such as Middle-East, some of the countries in Africa, South America and Asia have been hit hard by such features of conflict and as a result these countries have suffered immensely.

2.2.1 International Conflict Destinations

Different countries have faced the conflict and some are still in the phase of conflict from many decades. It is not possible to revive tourism overnight completely, in such places which are riddled with conflict and as such efforts should be made to sustain tourism in the on-going conflict. Conflict is existing worldwide and different strategies are availed in order to cope its drawbacks. Many conflicted destinations are mentioned in table 2.1:-

Table 2.1: Conflict Studies at International Level

Author and Year	International Conflicted Destination	Year of Conflict	Status of Conflict	Re-branding Required
UNESCO, 2018	Syria	2013	Post Conflict	Yes
Abdulwasea Mohammed, 2020	Yemen	2014	On-going	Yes
Verweijen,2020	Virunga National Park, Congo	2010	On-going	Yes
Rorden Wilkinson, 2004	Cancún, Mexico	2001	Post Conflict	Yes

2.2.2 Tourism and Conflict in India

Studies relating to Kashmir and National-level (India)

India is the democratic nation comprised of 28 states and 9 Union Territories wherein the

conflict exists in many states and few UT's either due to political instability or due to terrorism, riots etc. and due to resentment by some extremist groups of many states. Here domestically this conflict is strategically handled up to great extent but it is not possible to revive tourism overnight completely, in such places which are riddled with conflict and as such efforts are being made to sustain tourism in the ongoing conflict. Different states that are in the continuous phase of conflict are Assam, Meghalaya, Manipur, Tripura, Mizoram, J&K etc. Variables of conflict have diminished the tourism sector of mentioned states from time to time and conflict has arisen due to many reasons viz, border dispute, autonomy, political instability etc.

Table 2.2: Conflict Literature at National Level

Author	Year of Conflict	National Conflicted Destination	Why Conflict?
www.drishtiiias.com	1979	Assam	Border dispute
www.drishtiiias.com	1951	Nagaland	Autonomy
www.drishtiiias.com	1964	Manipur	State/ Border dispute
Najar & Saini, 2018	1989	J& K	Political Instability

Sources: <https://www.drishtiiias.com/eng/dt.15/05/2022>, Najar & Saini, 2018

Various political and socio-economic issues have tarnished the perception of Jammu and Kashmir, resulting a drop in tourist arrivals (Najar & Saini, 2018). Despite its growing popularity as a key tourist destination, political instability has hindered the tourism industry's smooth expansion in the previous two decades, discouraging tourists from visiting India's most attractive tourist destination (Chauhan and Khanna, 2005). In fact, because of terrorism, J&K's competitive position as a standalone destination is not as strong as that of other tourism sites in the country (Jain, 2013).

Table 2.3: Main Tourist Destinations of Kashmir Valley and Impact of Conflict

S. No.	Destination's Name	Type of Tourism	Impact of Conflict
1	Sonamarg	Leisure, Pilgrimage	Diminished
2	Gulmarg	Car Cable, sports, adventure	Reducing
3	Pahalgam	Sightseeing, Pilgrimage	Sensitive
4	Mughal Gardens	Sightseeing, Live concerts	Very low

Kashmir valley has witnessed the conflict sensitivity way back 1989 and the impact of this conflict is ongoing but the intensity of its occurrence and existence is fluctuating from last three decades, when the literature of nineties is taken into consideration the

tourism influx over here shows the negative growth but when the influx of current decades is taken into consideration, tourism influx has surpassed its own targets. This indicated that there is impact of conflict which exists in the societies of Kashmir.

Furthermore, studies have shown that introducing risk into touristic decisions can cause routine decision-making to be disrupted. As a result, tourists may prefer another place with similar attributes but in a more stable state (Neumayer, 2004). Countries having a terrible reputation due to violent past events typically try to restore their image by initiating aggressive advertising efforts presenting themselves as completely safe travel destinations (Sönmez et al., 2002). This type of re-branding technique makes it simple to gain a destination's image.

2.2.3 Regional Level Conflict Destinations

Jammu and Kashmir Union Territory is comprised of two divisions as Jammu and Kashmir wherein Kashmir is conflicted division since decades and this conflict is diminishing continuously. The conflict in Kashmir continues to be unresolved after more than six decades. This conflict resulted number of incidents in Kashmir. After analysing the statistical data of violent incidents in Jammu and Kashmir, one can infer that due to insurgency, Kashmir has developed a partial image of being an unsafe destination. There were 3437 militancy related incidents in 1997 which declined to 304 incidents in 2010 and continues to decline further. However the nature of unrest shifted from militant incidents to civil unrest. As a result many tourist seasons were lost.

From 1951 to 1989 tourist flow to Kashmir has increased at an average rate of 8 percent per annum and during 1989 to 1995, a negative growth in tourist influx has been found due to unrest in Kashmir. Besides affecting the economic stability of J&K, the political instability debased the image of Kashmir valley as a peaceful destination. Many violent incidents which targeted tourists deteriorated the identity of Kashmir further, the effects of which can be felt even today.

According to the authors (Shah and Wani, 2014), both the instability and conflict in Kashmir valley have hampered development and advancement. Kashmir, a popular

Table 2.4: Conflict Sensitivity in Kashmir

Year	Incidents of Insurgency at Kashmir Valley
2010	Civil riots in Kashmir against innocents civilian killings.
2011	Total 12 militants and army officer killed in Bandipora near LOC on August 20.
2012	5 militants killed by security personals on 01/10/2012
2013	On 13 March 2013 attack on CRPF camp at Bemina.
2014	Multiple attacks on 5 December 2014 in the Kashmir division.
2016	The 2016 unrest in whole Kashmir over killing of Burhan Rebellion.
2017	On 10 July 2017, eight Amarnath pilgrims got killed.
2018	Sunjwani Attack 4 soldiers killed and 4 terrorist neutralized.
2019	On 14 February 2019 major attack of army convoy at Pulwama where 44 soldiers killed.
2020	Out of 24 militants killed in Kashmir, 21 were local.

Sources: Directorate of Tourism Kashmir, 2020; Shah and Wani, 2013; Ganie, A.H., 2018.

tourist destination in India, has suffered from persistent turmoil since 1989, particularly in the last twenty years, this conflict has hampered the smooth progress of tourism sector. Since 1989, the Kashmir valley has been immersed in a violent crisis, endangering the tourism industry's long-term viability. Political unrest has had a significant impact on the flow, pattern, and amount of tourists visiting the destination. Tourist visitation is dependent on the perception of political instability and safety.

Various political and social challenges have tarnished Kashmir's image as a tourist destination, resulting in a drop in tourist arrivals from time to time. Despite its growing popularity as a key tourist destination, political instability has hampered the tourism industry's smooth expansion in the previous two decades, discouraging tourists from visiting India's most attractive tourist destination (Chauhan and Khanna, 2008). In fact, because of terrorism, J&K's competitive position as a standalone destination is not as strong as that of other tourism destinations in the country (Jain, 2013). The number of tourists visiting Kashmir valley has ascended from 10579 in 1951 to over 7.3 lakhs in 2010. However, because to the political unrest in the valley, tourist influx decreased from 1989 to 1995. The significant reduction in tourist traffic has harmed the state's overall economic stability and reduced job possibilities.

However, there have been other instances of tourism sector recovery in J&K, such as the valley's significant growth rate from 2003 onwards. From 2003 forward, there has been a major increase in visitor inflow. The increase is more apparent among domestic tourists than among international visitors but the civil uprising from 2008 to 2010 in Kashmir has

melted down the economy of Kashmir, making destination a victim of political instability that should have reached unsustainable levels, according to (Shah & Wani, 2014). During the last four years, there has been a nearly 50% drop in tourist arrivals due to turmoil.

The concept of sustainable tourism and the re-branding process, as specified by the destination authorities, must be applied strategically to protect the existing destination's position and market. Overall, re-branding is about enhancing a current brand's value (Jesca et al., 2014), and the value is determined by how easily the brand is recognized by customers (Riezebos, 2003). It can put a destination on a consumer's "shopping list" and provoke an emotional response, making that destination more likely to be selected over others (Iordache et al. 2014).

Finally, we can state that it is impossible to completely restore tourism in conflict-ridden areas overnight. As a result, efforts should be taken to keep tourism alive during the crisis. It will require a multidisciplinary approach incorporating private enterprise, the local community, government, and foreign assistance. The unfavourable image established by various media channels requires specific attention, as well as some counter-strategies to mitigate its impact. In order to promote tourists, strategies should be developed to fulfil both immediate and long-term objectives. Stability in tourism and the establishment of a new brand will require consistent and many efforts. Tourism is a key business for increasing both domestic and foreign investment, which can help the region thrive and create jobs. This is in the process of not only economically developing the region, but also becoming a key factor in promoting peace and unity.

Table 2.5: Systematic literature techniques

Systematic Literature Techniques-I					
S. No.	Author/Year	Title of paper	Research Method	Research Tools	Region
1	"Abraham, N. M. (2011)."	"Functional education, militancy and youth restiveness in Nigeria's Niger Delta: The place of multinational oil corporations (MNOCs)."	Qualitative method	Secondary Source viz, Private Library.	Niger Delta,
2	"Odalomi, Obani, (2018) "	"The Impact of Militancy, Terrorism and Forced Displacement on Nigerian Economy."	Qualitative method	Descriptive/Content analysis	Nigeria
3	"Aloha,U.V.(2021) "	"Impact of Corruption and Terrorism on Tourism Performance: A Case of a Developing Country."	Regression	Autoregressive Distributed Lag (ARDL)	Nigeria
4	"Aminu, Suraju Abiodun (2013) "	"The Militancy in the Oil Rich Niger Delta: Failure of the Federal Government of Nigeria."	exploratory	Content Analysis	Niger Delta,
5	"Asongu, S. A., Nnamá, J., Biekpé, N., & Acha-Anyi, P. N. (2019)."	"Contemporary Drivers of Global Tourism: Evidence from Terrorism and Peace Factors."	Negative Binomial (NB) regression.	Mean and Standard Deviation	163 countries
6	"Baker, David Mc. A (2014A) "	"The Effects of Terrorism on the Travel and Tourism Industry."	Extensive Review	Secondary Source as Research Journals/Papers	70 papers of different location by different Authors
7	"Coshall, J.T. (2003) "	"The threat of terrorism as an intervention on international travel flows."	Intervention Analysis	t and z tests	US and UK
8	"Fourie, J. Rosselló-Nadal, J., & Santana-Gallego, M. (2019) "	"Fatal attraction: How security threats hurt tourism."	Quantitative	Questionnaire	South Africa
9	"Irechi, I. S. (1996)."	"The Nigerian Law Dictionary, Zaria, Nigeria"	Qualitative method	Descriptive Analysis	Nigeria
10	"Kılıçlar, A., Uşaklı, A., & Tayfun, A. (2017) "	"Terrorism prevention in tourism destinations: Security forces vs. civil authority perspectives"	Exploratory	Comparative analysis	Turkey
Systematic Literature Techniques-II					
1	"Adams, W.C. (1978) "	"Local public affairs content of TV news."	Qualitative	Content Analysis	10 Pennsylvania stations
2	"Bek M.G. (2004) "	"Tabloidization of news media: An analysis of television news in Turkey."	Exploratory Method	Descriptive Analysis	Turkey
3	"Davis, H, McLeod, S.L. (2003) "	"Why humans value sensational news: An evolutionary perspective."	Web-based experiment	16 news stories	N/A
4	"Ivkovic, & Ehrlich, ME (1999) "	"The journalism of outrageousness: Tabloid television news vs. investigative news."	Quantitative Method	Questionnaire	National Media
5	"Giddens, A., & Pierson, C. (1998) "	"Conversations with Giddens: making sense of modernity. CAI"	Qualitative method	Seven extended interviews	Stanford University Press
6	"La Pastina, et al., (2001)."	"Explicating biased media in TV news: Content and the bells and whistles of form"	Qualitative method	Focus group debates	N/A
7	"Helman, E., Graber, E. C., Hoffman, L. H., & Gaertner, S. L. (2012) "	"Mass media and American politics. Washington, DC"	Literature Review	Models of newspaper	US
8	"Hunt, P. (2014)."	"Baised media: Murder, mayhem, muddling, scandals, and disasters in 19thcentury reporting."	Extensive Review	Secondary Source	Missouri
9	"Knobloch, S., Hastall, M., Zillmann, D., & Callison, C. 2003"	"Imagery effects on the selective reading of internet newsmagazines."	Qualitative	Observation	N/A
10	Kleemans, M., & Hendriks Vettehen, P. (2009). "	"Baised media in television news: A review."	Extensive Review	Secondary Source as Research Journals/Papers	N/A
11	Rajgarhya, S. (2020)	"Media Manipulation in the Indian Context: An Analysis of Kashmir-Related Discourse on Twitter."	Mixed Approach	Primary and Secondary	Kashmir

2.3 Conflict and Destination Image

The image of a tourist place can be considered as the basic structure associated with that place (Pike, 2009). A 'destination image' is "the sum of a person's beliefs, thoughts, and impressions about a location" (Crompton, 1979,). The "perceptions about the destination as represented by the associations kept in tourists' memory" is another way to characterise a destination brand's image '(Cai, 2002, p. 723). Keller (1993); Tasci and Kozak (2006); Stepchenkova and Li (2014); Taşkn et al, (2016)'. It indicates that the image of destination plays a vital role for positioning the destination brand to the focussed market '(Day et al., 2002; Morgan and Pritchard, 2002; Koc, 2009; Datzira-Masip and Poluzzi, 2014; Taşkn and Karadamar, 2016)' but when conflict is going on in the vicinity of destination, the threat of safety and security over there is the concern for the stakeholders of tourism because image of destination is devalued when there is sensitivity of uncertainty and threat of tension (Manikanth and Hazarik, 2017).

A positive brand identity is reinforced by a powerful and favourable destination image '(Qu et al., 2011; Benedetti et al., 2011)'. Tourists' past experiences, knowledge, as well as planned and unplanned marketing messages, including word of mouth communications, all contribute to a destination's image (Stepchenkova and Li, 2014) but the impact of conflict is non-contributor to destination image and is always negative on the destination because tourists are peace lovers and conflict avoiders(Shah and Wani, 2014). Tourists conduct extensive information searches for decisions making process towards destination travel. This clarifies that tourist decisions are complex and risky (Koc, 2000 and 2009; Sirakaya and Woodside, 2005) because a tourist place is largely an inexplicit and hazardous service cum product, main challenges for branding of tourist places are frequently related with tourism decisions and their complexity (Cai, 2002). This complexity is highly influenced when the safety and security of tourist at the destination is compromised by the activities of conflict (Manikanth and Hazarik, 2017).

When purchasing a tour, risk cannot be totally avoided because there is always some kind of insecurity (Björk and Kauppinen-Räsänen, 2012) reasons that the sightseer is purchasing an immaterial service, which cannot be experienced until it is purchased

and used '(Boksberger and Craig-Smith, 2006; Björk and Kauppinen-Räsänen, 2012)'. Tourists' holiday shopping decisions may be influenced greatly by their perceptions of fear and danger '(Mansfeld, 2006; Reichel et al., 2007; Chew and Jahari, 2014)'. Information offered by multiple sources (Kozak and Kozak, 2008) as well as previous experience with a site may reduce the tourist's sense of risk in many cases. This type of experience and knowledge make them ease and comfortable to visit the destination but sometimes most travel involve links with the unidentified stakeholders in terms of tourist place, lodging, as well as transportation '(Simpson and Sigauw, 2008; Fuchs and Reichel, 2011; Fuchs, 2013)', this practicality provide them new experience that results trust on unknown people.

It is proved successful to believe unidentified stakeholders because the perceptions change when behaviour is conducive from host community. Likewise in Kashmir the hospitable behaviour of host community enables the tourists to visit again and again even in the conflict sensitivity (Hussain et al, 2018). It is confirmed that the host community promotes the development of sustainable tourism in the phase of conflict. It is further confirmed that host community promotes the peace in the vicinity of destination (Hussain et al, 2018). This infers the destination image recovery in the phase of conflict sensitivity.

Furthermore, sightseers incur additional perils by engaging in extreme activities like risky leisure and sports, in which risk is source of experience that remains memorial in life '(Piekarz et al., 2015)'. This implies tourists prefer peace and avoid conflict probe places, the unfavourable image of the destination created by conflict activities implies a lower influx of tourists (Shah and Wani, 2014). Globally different studies are available relevant to conflict hit destinations but current study based on the perception of travel agencies is not existing in treasure of literature. Therefore to fulfil this gap current study is in vogue for suggesting the innovative strategies.

2.4 Image and Positioning of the Destination

The key construct in most destination placing and positioning research is image '(Uysal et al., 2000; Chen and Uysal, 2002; Gallarza et al., 2002; Kim et al., 2005; Pike and Ryan,

2004)’ because many destinations images are interchangeable due to similar qualities, so special attention must be made to the uniqueness of the destination’s image in relation to its positioning as well as placing ‘(Pike, 2005)’but it is critical for a place to establish a unique image in the insight of tourists. Failure to do so, may result a confused customer perception and that will impact the destination to compete with its contemporaries ‘(Gallarza et al., 2002; Kim et al., 2005; Jeuring, 2015)’. It is important to remember that a destination’s efficient and effective positioning serve as the best dimension for competing the market with its competitors ‘(Kim et al. 2005; Kavaratzis and Ashworth, 2007; Pike, 2009; Turok, 2009; Braun, 2012; Zenker and Beckmann, 2013; Braun et al., 2014; Artal-Tur and Kozak, 2015)’. A destination brand, according to (Gnoth, 2007), includes all social factors of society. In addition to social factors viz, natural beauty, cultural aspects, and its carrying capacity etc. destination brand also includes the psychological insights and emotions about that tourist place ‘(Echtner and Ritchie, 1991)’.

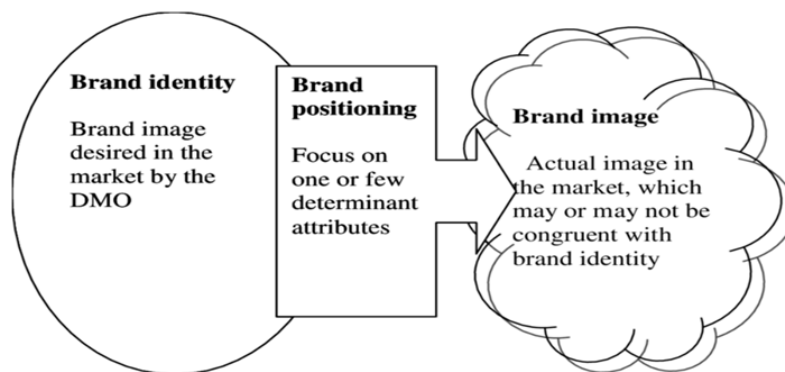


Figure 2.1: Destination brand identity, brand position and brand image (Pike, 2008)

Destination positioning leads towards the brand image of destination (Pike, 2008). This clarifies that satisfaction towards destination image that exists in the minds of tourists confirms positioning of destination towards sustainability and image recovery. Current study connotes that not only tag line or brand is enough to satisfy the tourists towards Kashmir for tourism but to generate the positioning of brand is necessary and that positioning is possible by the positive attitude of DMO’s. Moreover, travel agencies being one among DMO’s that assist to position the conflict sensitive destination by innovative re-branding strategies towards sustainable tourism development and image

recovery of Kashmir Valley.

2.5 Destination Branding Aimed Conflict

Over the past decade, studies in destination marketing have analysed the role of branding in affecting the consumption of tourism destination brands. Hence, the promotion of tourism products have raised various questions among practitioners, DMO's and academics when destination is conflict sensitive. Currently, there is a shortage of literature on the emerging conflicts in marketing troubled destinations, branding, image and positioning places for market leadership during or after a calamity. However, globalization has intensified marketing pressures for tourist destinations to promote their operations at national, regional and international levels (Klimek, 2013). As a result, the dynamics of the 21st century have resulted in immense competition, causing organizations in the tourism and hospitality business to adopt new strategic management and operational marketing processes (Gustavo, 2013). Globally, the immense returns generated from tourist destinations have caused governments to invest to a greater extent in developing the tourism industry, with the aim of improving its market share (Blanke & Chiesa, 2013) but the challenge of conflict has remained the barrier for all such destinations.

Branding has become one of the important marketing strategies in surviving during the phase of the competitive nature of the tourism industry and when conflict is existing at the destinations (Yusof, Ismail, & Omar, 2014). Scholars and policy-makers for tourism destinations are not simply focusing on attracting more tourists, but on improving the competitive position of their destinations and to rescue from conflict (Alberti & Giusti, 2012). For this reason, destination marketing has become a fountain for sustainable tourism development during the phase of competition (UNWTO, 2013). Consequently, destination marketing has become marketing tool and strategy in the hands of marketers towards tourism development at destinations '(Morrison, 2012)'.

Destination branding is an important concept that has gained popularity in the study of tourism marketing and management (Meža & Šerić, 2014). It is responsible for improving visibility of even small destinations, and those popularly known throughout the

world. Various areas under destination branding have been explored through research, though there is still a knowledge gap '(Qu, Kim, & Im, 2011)', especially in relation to the effect of the media and conflict on branding of destination. (Meža and Šerić, 2014) note that destination branding is an integrated marketing process, while (Da Silva Oliveira, 2015) argues that this is a strategic focus in the development of tourism destinations. (Morrison, 2013) adds that it calls for maximum stakeholder involvement and participation.

Thus, Branding is all about establishing long-term ownership, which aids in differentiating and developing the identity of tourist place (Gartner & Ruzzier, 2011). The considerations demonstrate that tourist place utilise the process of branding as a tactic to compete in market. As a result, there is a need to gather opinions and information in the field of destination branding in order to improve existing methods that regulate global tourism market (Isaac, 2019). The concept of branding of destination in tourism is an important area which has been gaining attention in the last decade. Presently, it is more required for Kashmir tourism as there is shortage of literature relevant to re-branding of Kashmir valley. This connotes that adopted and innovative destination re-branding strategies are required for image recovery and sustainable tourism development in Kashmir.

To market and brand a particular destination is often a challenging task especially in a conflict zone. This is due to the additional problems of safety and security in such places. The other challenges such as coordination, infrastructure, effective advertisements or communications also need to be taken into account as in any other conflict-free zone. Research has shown that the success of tourism and its development is related to the conflict (Somez & Graefe, 1998). The stakeholders of tourist industry can include a number of people from diverse backgrounds having vested interests to pursue in such conflict zones. This can severely affect the recovery of such destinations. Tourism doesn't continue to suffer in such conflict zones only but other safe destination such as United States and Europe have been hit by terrorist attacks in recent years. Some other threats to tourism include civil unrest, riots, economic slow-down etc. However, one important

difference lies between developed and developing countries in handling such crises.

Developed countries with better use of communication and advertisement campaign recover faster than developing nations. Also such countries don't allow any adverse impact of one region to influence the whole country which is quite the opposite in developing States. For example, all the countries in Middle East are considered unsafe for tourism, but if analyzed carefully, countries such as Jordan, Bahrain, and Qatar are actually quite safe. Thus, not only such zones need to prevent the forming of bad image but they need to actively promote their destination brands. To rescue the destinations from conflict and to make the destinations promoter for tourism influx, destination innovative re-branding strategies are required for the image recovery and sustainable tourism development etc.

2.6 Traditional Approaches of Marketing for Conflicted Destinations

Traditional marketing refers to any type of marketing that isn't online. For example, face to face interactions, WOM (Word of Mouth), services, tour guidance and travel in tourist cabs etc. Different stakeholders of tourism industry are separately playing a vital role in the traditional marketing for conflicted destinations. For example,

2.6.1 Destination Marketing Organizations

DMOs and other organizations are active in the development and marketing of destinations towards all stakeholders of tourism along with tourists. Both pull and push factors of tourism are important for marketing performance of a destination. To set themselves apart from competing locations, DMOs are increasingly focusing on place branding. A destination brand is made up of the supply-side desired identity and the consumer's demand-side image of the place. As a result, a brand equity hierarchy is presented for DMOs as a way of assessing the efficiency of branding investments in terms of brand identity and brand image congruence. Since the beginning of the literature in 1998, the majority of destination branding papers have had a strong practical focus on describing the brand development process. 2007 (Steven Pike) for tourist marketers, the image of

a destination is crucial. Studies of branding calibre (e.g., Mayo and Jarvis 1981) argued that there is positive correlation between decision making process of tourists and image of destination because decision making process of tourists with a travel acquisition is based on a evaluation of their presumption towards tourist attraction or image of destination as well as the destination's perception of tourists.

2.6.2 Recovery Marketing

Recovery marketing is image recovering, restoration, or development of anything that has been vanished or withdrawn due to significant unfavourable scenario. In the context of destination service recovery, a tourist may be rewarded when a service failure has been seen by a service provider's employee or when unsatisfied tourists have a tendency to complain. The reward could be in the form of cash or an in-kind voucher or coupon with a cash equivalent value. Successful recovery activities, also known as recovery marketing, have been demonstrated to improve customer satisfaction, minimise complaints and negative word-of-mouth, and enhance repurchase intentions (Michel 2002).

2.6.3 Stakeholders in Tourism

There are 'several stakeholders inside a destination (e.g, Buhalis, 2000; Wang & Pizam, 2011; Kavaratzis & Hatch, 2013). For example, Buhalis (2000, p. 2) suggests 'indigenous people, businessmen and investors, tourists, tour operators, travel agencies and mediators, government, and interest organisations etc.' When it comes to destination branding, stakeholders are crucial '(e.g., Buhalis, 2000; Wang & Pizam, 2011)'. The destination will not be able to attain marketing success without the effort and cooperation of all stakeholders (Wang & Pizam, 2011). Destination management's ultimate purpose is to benefit all stakeholders '(Buhalis, 2000)'. Every tourist stakeholder is trying to promote their particular interests, at the destination '(Buhalis, 2000)' so to promote the destination, it is critical to be aware of the many stakeholders and their needs in order to avoid conflict and maximise the earnings. 'Kozak and Buhalis (2019)' suggest that "destination marketing must lead to the maximisation of tourism impact and the achievement of strategic objectives for all stakeholders." Destination brands, according to Govers (2013, p. 71),

are "depictions of place identity, generating a positive internal (public, private, and civil society stakeholders) and external (tourists, investors, traders, migrants) image." According to 'Govers (2013)', 'destination branding' is primarily concerned with maintaining a location's brand equity, which includes many crucial characteristics for example, destination image, perceived quality, reputation and brand awareness. Further, studies '(Kneesel et al., 2010; Wong & Teoh, 2015)' have elaborated meanings of 'destination branding' as follows: "1) to support the creation of a name, symbol, logo, word mark, or other graphic that readily identifies and differentiates a destination; 2) to consistently convey the expectation of a memorable travel experience that is uniquely associated with the destination; (3) to consolidate and reinforce the emotional connection between the tourist and the destination" (Blain et al., 2005). Destination branding aims to set a place apart from its competitors by highlighting the destination's unique characteristics to visitors (Qu et al., 2011). Destination branding aids in the development of a positive destination image by distinguishing itself from competitors and encouraging decision-making processes of tourists' '(Kneesel et al., 2010)'. 'Blain et al., 2005; Költringer & Dickinger, 2015; Kladou et al., 2017)' state that the core objective of branding is to establish the tourist place apart from the competition by creating constructive bonds with it. As a result, branding of destination is an overall marketing tactics that generate a distinct uniqueness and constructive image for a region in order to set it apart from competitors, recover tourist experiences, and develop open bonds with visitors '(Blain et al., 2005; Kneesel et al., 2010; Qu et al., 2011; Wong & Teoh, 2015; Zavattaro et al., 2015; Wong, 2018).'

2.7 Complexity and Destination Branding

Many academicians have emphasized the complicated structure for branding of tourist destination '(e.g., Buhalis, 2000; Fyall et al., 2006; Pike, 2007; Wang & Pizam, 2011; Kavaratzis & Hatch, 2013; Kladou et al., 2017; Ruiz-Real et al., 2020) Wang and Pizam (2011) and Kladou et al. (2017)', for example, all these mentioned studies demonstrated that the branding of destination is remarkably complicated and requires a full, systematic, and holistic evaluation. Its complication is embedded in the different elements, processes,

and shareholders of destination products ‘(Tasic mentioned in Wang and Pizam, 2011)’ ‘(Pike (2005)’ is supported by ‘Boo et al (2009)’ and ‘(Sartori et al.,2012)’’, who compare destinations to conventional tourist items and conclude that tourist places are significantly further multi-dimensional and multifaceted. ‘Pike and Bianchi (2016)’ argue that destination branding is maximum difficult than item branding. Studies go on to explain why destination branding is so complicated, dynamic, and distinctive (‘e.g., Pike, 2009; 2010; Ferns & Walls, 2012; Wong & Teoh, 2015’).

For starters, different destination stakeholders target distinct markets with different segments as (Pike, 2005’, Gomez et al. (2015), studied that the participation of several stakeholders is more vibrant and multifaceted. In addition, the complicated nature of destination branding is due to the complex structure of connections among destination stakeholders. (Buhalis, 2000) defines destination is challenging unit to govern and sell. When targeting certain tourist groups, different stakeholders may collaborate as partners. Alternatively, they may compete with one another for tourism (Wang & Pizam, 2011) because DMOs do not have access to contact information of all tourists’, hence it is too much challenging to determine whether tourists are loyal to a place. Similarly, unlike for a general product, the decision-making process for local destination marketing strategy is generally at a dominance level, dependent on funding of government (Pike, 2005; 2010) Eventually, because no two destinations are alike (Molina et al., 2017), tourist places are dangerous and hard to manage (Wong & Teoh, 2015; Dedeolu et al., 2019). Destination marketers are unable to control the propagation of the brand promise made by tour and travel community (Pike, 2005). Tourist places are diverse and have a variety of characteristics ‘(Pike, 2005; 2007; Ferns & Walls, 2012)’.

2.8 Destination branding and Destination Image Improvement

One of the most crucial conditions for an ideal destination is the impression of personal safety (Novelli et al., 2012). Many travellers are hesitant to travel to nations where they feel there will be political unrest or other domestic issues (Ryan & Silvanto, 2010).

Furthermore, even when past violence or political turmoil has been resolved, a destination's reputation is typically tarnished (Rittichainuwat, 2011; Vitic & Ringer, 2008). Studies argued that tourist places 'should act proactively' (Beirman, 2003) and take 'preventative' and 'restorative' 'efforts to maintain their image following conflict' '(Ketter, 2016)'. Both academicians and practitioners are increasingly using the term "destination branding" (Avraham, 2020). It is now widely acknowledged as a necessary strategy for attracting tourists and improving or repairing a destination's image (Ketter, 2016; Kozak & Baloglu, 2011). "A name, symbol, logo, word mark, or other graphic that both identifies and differentiates the place; furthermore, it conveys the promise of a memorable travel experience that is uniquely associated with the place; it also serves to consolidate and reinforce pleasurable memories of the place experience," according to Ritchie and (Ritchie, 1998).

The three R's of destination branding are **Re-imagining, Re-building and Recovery**. It is claimed that a solid brand of destination mitigates the negativity of destination that would have been developed by biased media (Avraham & Ketter, 2013). Nevertheless, management of brand development in conflict and post-conflict countries is particularly difficult. While a few locations have improved their image and brand, many others continue to suffer (Gertner, 2007; Vitic & Ringer, 2008). On the basis of an advertisement or other promotional tools, potential tourists are regularly reluctant to just "set aside" continuing unfavourable impressions and pre-conceptions '(Anholt, 2006; Avraham & Ketter, 2013)'. Similarly, when a location is connected with risk, negative attitudes and generalisations, promotional determinations have a partial influence (Avraham, 2020; Beirman, 2003). This issue for salespersons is intensified by the fact that the theory of re-branding adversely viewed countries that have received little attention '(Amujo & Otubanjo, 2012)'. According to 'King et al. (2015)', more research on how to encourage a change in destination image via different promotional activities like advertising strategy etc. is needed. A small number of research, such as '(Campo and Alvarez, 2014)', '(Jeong et al., 2012)', '(Stepchenkova et al., 2019)', and '(Tessitore et al., 2014)', have sought to quantify the influence of marketing promotion on image of destination.

Avraham's study in the 'Middle East (2015)', 'Egypt (2016)', and 'internationally (2018)', as well as 'Avraham and Ketter's research in Asia (2016)' and 'Africa (2017)', have assisted to clarify the numerous techniques used by destination marketing organisations to restore the image of destination pre and post-conflict. Further, these studies are useful for analysing the tactics used, they do not provide insight into the success of each strategy in terms of increasing the image of destination. Future research is needed, according to e. Avraham (2020), in order to recognize the promoting activities and publicity strategies that may be most effective in combating negative image following crises.

2.9 Destination Re-branding and Sustainability

Re-branding and sustainable development are two of the most talked-about and misunderstood business topics today (Skinner, 2005). A set of "green" acts, as well as a catchy new logo, tagline, and advertising campaign, does not always imply that you are on your way to becoming a relevant and valued destination brand. A variety of small and major acts, many of which appear unconnected to marketing, will have an impact on the long-term health of a destination brand (Keller, 2003). These activities need many people and organisations adopting new ideas, stepping outside of their comfort zones, altering their behaviour and procedures, and occasionally even approving with political enemies. While brands offer more than just a sign or a symbol (Ambler and Styles, 1996), attention must be made to create brands that accurately represent the destination's offerings.

Tourists may become firmly identified with the brand values, tangible assets, and emotional benefit as a result of this brand attribute. As the brand becomes a trigger for the desire to travel, the impact could be a rise in economic value. As a result, re-branding a destination is critical to increasing the influx of tourists to the destination, implying long-term tourism development. The concept of sustainability has its roots in the environmentalist movement of the 1970s. The 'International Union for the Conservation of Nature and Natural Resources' ('IUCN, 1980') introduced a concept of sustainability and its development. In addition 'The Brundt Land Commission Report' defined 'sustainable development' in 1987 as "development that meets current requirements without jeopard-

dising future generations' ability to meet their own needs". The Commission reported that it is a dynamic series of ups and downs that "are all in agreement and increase both current and future potential to meet human needs and aspirations." 'The World Tourism Organization' in 2001 elaborates that sustainable tourism development satisfies the needs and wants of all tourists and communities who host the tourists and safeguard them, further generate chances for upcoming generations.

2.10 Re-branding

Re-branding is the process of giving products and services, a new brand strength (Kotler and Keller, 2006). As a result, it demands the creation of a distinct image that can be immediately recognised by potential tourists. According to (Nilson, 2018), a brand is nothing more than a symbol with massive potential, which may be conveyed in a variety of ways. (Ooi, 2004) studied that destination brands are the tasks of providing tourists with stories to create their experiences around. Re-branding is not about informing the public about what already exists (Ali, 2009). It's all about making commitments and following through on them. To put it another way, re-branding is the process of adding value to an existing brand. Re-branding can be viewed as a tactical issue in which the new brand is operationally tied to the place product as a strategy. ('Louro and Cunha, 2001'). According to Braune, it was critical for brand makers to be able to empathise with the individuals they were trying to reach for successful re-branding.

2.10.1 Re-branding Types

Re-branding is divided into two categories: Proactive and Reactive re-branding. Few changes in characteristics of product is defined as Proactive re-branding, but changes in a design name or logo and positioning the brand with extended change, is defined as Reactive re-branding (Muzellec and Lambkin, 2006). A proactive or reactive re-branding is possible. Reactive re-branding occurs in response to circumstances, whereas proactive re-branding occurs in anticipation of future prospects and productive growth (Susan Gunelius, 2011).

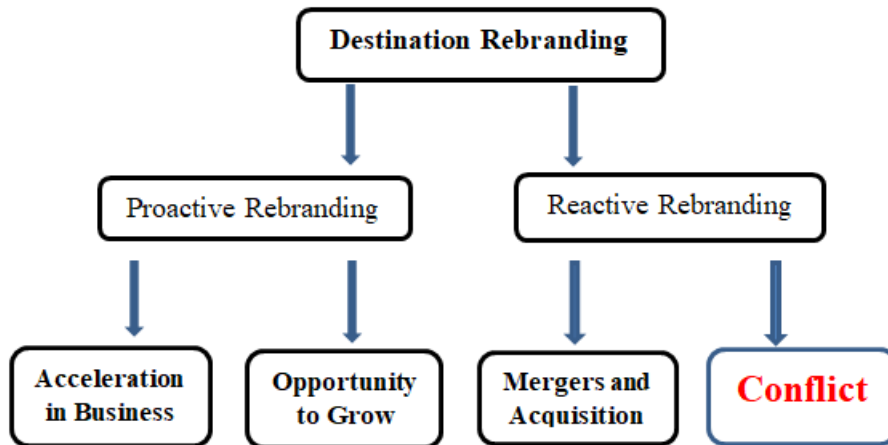


Figure 2.2: Re-branding and its types

When any company, organisation, or destination has an opportunity to grow, has an opportunity to accelerate its business, has an opportunity to innovate, has an opportunity to connect its users, at that time the re-branding is availed that re-branding is called proactive re-branding. Similarly when the brand of company, organisation, and destination has demeaned or diminished and defamed due to mergers and acquisitions, due to fraud and conflict, at that time such company, organisation or destination is rebranded by the process of reactive re-branding.

2.10.2 Re-branding in Repository of Literature

Several causes for re-branding are listed by (Koku, 1997). He claims that more organisations are rebranded for a variety of reasons, including mergers and acquisitions, new lines of business, and gaining competitive advantages or rebranded due to conflict effect etc. According to (Goi & Goi, 2011), re-branding creates a whole new image of the product, and the former identity is often forgotten. Duncan has also mentioned that there are other reasons to rebrand. The necessity for re-branding must first be established, and it should be established on the idea that something in the business mix has changed, requiring the need to evolve the brand. For example:-

2.10.3 Destination and Re-branding

Re-branding, according to Baker,(2012) "involves the improvement and re-launch of an outdated or irrelevant brand identity with a new focus." The fundamental purpose of

Table 2.6: Re-branding studies in literature repository

S. No.	Reasons for Re-branding	Author
1	To stand with the present scenario and meet the needs and wants of tourists (e.g. accessibility, convenience, choice, services).	Kyla Steve, 2019
2	To change the outdated brand by new ones, but focus is required to check whether brand is responsive or not.	N Frost, 2021
3	To recognize the intense competition and rapidly changing environment.	Baker, et al., 2018
4	To sight the strategy of keeping competitors out as well as dealing with growing pricing of competition.	Baker, et al., 2018
5	Because of globalization.	F Hinerd, 2012
6	As a result of acquisitions and mergers.	Hijzen et al., 2008
7	To strengthen a competitiveness of a brand in general by developing a common sense of purpose, increasing employee satisfaction, attracting the best staff, or even exploring new markets or products.	Baker, et al., 2018
8	To cut business development and operating costs, as well as to combat deteriorating profitability and consumer confidence.	Frida Östberg, 2017
9	To indicate a strategy as Repositioning	Sreenivas, et al., 2018
10	To take benefit of new chances or novel media, such as the online platform.	Youngjin. 2010.
11	Conflict	Ingenbleek, et al., 2011

re-branding, according to (Chellan, et al., 2013), is to create the new name, new brand value, which is mostly based on customer familiarity and if a set of brand associations, may be lost, that would result a loss of brand image. As a result, years of marketing effort can be reduced by half. Re-branding, on the other hand, can have a beneficial impact. Re-branding can generate fresh markets, reach new target groups, and boost competition by innovating the elements of brand ('Buncle 2009; Baker 2012'; 'Chellan, et al., 2013'). Eventually we can say that re-branding is definitely not something that should be done as regularly as, say, marketing campaigns.



Figure 2.3: Re-branding as a continuum (Muzellec and Lambkin (2005) pg 805)

Further it is event from the studies of 'Muzellec and Lambkin' (2005) that re-branding continuum distinguish between 'evolution,' ('involves only the slogan or logo'), and 'revolution,' ('includes both the slogan and logo, as well as the name'), as shown in the Figure 2.3, Furthermore, they define re-branding as "the development of a differentiated (new) position in the minds of stakeholders and competitors through the creation of a new name, term, symbol, design, or a combination of them for an established brand." Muzellec and Lambkin, 2005. The re-branding continuum described by Muzellec and Lambkin depicted in the (figure 2.3) is a dual modification as per continuum, depending on the change in 'aesthetics of marketing' vs. 'positioning of marketing'. The model depicts how re-branding can range from one form i.e., evolutionary (i.e. 'minor changes in positioning and aesthetics') to another form i.e., revolutionary (i.e. 'major changes in

positioning and aesthetics’). As a result, alteration in name signifies the significant shift in positioning of company and its marketing aesthetics.

2.10.4 Reasons for Destination Re-branding

"A change in ownership structure, corporate strategy, competitive conditions, or the external environment" are the most common reasons for destination re-branding (Chellan, et al., 2013). If a product has failed, sales revenue has decreased significantly, customers preferences altered significantly, then destination marketers can identify reasons for re-branding. Companies have more flexibility in changing the identity of their product or even their brand than destinations. In the same way, the companies have direct control over their products, but national tourism organisations have no direct control towards the assets of destination. Eventually it is evident that a change in consumer taste or an increase in competitive markets are the most common reasons for changing a destination brand.

2.10.5 International Destination Re-branding

International destination re-branding strategies innovate the market of destination internationally when such re-branding strategies are implemented by the stakeholders of study. All such strategies have been implemented at different famous cities and capitals of many developed countries wherein such strategies of re-branding proved successful as;- New Zealand and Australian have Norfolk Island, a favourite tourist place special for senior tourists. During the year 2000 tourism influx has declined here after a continuous era of expansion. This troubled the business of tourism at Norfolk Island. According to (Prideaux, 2007) failure of its tourist influx happened due to mishandling the market of seniors and generalisation of basic market.

Several renovate initiatives were launched in the late 2000s for promotion of island. Innovations were taken place in the services for island promotion. Many improvements occurred due to re-branding strategies viz, the creation of a new destination brand called ‘The World of Norfolk’, analysis of retail market, strategic development after every five years etc. All these innovations proved successful for the destinations to lead towards

new direction is possible.

Likewise, city branding is one of the successful re-branding strategy, it is usually a process aimed at repairing a tarnished image. The first is New York" campaign, which was launched in 1977 when reports of citywide blackouts and terrible crime dominated the bulletin reporting of New York. Target of this campaign was to replace a fading business revenue with "knowledge economy."

The growth of New York City as a brand and the resulting change of urban politics and public life are examined in Branding New York. Greenberg examines the significance of "image" in urban history, demonstrating how brands are created, and what repercussions of branding are. She demonstrates that New York's branding was more than a marketing tool; it was a political tactic to justify market-based solutions over progressive objectives. Similarly, "I Love New York" was the title of a 1970 re-branding, and the re-branding was successful in boosting tourism in New York after 1970 (Greenberg, 2008).

Liverpool was chosen Cultural capital of Europe in 2008, with this re-branding revenue of 800 million Euro accrued over there. After that, different investors of private calibre, invested more than one billion Euro towards renovation of Liverpool and that investment resulted the ample growth of tourism as well as economic development and improvement in cultural stance happened over there. It became a top financial and retail hub after re-branding.

Table 2.7: Re-branding of Cities at International Level

Author	Name of the City	Year of Re-branding	Title of Re-branding	Reason of Re-branding	Result
Murray, 2013	NEW YORK	1970	I LOVE NY	"To promote the idea that NYC was a place you would like to visit, live in".	Positive Growth
Boland, 2010	Liver pool UK	2008	A city that caters to everyone.	"To restore it a top economic destination as Liverpool was suffering from social and economic deprivation from 1980 to 2008."	Re-branding enabled it as a top financial and retail hub.
Pierroux, 2011	Amsterdam Netherlands	2004	I Amsterdam	"To rebrand the city as a growing hub for tourists and businesses, and to instill a sense of civic pride."	Immense Growth in Tourism took place.
Grillot, 2006	Sin City Las Vegas	9-11 (2001)	What happened Here, Stay Here	Tourism declined in Sin city, Las Vegas following the 9-11 attack in 2001.	Strategy proved successful as high tourism flow.

However, all such cities have not same past of regional contention. City branding, nation branding, and place branding, as (Andy Gran, 2013) points out, are primarily directed to select a set of tourists and investors. According to (Graan, 2013) the marketing items created in such campaigns promote the area's "innovation and enthusiasm, as well as refined delights. Studies of re-branding are available at international as well as national

level but provincial or divisional level studies are limited and need arises to conduct this research at regional, divisional or provincial level so that the knowledge gap at divisional or district level of Kashmir valley is fulfilled for the betterment of destination veracity.

2.10.6 Studies Relating to Kashmir and National-level (India)

Many studies are available at national level as *“Incredible India”* being the first successful re-branding strategy having basic target to identify India distinctive across the globe, this strategy attracted the tourists of domestic and international level to travel India for tourism. In addition, *‘Atithi Devo Bhava’* served double persistence as tourists experienced the values and origin of India along with its hospitality. Such campaigns or strategies inferred the growth of tourism from 19 percent to 84 percent in India (Sharma, & Hazarika 2017). But the literature is not fulfilling the requirements towards the tactics of re-branding processes for conflict destinations at national level. Nationally few studies are available for re-branding of conflict destinations as in J&K, *‘Kashmir Chalo’* is a re-branding strategy implemented by Govt. of Jammu and Kashmir, but it has not proven a well versed and successful strategy as its intensity has not marked the target of full potential. It is confusing tag line as it coincides with tag line call usually given by separatists in Kashmir (Bukhari, 2021).

Table 2.8: Re-branding Process at National Level

Author	Name of the City	Year of Re-branding	Title of Re-branding	Reason of Re-branding	Result
Geary, David. (2018)	INDIA	2017	Incredible India	“To identify India distinctive across the globe”	This strategy attracted the tourists of domestic and international level to travel India
Sharma, & Hazarika (2017).	INDIA	2005	<i>Atithi Devo Bhava’</i>	“To improve relations between host and the visiting foreigners”	This re-branding strategy enabled successful relationship between host country and foreigners

Table 2.9: Re-branding Process at State Level (J & K)

Author	Name of the City	Year of Re-branding	Title of Re-branding	Reason of Re-branding	Result
Bukhari, 2021	KASHMIR	2021	<i>‘Kashmir Chalo’</i>	“To appeal tourists to visit Kashmir for sightseeing and entertainment.	Unsuccessful strategy as its title matches with the title of separatists call.
Shakti Samant. 1956	KASHMIR	1956	<i>Kashmir ki kali (Film)</i>	To develop the interest in the hearts of people from whole sub-continent.	This strategy proved successful as tourism influx touched 7.22 lacs in 1988

Re-branding practices and strategies extracted from the literature repository have proven that there is positive growth of tourism influx when re-branding strategies are innovative in nature so, it is evident from the studies that copying of strategy is not

successful as when we talk about study conducted by Bukhari, in 2021, here strategy has been copied from separatist's call logo which resulted in the failure of strategy but when we talk about film of Shakti Samant, 1956 here strategy and title of film is innovative and it resulted high tourism influx at Kashmir. Hence all strategies should be innovative and should be as per needs and wants of tourists.

2.11 Sustainability

Sustainability means responsibility towards the environment and it is owing of responsibility towards ecological balance and maintaining the environmental essence across the vicinity of societies. It should be the role and goal of every human to maintain the position of environment towards its natural strength. Sustainability being the goal of society has three dimensions viz, social sustainability, environmental sustainability, economical sustainability. Therefore, the sustainability can be defined as the coming together of the three pillars of sustainable development: the economic, social, and environmental. This work offers the environmental system, which encompasses economic and social dimensions, because it represents the set of resources that permits dimensions to function.

In our current study, social sustainability along with environmental sustainability are focussed in our study and economical sustainability is excluded. When it is emphasized that environment of destination is sustainable in presence of host community, it clarifies that host community maintains the socio-cultural aspects of destination for the welfare of tourists who visit destination with responsibility. Therefore both the sustainability dimensions are separately important for the process of re-branding the Kashmir valley towards sustainable tourism.

Social sustainability at a destination is a method of social development that aims to improve tourist lives (Mambretti & Miralles I Garcia, 2019). Hence an appropriate balance between benefits and issues in the economic, socio-cultural, and environmental dimensions of sustainable tourism development is required ('Stoddard et al., 2012'). The socially tourism sustainability development must be interacted with stakeholders of tourism at the destination level (Poudel et al., 2016). In the process of re-branding the conflict

sensitive destination, all the stakeholders are separately important because every stakeholder contributes towards sustainability of destination for tourism. Hence in social sustainability, host community is main pillar (Poudel et al., 2016), travel agencies are among the host community who work for tourism sustainability at the destination, and it is required to apply the innovative re-branding strategies suggested by current study for travel agencies towards sustainable tourism.

Environmental sustainability makes the destination serene and effective towards ecological balance, so its responsibility is required to owe by every stakeholder. Travel agencies are one of the main stakeholder of tourism and they being the pillar of host community have to control the negative perception developed in locals by excessive unregulated tourism influx that results the compromise with the environmental aspects. Therefore the negative perception of locals towards tourism development (Nejati et al., 2014) is righteous in nature because traffic mess and jam, excess crowding at the destination are two negative factors of environment ('Lee, et al., 2010; Ziegler et al., 2016'. Cultural and natural resource along with environment are negatively impacted with tourism ('Kuvan & Akan, 2012'). Travel agencies being the pillar of host community have to maintain the dignity of environment by availing all rules and regulations pertaining to transport structure. This obeisance of transport regulations by travel agencies enables environmental sustainability.

In conclusion, the sustainability can be seen as a meeting of the three dimensions of sustainability, which are the economic, social, and environmental pillars of sustainable development. Because it represents the set of resources that allows dimensions' functionality, this work offers the environmental system, which includes economic and social dimensions. This confirms that successive sustainability process is possible by the assistance of stakeholders of tourism.

2.12 Destination Innovation

Innovations are extremely important for tourism businesses' competitiveness, but innovations are linked with peril and need speculation, In addition, innovations are main part

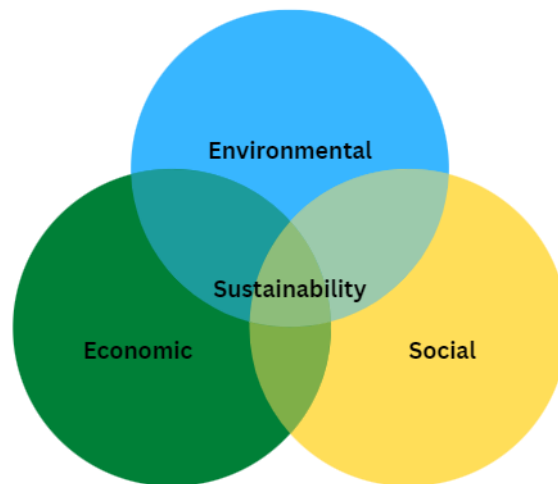


Figure 2.4: Dimensions of sustainable development, Dalisa, G. (2007)

of any business processes. Tour and travel agents are required ‘not only’ perceive but also respond to changes in travel demand, J. Schumpeter’s concept of innovation, is a widely common and classic one. According to this strategy, innovation is a combination of new business approaches used in situations such as new product launching (services) in market, the introduction of new business methods. The development of innovative markets in branches can lead to the development of innovative bases of specific industries, and development of particular industries (‘Schumpeter, 1960’). The term refers to physical objects, but it can also be applied to services such as tourism. However, keep in mind that some authors have recently worked on the service industry (Sundbo et al. 2007; Gallouj and Sundbo 2002; Hjalager, 2002). Some scholars claim that service and manufacturing innovations are intertwined, while others claim they are separate (‘Sundbo et al. 2007’; ‘Pires et al, 2008’)(‘Carvalho and Costa, 2011’). To summarise, innovation can be defined as a organisation’s perception of a new concept, activity, or object, that is really innovative.

Tourism sector is highly required to get innovative development, because innovations are highly responded by tourists and they contribute towards the sustainable tourism development, seasonality factor, generate employment avenues etc. as studied by (Sandybayev, 2016). Different innovations in tourism include reducing costs of delivery of prod-

ucts, relationships with intermediaries, quality assurance, online travel services offered by travel agencies, cooperative marketing, and Information technology as online booking etc. stated by (Weiermair, 2006). All such innovative services are being adopted by the travel agencies in Kashmir valley for re-branding the conflict sensitive destination. Furthermore, innovative re-branding strategies are required to adopt by travel agencies for successful re-branding in Kashmir valley for sustainable tourism development and its image recovery.

2.12.1 Destination Innovation Strategies

The key elements affecting the need for tourism organisations and destinations to innovate are competition in the travel agency market and diversification of tourist needs. Demand-related innovations (started by the market in response to consumer requirements) and supply-related innovations (launched by science and technology) can be split into two categories (Janasz and Kozió-Nadolna 2011). ‘Event programmes of tourists’, ‘the use of information technology in the tourism sector’, ‘adjusting the offer to seniors’ expectations’, (Camisón and Monfort-Mir 2012) and marketing communication etc. are some of the innovative strategies used by travel agencies in various destinations around the world.

2.12.2 Destination Innovation Matrix

When evaluating a destination’s innovation potential and experience-market orientation, the Destination Innovation Matrix recommends four major aspects. The two innovative project possibilities on the left side of the matrix are consolidation and market innovation. Minor adjustments to existing experiences in the intended visitor market are examples of innovation (‘Ritala & Hurmelinna-Laukkanen, 2013’; ‘Souto, 2015’). Incremental innovation leads to less novelty and a wider range of destination experience options. The radical innovation possibilities on the right side of the matrix are experience innovation and transformational innovation. These alternatives attempt to encourage significant changes in the destination experience offering – and, as a result, the brand – by introducing new experiences that are currently unavailable in the destination. Radical innovation

is defined as a method of original destruction that results in revolutionary transformation. It can produce more innovation, more potential, and be more impactful than incremental innovation, but it also comes with major obstacles and risks due to its disruptive nature. (Souto, 2015).

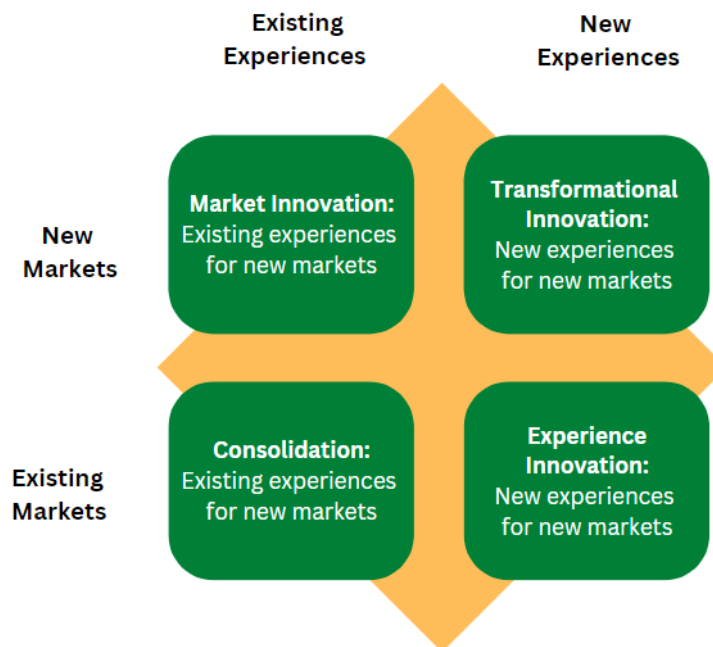


Figure 2.5: Destination innovation Matrix (Gardiner and Scott, 2018)

Because it has the ability to modify the experiential features associated with the destination among consumers, innovation in the destination’s experience offering is termed radical innovation. It also leads to new experiences being introduced to the destination that differ from the present experience offering, thus shaking up the destination experience mix and may be affecting existing experiences. Another radical innovation technique is transformational innovation, which involves destination stakeholders departing from the current destination product offering and creating new experiences that are distinct from the destination’s existing product offering. This extreme innovation depends upon the existing quo (Brooker & Joppe, 2013) and leads to a drastic restructuring of the destination experience market, resulting in new experiences.

2.12.3 Innovation Strategies and Destination

To change the supplied products of tourism, to develop innovative services, and to implement the improved approaches in the practices of providing services to its customers are all examples of tourism innovation (Olearnik and Pasek 2014). ‘Service, process, managerial, management, and institutional innovations’ are among the most frequently stated aspects of tourist innovation in the literature (Hjalager, 2010). The introduction of innovative production process, delivery mechanism, or maintenance activity for goods or services is clearly defined as process innovation. Alterations in approach, apparatus, and warehouses are examples (‘Eurostat, 2014’, as cit. in: ‘Rusu 2016’,). Process innovations, it includes prescriptive procedures and delivering services, and can be classified into two groups: innovation in production processes (back office) and innovation in delivery processes (front office) (Carvalho and Costa, 2011).

Innovation in Marketing is defined as the execution of an innovative marketing strategy that involves important alterations in product strategy and packaging, product positioning, product advertising, or valuing. They are designed better to meet tourist desires, expand into innovative markets, and relocate company products in the market to increase sales. The differentiator is the use of marketing techniques that the company has never used before. (Eurostat 2014; ‘Rusu, 2016’) The innovative marketing innovation is unbiased journalism that promote tourism influx.

2.12.4 DMO’s Involvement

Furthermore, the efforts undertaken by the DMOs of the country concerned to advertise that the destinations are significantly responsible for the repair and re-branding of the destination’s image. The re-branding process entails a number of steps, including infrastructure restoration, building construction, medical facility refurbishment, and funding. A true assessment of the crisis situation is required for effective recovery action. A website has evolved into a significant tool for information transmission, and it should be updated on a regular basis.

With varied degrees of success, conflict has been managed. To combat any negative

equity, destinations must be proactive in implementing crisis management procedures. To mitigate negative equity during a crisis, destinations should engage in promotional campaigns through the media, internet, and public diplomacy tactics.

2.12.5 Marketer's Active Participation

In a variety of countries, tourism destination marketers have used a variety of techniques to shift public opinions of their destinations, particularly in challenging conditions. Among other things, they've packaged their destinations in a succession of attractive graphics. In order to establish the brand in the global tourism market, these images are supposed to establish a link with the place by stating its identity and brand concept. Role of marketers involve: New Market Segments Identification: Search for new tourism niche through niche marketing and research. Consultation with Stakeholders: The Dox-eyes Irridex principle states that there is dire need of involvement of local community, the stakeholders should be given prime importance in decision making that will lead the positive word of mouth as these local community and stake holders are the authentic information resource of the said destination. Brand Analysis: Develop the brand through online campaigning, promotion through new brochures, workshops/ seminars, by collaborating with media and so on. Promotion: the promotion of a destination should be done at developmental authority level like Gulmarg development Authority should go for self-campaigning for its destination and same cases should be formed for Pahalgam and Sonamarg etc. Updation of Websites: the websites of the organisations should be framed which will lead a proper updating of websites and blogs etc.

2.12.6 Joint Marketing

Joint Marketing is one of the best practice for promotions and marketing of a destination which has dual perspective, it will lead reduction in costs and also produce more results. Innovations are extremely important for tourism businesses' competitiveness, as they are essential part of any business' operations (Standeven, 1998). Travel agents are required, not only observe but also respond to changes in travel demand. As a result, many travel firms should perceive an opportunity to serve the senior tourists and customers

so that market expand and the demand will enhance. Providing tourism services to customers that have special requirements can open up new markets and provide new revenue streams. The offer for seniors, a category of customers formerly neglected by travel companies, has the potential to become an innovative product (Nguyen, 2014).

2.13 Contemporary Initiatives availed by present Govt. to Rebrand Kashmir Tourism

Contemporary initiatives mean the initiatives that are taken by the authority with the same time or same epoch. In our study currently Govt. of Jammu and Kashmir in collaboration with central government has availed number of initiatives towards the rebranding of Kashmir valley. All such initiatives are summarised as:-

2.13.1 Budget Allocation towards Tourism Boost in J&K

The Union government made a record budget allocation of 786 crores for the tourism sector in Jammu and Kashmir, which is 509 crores greater than the previous budgetary allocation. This was one such significant intervention for the improvement of the sector there. The budgetary positive growth rate is 283% in order to reform Jammu and Kashmir's tourism industry. In response to this, the J&K government has also launched a number of efforts to further promote and push the local tourism industry (Gani, H.A. 2022).

2.13.2 Recognition of Srinagar by UNESCO, an Innovative Initiative

Srinagar was chosen by the United Nations Educational, Scientific, and Cultural Organization (UNESCO) as one of 49 cities to be a part of its creative city network in the field of crafts and folk arts. This inclusion will probably open the door for the city to exhibit its handicrafts through UNESCO on a global scale. It is a significant international acknowledgement for Jammu & Kashmir. Jammu and Kashmir experienced the highest level of tourism in the previous years, it is noteworthy. Compared to 4.1 lakh visitors in 2020, there were 6.65 lakh visitors in 2021. The number of tourists recorded in November

was 1.27 lakh, the most in the previous ten years (Gani, H.A. 2022).

2.13.3 Religious Tourism in Srinagar, an Innovative Initiative

20 holy and religious landmarks in Srinagar were chosen for facelifts and renovations as part of the smart city initiative in order to draw in more visitors. The focus is on introducing new technology to raise the city's overall infrastructure standard. This initiative paralleled the infrastructural standard of Srinagar with the international and national standard so that its re-branding and re-imaging initiative will be attained. The Jammu and Kashmir administration has begun constructing infrastructure under the prime minister Development project at a cost of 3.5 crores in an effort to improve infrastructure and increase tourism in the Anantnag district of South Kashmir (Gani, H.A, 2022).

The massive tourism marketing event "Tapping the potential of Kashmir: Another Day in Paradise" was also held in Srinagar by the ministry of tourism from April 11–13, 2021. The event's main goal was to promote Jammu and Kashmir as a MICE (meetings, incentives, conferences, and exhibits) tourism destination for leisure, adventure, ecotourism, weddings, and other types of tourism. To increase the tourism potential of Jammu city, the Government of Jammu and Kashmir and the Archaeological Survey of India began reconstruction, restoration, and conservation work on the Mubarak Mandi cultural complex, Amar Singh Palace, and twin parts of the cable car project.

2.13.4 Destination Promotion, a Remarkable Initiative

The government of Jammu and Kashmir recently announced plans to promote 75 new travel sites during a special three-month celebration. Jammu and Kashmir Tourist Village Network, one of the noteworthy programmes the government of J&K launched to promote rural tourism, is the greatest initiative. This effort aims to turn 75 well-known historical, beautiful, and culturally significant villages into tourism destinations. Another goal is to support community entrepreneurship, youth-led sustainable tourism, and the empowerment of women and young people by providing both direct and indirect employment possibilities. All of this will go a long way toward boosting the rural economy.

The J&K Tourist Village Network Scheme includes provisions for a wide range of

advantages, including Rs 10 lakh for infrastructure, camping gear and supplies, house stays, etc. Accredited corporations may spend up to Rs 10 lakh on any film or song production, while local groups may spend up to Rs 2 lakh on song shootings, etc (Gani, H.A. 2022).

To increase tourism and investment in the union territory, the administration of Jammu and Kashmir announced a new film strategy. The plan called for the creation of a committee for the development of films in Jammu and Kashmir (JKFDC). Additionally, river celebrations modelled after the Ganga festival were held in December to educate the people about the cleanliness and protection of the rivers in Jammu and Kashmir.

The administration planned a safari tour in December 2021 in Srinagar's Eidgah neighbourhood to encourage artisans and promote Kashmiri art, which had an impact on Kashmir's tourism economy as well. Online reservations are now required in order to visit for darshan at the Shri Mata Vaishno Devi shrine for better handling of the pilgrims. The temple has also begun deploying RFID tracking systems, which use radio waves to track passengers' locations, to help with crowd control. Sky walks and suspension bridges will be constructed, and ropeways will be constructed for the benefit of the young and old.

2.13.5 Development of Trekking Routes, an Innovative Initiative

The government of Jammu and Kashmir has approved the creation of seven new trekking routes in various wildlife protected areas as part of a massive effort to encourage eco-tourism in the region. Additionally, 29 forest rest houses and inspection huts in the divisions of Kashmir and Jammu will now be bookable online under a single brand and logo. This massive effort served as the best effort to reimagine and rebrand the Kashmir Valley and enabled the development of ecotourism in Jammu and Kashmir.

2.13.6 Night Air Service Facility

On March 18, 2021, the first night flight began operating from Srinagar Airport, ushering in a new era and demonstrating an improvement in air connectivity between Jammu and Kashmir and the rest of the nation. The Kashmir valley saw an increase in tourism as a

result of this initiative. Additionally, job creation and economic growth are implied by its value.

2.13.7 Golf Training Academy

In July 2021, Manoj Sinha, the lieutenant governor of J&K, also opened a golf academy at Kashmir Golf Course in an effort to develop and enhance the union territory's sports community. This represents a significant advance in the historic golf course's recovery from the 2014 floods. Golf club was demeaned as a result of the devastating effects of the 2014 flood, and it was not regarded as a suitable location for sports. However, by opening the golf training academy, its fundamental structure has been revived, leading to a significant shift in the perception of tourists, and its current stance has been reimaged and rebranded by the government.

To draw large crowds of golf enthusiasts and establish Jammu and Kashmir as the world's golfing capital, a four-day JK Open golf tournament was also held in Kashmir on September 15, 2021. People and athletes from all over the world have travelled to the Kashmir Valley for the sports ecosystem, demonstrating the success of this endeavour in re-branding the region (Gani, H.A. 2022).

Due to various effective and beneficial interventions made by the Central Administration in coordination with the government of Jammu and Kashmir, the year 2021 saw a significant increase in both domestic and foreign tourism to Kashmir. (Gani, H.A. 2022).

2.14 Chapter Summary

A review of the literature was conducted on three concepts: 1) re-branding, 2) conflict, and 3) innovative tactics in the destination branding process. Existing literature only focuses at destination re-branding strategies as a construct that can be executed by adapting creative global re-branding models. As a result, this literature review directs the present research in the perspective of viewing re-branding as a process and capturing the unique qualities of destination brands. Existing studies simplify the dimensionality of re-branding at conflict-sensitive destinations towards sustainable tourism development

by innovative strategies. Tourism research focuses only on linear correlations and net effects, limiting the ability to capture the complex nature of re-branding. As a result, new methodologies and smart technology are required.

2.15 Gap of Research

After extensive scanning of literature, gap of research identified regarding the re-branding of destinations hit by conflict is classified into following facts:-

Kashmir valley is the victim of conflict since 1989. It is righteous to study the core essence of conflict limited to Kashmir and understand its drawbacks on the tourism sector of Kashmir. Further, it is imperative to study its impact on regional tourism.

It has been witnessed in literature that various studies have been conducted across globe, for instance, Nigeria, Malaysia, Sri Lanka, Turkey, Pakistan, and Montenegro etc. on branding strategies pertaining to conflict destinations. Researchers have widely studied different dimensions of marketing strategies as com-media, crisis management plan, recovery campaign, incentive for visitation, celebrity endorsement, sales promotions, events etc. with respect to destinations of their countries but Kashmir has been literally overlooked, so a need arises to develop the literature and studies relevant to Kashmir (Jacobs, 2011; Muller- Bloch & Kranz, 2014; Miles, 2017). In Indian context, many studies are indirectly available which focuses the branding of conflict destinations in India but few studies are directly linked with the re-branding of destination across the nation. Re-branding of many Indian states have been put forwarded by the researchers but limited resource of literature is available in India. This implies a knowledge gap exists as there is no literature available regarding such type of studies ('Jacobs, 2011'; 'Muller- Bloch & Kranz, 2014'; 'Miles, 2017') in India.

At province or division level of Kashmir, very limited studies are available for review of literature regarding the re-branding of Kashmir valley in the phase of conflict. In addition the desired findings do not exist for fulfilling this gap ('Jacobs, 2011'; 'Muller- Bloch & Kranz, 2014'; 'Miles, 2017'). Hence a knowledge gap is there which provides the scope to conduct a research on re-branding of Kashmir Valley for sustainable tourism development

which is suggested by (Rather, R.A. et al, 2020). Therefore the existing gap will be bridged by conducting the research under the title “Re-branding of Kashmir valley being conflict sensitive tourist destination through Innovative strategies towards sustainable tourism.” Further, it is necessary to fulfil this knowledge gap for image recovery of Kashmir valley and to formulate the re-branding strategies for development of tourism.

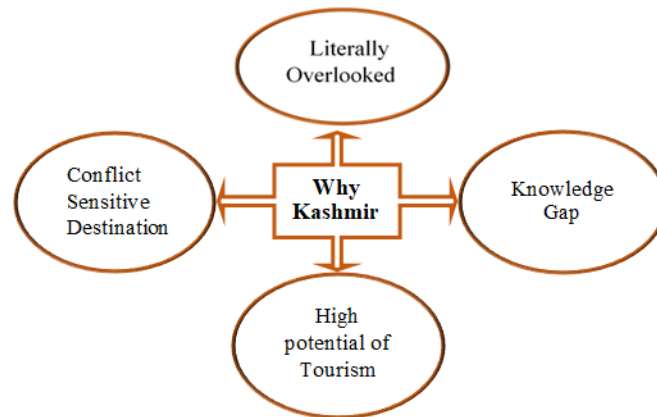


Figure 2.6: Graphic representation of gap of research(Author’s compilation)

2.16 Research Questions

Research questions have been identified after carrying out the in-depth review of literature at international and national level along with provincial or divisional level of Kashmir. Different studies across the globe suggest that re-branding of conflict hit destination is possible by number of innovative strategies. From this literature of branding, re-branding, sustainable tourism development and innovative strategies, identified research questions are:-

1. What is the scenario of Kashmir tourism in the phase of present conflict?
2. What are the destination branding strategies adopted by the travel agencies in Kashmir Valley?
3. Whether there is the impact of destination branding strategies on image recovery of Kashmir or not?
4. What is the impact of destination re-branding strategies on sustainable tourism development in Kashmir valley?

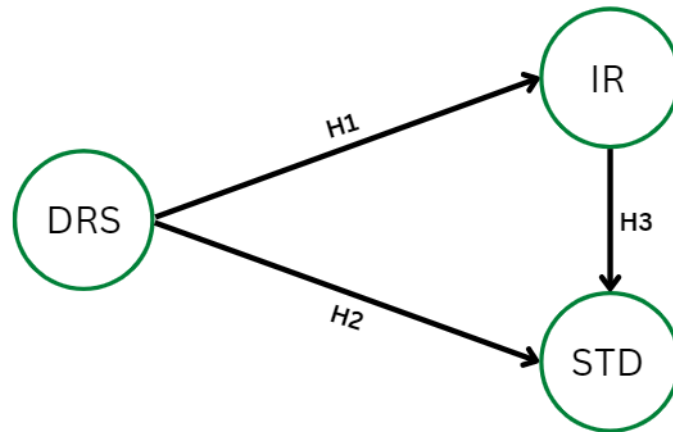


Figure 2.7: Conceptual model of study (Author's compilation)

2.17 Hypothesis of Study

- H1: Destination re-branding strategies have significant impact on image recovery of Kashmir
- H2: Sustainable Tourism Development in Kashmir valley is influenced by the destination re-branding strategies
- H3: Image recovery leads Sustainable Tourism Development in Kashmir valley

2.18 Objectives of Study

1. To study the present conflict and tourism scenario in Kashmir valley
2. To assess the destination branding strategies adopted by travel agencies in Kashmir Valley
3. To study the impact of destination branding strategies on image recovery of Kashmir
4. To study the impact of destination re-branding strategies on sustainable tourism development in Kashmir valley
5. To develop destination image recovery strategies for re-branding of Kashmir valley among tourists.

Chapter 3

Research Methodology

Research Objective and Methodological Challenges

The procedures or methods used to find, select, process, and analyse the information about a topic is referred to as research methodology (Panneerselvam, 2014). Study topic is “re-branding of Kashmir valley being conflict sensitive tourist destination through innovative strategies towards sustainable tourism”. Here different methods of research have been applied in order to find, select, process and analyse the information about re-branding process, conflict, innovative strategies and sustainable tourism development.

3.1 Introduction

The study of ‘Exploratory sequential mixed-methods’ guided by a ‘post positivism paradigm’ was undertaken in the setting of Kashmir focussing towards inbound and outbound tourists to meet the research goals. Kashmir was selected as the research environment because it not only shares common qualities with other locations, but also has unique characteristics that set it apart from competitors. Previously an extensive literature review on the issue under study was conducted. However, the emphasis of this chapter is on the research methods used in the current study. The research design, sample design, questionnaire design, response rate, and data screening are all covered in the first section of the chapter. The following section of the chapter contains a pre-testing analysis that was designed for the research instrument validation. It’s followed by the main study’s data evaluation and purification, data sources, sampling design, data gathering meth-

ods, and data analysis procedures. Data analysis included Confirmatory Factor Analysis with ‘Structural Equation Modelling’. The chapter concludes with a discussion of data collection issues and ethical implications.

There are two studies in this research:

Study 1: Content study of information on Kashmir tourism to determine significant qualities of Kashmir marketed by destination marketers throughout the conflict period. Study 1 is significant because it gives basic information about Kashmir, particularly its conflict problems, and it assists the researcher in becoming familiar with the characteristics of Kashmir that have been highlighted in other studies.

Study 2: An online survey with two stages of questions. The first phase selected potential participants for the second. The second phase mostly confirmed the study hypotheses and identified the operationalization of re-branding as a process. Questionnaire has been distributed to respondents via Google Forms online and offline via face-to-face interaction with travel agencies. The methodological technique of Study 2 is divided into two parts, each with a separate questionnaire. It begins with a broad overview of the inclusion of the two stages in Study 2. The development of the two questionnaires is then discussed, with specific and extensive explanation of each phase of questionnaire, covering content, response strategy, and language in first phase and in second phase structure of questionnaire viz, visual aspect of questions and sequence). A description of the dimension scales to be used in the second phase is offered. Following that, the pre-testing will be deliberated. The process for sampling and administering the research instrument will be demonstrated. Eventually, the techniques for preliminary (Factor Analysis) and primary data analysis will be provided.

3.2 Research Approach

The present study is mainly based on multiple case let’s using qualitative and quantitative approaches. The aim of such methodology is to comprehend the tactics and strategies used by travel agencies to mitigate the impact of conflict on tourist destinations and the destination re-branding strategies as recovery management strategies for image recovery

and sustainable tourism development adopted by travel agencies in Kashmir Valley. The approach was also used, to understand the process that is employed for generating awareness among the masses and the activities used in conflict sensitive destinations for image recovery and sustainable tourism development purposes.

The study focussed on mixed approach of research as qualitative and quantitative approach. Qualitative approach falls under exploratory form of research because as per '(Palinkas et al., 2015)' exploratory approach is the most appropriate way for gaining an vast information cum knowledge and accepting of different mechanism. Further, using qualitative approach and method, a scholar can come up with results which may portray respondents' truthful opinions, principles and capabilities ('Walker, 2012').

The qualitative research provides flexibility to acquire a wealth of information that too, without any necessity of developing a hypothesis (Bansal & Corley, 2012). Qualitative approach is also justified on the basis of perusal of the comparable studies in the past which also have used the same approach. (Ghaderi, et al.,2012) in their study on island tourist destinations in Penang, used a qualitative approach and came up with the outcome, that these island destination recovered quickly after the disasters, by having a properly formulated plan. Similarly, the qualitative approach in the present study can also be justified by referring to the researchers who already have used this approach successfully in their studies in the past (Boukas & Ziakas, 2014; AlBattat & Som, 2014. It is because as per Petty et al (2012), the quantitative and mixed method research methodologies are the most accurate methodologies in case a study intends to test the hypotheses. The quantitative research is most appropriate to the study when researchers prefer the depiction of collected data through numerical techniques (Anyan, 2013). Consequently, quantitative approaches are suitable for researches involving examination, conducting trials & experiments, or creating statistical measures (Golicic & Davis, 2012). Furthermore, the divergence between qualitative and quantitative research methods lies in the ways of collection and interpretation of data. (Anyan, 2013). Therefore this study used quantitative data as well for testing the hypotheses.

3.3 Research Design

Using multiple case study approach, the study is based on Systematic Mapping Study as well as descriptive research design. The multiple case study approach was effective in carrying out an in-depth investigation of destination re-branding strategies of travel agencies and tour operators of Kashmir Valley. The exploratory part of the design helped in exploring the constructs and be familiar with the phenomenon of conflict and recovery marketing strategies. Through descriptive research design various statistical techniques were used to analyse the secondary data and test the developed hypotheses. The study used many designs within multiple case studies based on the strengths highlighted by various researchers in the past. One of the strengths which form the basis of selecting the approach, was that it helps in identifying the commonalities among the data gathered from various primary and secondary sources (Appelbaum et al., 2012; Cronin, 2014). Prior studies focussing on crisis management at conflict sensitive destinations also justify the use of multiple case study approach in fulfilling the objectives (Sanial, 2014; Becken & Hughey, 2013). The application of a descriptive or empirical approach within a case study methodology has been recommended as well by numerous researchers in the past studies like (Parnell & Nathan, 2012). Based on these and support from prior studies, this research project has made use of mixed methodology with a multiple case study approach.

Table 3.1: Research design structure

Research Design	Mixed Design	
Research Approach	Qualitative	Quantitative
Ontology	Critical Realism	Realism
Epistemology	Constructivism	Objectivism
Theoretical Perspective	Interpretivism	Post-Positivism
Research Methods	Systematic Mapping Study	Descriptive
Research Tool for data collection	Archival Sources	Questionnaire
Research Technique	Content Analysis	Survey and observation

3.3.1 Ontological Conceptual Frameworks

Crotty (2003) defines ontology as "the study of being." It is about "what kind of world we're looking at, the nature of existence, and the structure of reality as a whole." Ac-

According to (Guba and Lincoln, 1989), ontological assumptions are those that answer the questions "what is there that can be known?" and "what is the nature of reality?" This study chose post-positivism, which is halfway between objectivism and subjectivism, from an ontological standpoint for the following reasons: First, this study does not believe that reality is either exceedingly objective or subjective inside a social phenomenon. On the one hand, major qualities that represent a tourism destination can be objective attributes such as mountains and lakes etc. Similarly culture, customs, and local people, as well as strategies formed subjectively by travel agencies etc. are examples of its subjectivity. Tourists' perception regarding conflict sensitive destination, as well as their emotional attachments to it, might be subjective. The destination rebrand model and its process can be objectively applied to different places of same calibre after collecting these parts into a re-branding process model in this study. Furthermore, rather than simply testing reality, the researcher gained knowledge from participants called respondents. The major characteristics of the destination, as well as tourists' perception, perception of travel agencies regarding re-branding of conflict sensitive destination, and their preferences for the destination via innovative strategies, can only be partially explained using current literature and knowledge.

Realism: is founded on the concept that there is a reality in the world that exists independently of human thoughts and opinions. Realism and idealism are two opposite philosophy as independent reality exists in realism. Positivism and Realism are analogous to each other, here reality of knowledge is being extracted by empirical method. Direct realism and critical realism are two types of realism wherein direct realism pertains 'what we see is what we get', and critical realism pertains to 'what we see is not what we got'. Therefore real world realization deals with direct realism and sensations deals with critical realism that requires more criticism in the reality ('Saunders et al., 2009'). In our study empirical analysis has been put forwarded where in reality existed, that re-branding a conflict sensitive destination is possible by innovative strategies towards safe and sustainable development of tourism.

Critical Realism: is the prominent manifestation of realism in social sciences,

(Archer, 1978; Bhasker, 1989, 2013) also known as constructive realism (Giere, 1999), experiential realism (Lakoff, 1987), emergent realism (Henry, Julnes and Mark, 1998). Ontological realism is always accepted by critical realists when they have to deal with relativism and epistemological constructivism. Critical realism asserts that a knowledge is hidden that is being extracted beyond the limits by constructions. Researchers generate and extract all such constructions and apply across their studies in order to develop innovative ideas, concepts, theories etc. and try to implement it in this real world (Karl Barth, 1987). Contrary to realism, which endorses the concept of "Causality", critical realism emphasizes the concept of mechanism (in social sciences 'processes') and all such mechanisms are actual phenomenon in this case the current study tries to understand the concept of conflict in the field of tourism and explore the destination re-branding strategies to mitigate the impact and finally test those destination re-branding strategies with the broader perspective.

3.3.2 The Epistemological Assumption

The hypothetical perception describes epistemology as "a way of looking at the world and making sense of it." It deals with awareness and understanding that embodies a concept of what it means to know, and how we know what we know ('Crotty, 1998'). According to (Crotty,1998) epistemology is concerned with "the character of knowledge, its possibility, breadth, and general base" Furthermore, (Maynard, 1994) argues that "epistemology is concerned with establishing a philosophical foundation for what kinds of knowledge are feasible and how we may verify that they are both adequate and valid," as referenced by '(Crotty,1998)'. Objectivism, constructionism, and subjectivism are three major kinds of epistemology (Crotty, 1998).

Objectivism: means the expressive reality that occurs with consciousness operations '(Crotty, 1998)', and it represents "the position that social entities exist in reality external to social actors" (Saunders et al., 2009). The disasters exist in the nature and there is need to understand and organise the social entities in reality so that the mitigation and diminishing of conflict at the destination will exist. Social entities as stakeholders include

industrialists, experts, workers, travel agencies, governments of countries etc. are core developers of conflict sensitive destinations.

Constructionism: emerges from interaction of humans with the reality of the universe, because there is no truth without a mind, and no meaning without a mind. This viewpoint provides the backings to the idea that subject and object are co-creators of meaning. The current study is in the construction of realities or re-branding strategies for recovery of image and sustainable tourism which can be applied whenever there is the conflict like situation at destinations in future.

3.3.3 Research Philosophy (Theoretical Perspective)

The philosophical viewpoint that supports the adopted methodology is referred to as a theoretical perspective (Crotty, 1998). It establishes the foundations for selecting methodology. Positivism and post-positivism, Interpretivism, critical inquiry, pragmatism and other theoretical perspectives are the most common philosophies. Study thinking is important since it aids us to govern what sort of research paradigm or design is to adopt and why ('Easter by-Smith, Thorpe, & Lowe, 1999'), while 'Saunders et al. 2009') defined philosophy of research as a researcher's perspective on creating knowledge.

Positivism: Positivism and positive research is founded on personal experience rather than hypothesis. In positivism, scientific methods or empirical analysis is applied so that experienced or observed results are validated. Positivism is based on knowledge of experiment and is completely based on objectivism. In positivism proper limits should be followed in between empirical analysis along with objectivism and unverifiable subjective knowledge. (Crotty, 1998). Knowledge of truthfulness and complete knowledge of the world deals with positivism. As a result, what is observed through scientific methods or what is postulated in direct experience refers to science of positivism. At conclude, we can say in positivism Quantitative approach, research techniques relevant to quantitative research, and other latest tools of statistical analysis are required for successive positivism. (Remenyi, Williams, Money, & Swartz, 2005). Current study is mixed method of research in nature but three objectives under study 2 of current research is based on quantitative

approach of research wherein after applying SEM on data that has been accrued from the well-structured questionnaire, statistical analysis has been done on re-branding of Kashmir valley a conflict sensitive destination for image recovery of Kashmir.

Interpretivism: Different theoretical perspective have emerged in the field of research as interpretivism is one which is opposite to positivism wherein human and social reality is taken into consideration. It is archaeologically and culturally adopted and derived interpretations towards social life. Here uniqueness of business situation is asserted and changes from other circumstances. Social research is complex and does not lend itself to theorising by definite laws such as other research in science (Saunders et al., 2009). Dealing with disasters and its preparedness is a complex process as it becomes difficult for the top brass to draw a line in between the departments for training and development viz a viz disaster management due to conflict is concerned, as this phenomenon impacts each and every segment of society by direct or indirect ways, that is why interpretivism is applied here in order to understand this complexity and interpret it in the form of viable re-branding strategies and action plans. It's crucial to consider the research model based on theoretical assumptions because they are fundamentally driven research activity and influence research questions and methodological selection ('Creswell, 2016'). A consideration of theoretical assumptions provide a foundation for selecting research methodologies and producing social problem solutions (Henderson, 2011). Researchers will be able to develop coherence towards prosperous societal occurrence using various ways ('Saunders et al., 2015').

3.4 Mixed Method

In the field of research (Mingers and Gill, 1997) have been solid promoters for multi approach of methodology. Mixed method specialists and scholars draw solid relationship with mixed/blended approach and realism (Dutta, 1997). Practicality there has been a solid philosophical foundation in the mixed/blended methods/techniques or methodological pluralism camps. Research philosophies are regularly sorted under two methodological: quantitative (positivist) and subjective (post positivist), each with novel qualities

and limitations. Quantitative methods are well adapted to observe large-scale data patterns: Researchers can compare the relative scale and relevance of social phenomena by categorising observations into discrete categories and assigning numerical values to each. When seeking to extract causal explanation from correlative studies, quantitative approaches rely largely on probabilistic inference, assuming causal significance if acts occur reliably in the same order (Sheppard, 2014).

This study included both quantitative and qualitative methodologies in order to meet the research objectives. Qualitative research methods, according to (Neumann, 2007), rely on an interpretive approach, follow a non-linear research path, and explain cases and situations. It offers genuine interpretations that are sensitive to social and historical settings. He further said, that the quantitative research relies on positivist and post-positivist approaches, that it follows a linear research path, that it measures variables and tests hypotheses that are related to broad casual explanations, and that it follows a linear research path.

Two studies are included in this study. Inductive content analysis of data about Kashmir as a tourist destination is a qualitative study based on secondary data. The primary concepts propagated by marketers concerning Kashmir are identified in Study 1. The data was analysed using an inductive content analysis technique. The qualitative Study 1 findings give researchers a fundamental insights of Kashmir tourism and its conflict.

Quantitative Study 2: Online survey with two phases of self-administered questionnaires delivered to travel agencies in Kashmir Valley who are respondents to the current study through online and offline platforms. The collected data were analysed using a descriptive technique. The purpose of this study 2 was to examine the interrelationships between destination re-branding techniques, image recovery, and sustainable tourist development. This also helps in addressing research questions in order to empirically detect the operationalization of the re-branding process.

Both qualitative and quantitative research are vital and contribute significantly to one another. In order to conduct the research, to become familiar with the research context,

an inductive content analysis is required in Study 1. More importantly, the content analysis' findings provide an overview of tourism attributes in Kashmir, a conflict-prone area. Study 2 is important for empirically evaluating and establishing correlations between the dimensions of re-branding, image recovery, and sustainable tourist development, as it is the main study. Without Study 2, it is impossible to clearly identify the prospective remedies, which are constituted by the dimensions of re-branding, image recovery, and sustainable tourist growth that lead to high-level overall brand image.

Quantitative Study 2 is required to address two research tasks in accordance with the study objective: 1) assess the interrelationships between re-branding, image recovery, and sustainable tourism development; 2) examine the impact of destination re-branding strategy components on image recovery and sustainable tourism development. The tools for measuring the constructs identified during the literature review and qualitative phase are decided during this quantitative phase survey. According to (Fetters et al., 2013) qualitative data can be used to inform quantitative instrument development. The quantitative phase, moreover, provides more insights into how those variables in the destination re-branding plans process can be set to anticipate excellent overall sustainable tourism development.

3.5 Research Framework of Kashmir

Research framework is required for several reasons viz, application of right approaches and methods in a given situation of study. First, the features connected with different destinations may differ significantly, therefore one destination may have its own unique features that set it apart from competitors (Eid et al., 2019). Second, due to the globalization of marketing, tourists from different countries or regions would see a place differently, resulting in distinct reactions (Kim, 2018; Eid et al., 2019). If you focus on a lot of various destinations, you can end up with a pattern development problem that is excessively complicated. Third, distinct patterns regarding the interaction between destination re-branding initiatives, image recovery, and sustainable tourism development would be seen in different destination contexts, owing to the complex and dynamic character of desti-

nation brands (Chaulagain et al., 2019) Finally, if more than one destination is included, there is a chance of include all destinations, which is impossible to do. As a result, this study decided to select one destination as the research framework after consulting experts. As a result, the empirical literature in destination branding suggests that choosing one specific destination as the research context is the trend. Several factors in this study identified Kashmir as an appropriate study. For beginners, Kashmir has distinct qualities that set it apart from its competition. Despite its position in northern India, Kashmir's existence and rich heritage give it a unique and fascinating identity that deserves to be explored. The hospitable locals and accommodations make it a one-of-a-kind vacation destination. Kashmir is a unique destination brand due to its changeable weather and Kashmiri accent.

Similarly, Kashmir offers enormous potential for future tourism development, as the local government has made significant efforts to promote tourism development in Kashmir. Specifically, the government of J&K wants to raise the tourism industry's contribution in the state's GDP. As a result, the J&K government has developed a number of policies and tactics to promote Kashmir as a tourist destination. Kashmir has obtained tremendous success within global tourist market competition from 1951 to 1989 with a growth rate of 8% per annum which makes it a good example for other destinations to learn from it, but unfortunately the conflict that exists since 1989 to as on date 2022 has demeaned the image of Kashmir drastically (Shah and Wani,2014). Conflict is literally a clash that exists in number of forms as atrocities, riots, killings, violence, militancy, terrorism, insurgency etc. Such key words have been recognised for content analysis. The presence of conflict at a tourist destination Kashmir affects tourism influx of a destination and has its grave repercussions on the destination because tourists are peace lovers and conflict haters (Shah and Wani, 2014). Biased media is a style of journalism in which stories are presented in such a way as to provoke public interest or excitement at the expense of accuracy. It is apparent from (Hunt, 2014) that biased media is also referred yellow journalism. This study is based on the past literature of terrorism and biased media where in at least 28 papers were selected (secondary source) and reviewed systematically based

on certain important words of **terrorism** (atrocities, violence, riots, killings, kidnapping, terrorism etc.) and **biased media** (offline biased media, e-biased media, fake news, eye catching videos, fake audios, fake cosmic strips etc.). However, the Kashmir has faced severe political turmoil, terrorism and social uproar since 1989. Though the situation is conducive now, but major national level news agencies of India are displaying fake news about Kashmir which has jerked its tourism sector and reduced its annual tourist arrivals (Dar and Islam, 2018). Current study is an effort to study the influence of terrorism and biased media on TDM in the Valley. Moreover, the evaluation of terrorism and biased media in light of current situation of conflict started from 1989 to present (Shah and Wani, 2014) in the Valley is also being studied.

3.6 Inductive Content Analysis

Inductive content analysis is qualitative small scale and simple method of analysis wherein the secondary data collected from books, journals, reports, magazines, published and unpublished data is analyzed for solid outcome. In this method of analysis, data is categorized from sub- categories. Similarly the repetition and repeated words, sub categories and categories are merged for solid outcome. It is the method wherein specific concept is generalized with the help of authentications from the literature.

The study 1 is being carried out for the following reasons: 1) Content analysis is a method for examining and analysing textual material to handle "not only manifest content, but also themes and the basic ideas present in texts as primary content" (Drisko & Maschi, 2015). Study 1 was created with the practical objective of determining possible characteristics of Kashmir tourism during the conflict period. 2) When the previous literature on the phenomenon is divided, content analysis is frequently applied (Assarroudi, et al., 2018). The inductive technique is recommended if there is not enough previous knowledge about the phenomena or if this knowledge is divided' (Elo & Kyngäs, 2008). In this study, divided data from earlier literature was found, but it was insufficient to establish core themes that distinctively reflect Kashmir's characteristics.

3.7 Refining of Data for Content Analysis

In qualitative studies data saturation is a useful technique to validate the quality as well as abundance of data collected (‘Walker, 2012’). In current research, the searching technique as Systematic Mapping Study (Cloud-Based Bibliometric Analysis Service) has been availed to fetch the most appropriate research papers, articles, reports and magazines etc. on conflict and Kashmir tourism in order to validate the research outcome. This technique assisted to extract the research papers of study variables means to analyse the earlier research papers that are most appropriate to the study concerned and that data has been processed by the tool called NAILS (Network Analysis Interface for Literature Studies). Later on, statistical and social network analysis has been performed on the cited and published data available for download. In this analysis seven essential variables viz, Authors, keywords, Publication forum, Cited and Type of articles etc. has been focused. When study data has been downloaded from source and uploaded in NAILS through a web interface called HAMMER than the duplicate data pertained to study are expelled out and provided the most appropriate, ready and relevant study data for review and Inductive content analysis. This tertiary method included collecting the journals and documents of different organizations related to conflict and tourism of Kashmir. For

Table 3.2: Sampling design structure

Sampling Design	Qualitative	Quantitative
Sampling Technique	Convenience Sampling (NPS)	Simple Random Sampling (PS)
Sampling Extent	Kashmir Valley	Kashmir Valley
Sample Size	28 quality Scopus papers from 2009 to 2021	Travel Agencies 108 as per Krechie and Morgan Table, 1970.
Sample Frame	List of Research Papers for review from 2009 to 2021	Total population 150 in force travel agencies as per DT Kashmir

quantitative data collection, simple random sampling technique was used to select and distribute the questionnaires among the respondents. The respondents from Kashmir were travel agencies (N=108). Total sample size consisted of 108 travel agencies selected from Kashmir (Hair et al., 2017).

3.8 Data Collection Instruments

Different data collection methods were availed in this study viz, Questionnaires and survey for quantitative research. Likewise, research papers, thesis, reports etc. for Qualitative research. Data is collected from relevant research papers through extensive literature scanning for study 1. In this study, different research papers have been downloaded from quality journals, magazines, reports, thesis, published and unpublished resources etc.

For study 2, the data has been collected by close ended questionnaire, the questionnaires were developed by exploring the themes from the in-depth interviews and other scales available from the previous literature. The variables under the constructs were then modified in order to match with the context of the study in hand. After adapting of variables, the questionnaire was designed and that questionnaire was sent for content and face validity. Questionnaire is composed of two sections viz, section-I is demographics of respondents and section-II is about Innovative strategies by travel agencies in Kashmir, and this section is further divided into three parts viz, DRS (Destination re-branding Strategies), IR (Image Recovery) and STD (Sustainable tourism development). Later on, face validity was verified by the academicians and concerned experts, furthermore, reliability was checked by pilot study.

3.9 Data Analysis

The data is analysed to find answers to questions of research from this study. The very first and basic question was exploring the strategies used by travel agencies and tour operators during preparedness and recovery of image in the phase of conflict, and to develop the strategies for refining the image of destination. The researchers used qualitative analysis to explore these strategies for the study 1. In this study 1, different techniques have been used to confirm the results. Manual data coding has been implemented for valid outcome and inference. Data coding, which is an integral part of data analysis, was performed for identifying the common themes in the study. The coding helped to generate themes in the raw data by way of organising, communicating, connecting and making sense of data. The coding was done manually and data was sorted to envisage

the associations among the data sources. It includes the case study code book which comprises of data codes, descriptions, and frequency of theme.

Table 3.3: Procedure of study 1

S.No.	Study / Objective	Procedure of Study
1	Study 1	The extent literature on crises preparedness and image recovery was thoroughly reviewed.
2	Study 1	Notes were journalized from documents like conflict studies, crisis management, communication plans and training procedures etc.
3	Study 1	Different documentary and videos that were keenly watched and were generated many concepts.
4	Study 1	Coding, data organisation as the process of sub categories and categories of themes were carried out in the light of strategies identified during literature review and themes identified in the conceptual framework.
5	Study 1	Based on the data organisation, coding of data, segmentation of data into sub category and categories, drafted report was prepared highlighting the research findings.

For study 2, the data collected through self-structured questionnaire was analysed by using the Confirmatory Factor Analysis and Structural Equation Modelling was used to investigate the relationship as well as impact and influence between destination re-branding strategies, brand image, image recovery and sustainable tourism development as framed in the conceptual model of study.

Table 3.4: Research technique structure

S. No.	Context	Method	Analysis Tools
1	Data Analysis	Qualitative Study	Content Analysis
2	Data Analysis	Quantitative Study	Factor Analysis via SEM

3.10 Reliability and Validity

The tests for reliability included Cronbach's alpha test while the techniques for validity included construct validity, face validity, convergent validity etc. A brief discussion of each test is presented in chapter 4.

In the case of qualitative research, the study protocols have been recommended by various researchers to test the reliability and validity (Yin, 2014). In the present study,

the same protocols have been employed. It was ensured through every step of data collection, data analysis, and reporting on research findings and conclusions. Results of study documents were validated by checking process. It is a process which ensures the accurateness of study documents (Harper & Cole, 2012) and the possibility of making a wrong interpretation becomes small. Validity in a qualitative research is done to avoid the imperfect processes and personal biases. In the present study bracketing techniques is used to identify the preconceptions in order to avoid biasness. Moreover, credibility, transferability, and conformability standards were used to ensure the validity of research. Credibility of the study was maintained by spotting and describing the suitable study participants and eventually finding the results from their perspectives. According to (Paraskevas and Altinay, 2013), appropriate study participants include people who are knowledgeable and competent. Travel agencies contributed to the study by providing their experience, knowledge, and other information connected to conflict and crisis preparedness is identified in the context of this study. Choosing the right participant helps to retain the participant's credibility in terms of the data he or she shares. When it came to interchangeability, it was maintained by reaching saturation. It ensures that research undertaken in one area is applicable in other ones (Polit & Beck, 2012). While writing the final draft of the questionnaire, the transferability, is another crucial part of consistency that was ensured by verifying the study's weaknesses.

3.11 Normality of Data

The skewness and kurtosis values for all the three constructs - Destination re-branding Strategies, image recovery and sustainable tourism development had fallen in between -2 to +2. The skewness value for destination re-branding strategies was found to be 1.78 and kurtosis value as -1.34. The skewness value for image recovery was found to be 1.66 and kurtosis value as -1.38. Also skewness value for sustainable tourism development was found to be 0.39 and kurtosis value as -1.62. If the normality values of skewness & kurtosis are in between -2 to +2 then the data collected is said to be normal (George & Mallery, 2010). Therefore the data were normal and fit for applying any parametric test.

Table 3.5: Normality of data

S. No	Factors of Study	Skewness Value	Range	Kurtosis Value
1	Destination re-branding strategies	1.78	-2 to +2	-1.34
2	Image recovery	1.66	-2 to +2	-1.38
3	Sustainable tourism development	0.39	-2 to +2	-1.62.

Chapter 4

Data Analysis

Data analysis is the act of analysing, cleansing, manipulating, and modelling data in order to find relevant information, draw conclusions, and aid decision-making (Brown, 2014). This chapter is comprised of two phases of study viz, Study 1 wherein objective 1 is examined by Qualitative analysis (Inductive content analysis) and Study 2 wherein objective 2, 3 and 4 are examined by quantitative analysis through SEM. Results and findings of both the studies are sequentially summarized in this chapter

4.1 Pilot Study

The pilot study was conducted to test the validity and reliability of the research instrument and necessary changes were made after the outcome of the pilot study. The pilot study was done to establish the content and face validity. For face validity, the questionnaire was sent to different stakeholders like industry experts, scholars and tourism faculty for the effectiveness of the questions. The content validity was established through peer review. In the current study, reliability of the data was ensured through the Cronbach α test. More specifically, Cronbach (α) was analysed/ applied using SPSS, to test the reliability of the survey scale. The α value of 0.70 is the least adequate standard for demonstrating internal reliability.

A random sample of 20 travel agencies were selected for the pilot study. The main objectives of this pilot-test were as below:

- To ensure that the item wordings were understandable and appropriate for the

range of occupations within the given context,

- To incorporate any useful feedback from the respondents,
- To estimate the time required for completion of the questionnaire, and
- To assess preliminary scale reliabilities and validities.

On analysing validity and reliability statistics of the pilot study, most of the items of the original scale were retained since these met their threshold values. However, some were modified and some deleted as per the requirements of the study. Therefore, the final scale had 21 items with higher Cronbach's α values for some of the factors. Also, the items with corrected item-total correlation lower than 0.30 were not included in the final scale as suggested by Cristobal et al. (2007).

The Cronbach's (α) for all the 21 items of the study was calculated between 0.8-0.9, which gives a cue to the constructs (items) consistency and reliability for further research process.

4.2 Sampling

4.2.1 Sample Selection

The study mainly focused on the impact of destination branding strategies adopted by travel agencies in Kashmir Valley on image recovery and sustainable tourism development of Kashmir valley. To ascertain authenticity of representation of respondents in survey, the information was collected from the registered travel agencies listed under DTK (Directorate of Tourism Kashmir), a total of 108 travel agencies spread across Jammu and Kashmir were taken in to consideration.

4.3 Reliability and Validity

The aspects of good measurement in terms of scales and the key to evaluating the truthfulness of study findings after collecting data are reliability and validity. The results must be trustworthy, the data must be dependable, and the measuring instruments, such as the Likerts-5-point scale questionnaire, must be valid. The consistency of results over

time and across settings is measured through reliability analysis. It has two dimensions: internal consistency and repeatability. The destination image items all evaluate the same basic concept of destination image, but in slightly different ways. The elements of sustainability should be substantially correlated. To determine reliability, Cronbach's α was used (Zikmund, 2003). Cronbach's α is a measure of the degree of inter-correlations between items (Churchill, 1995; Nunnally, 1978). The reliability in this study is explained as:

4.3.1 Face Reliability

It explains the content, language and level of understanding of questionnaire by the respondents for all the variables in the questionnaire, which has been checked by different stakeholders like industry experts, scholars and tourism faculty for the effectiveness of the questions. Majority of stakeholders of industry have provided the green signal for collection of data and have recommended some minor changes in the language of questionnaire. Overall effectiveness of questionnaire has been emphasized by the stakeholders.

4.3.2 Overall Reliability

It explains the characteristics of relying on the measurement scale for all variables in the questionnaire, which is explained by Cronbach's α , for which the calculated value is 0.91, which is greater than 0.5, indicating that the data collected and the scales used are reliable.

4.3.3 Split Half Reliability

In Split Half reliability, all the variables are divided into two categories that Odd and Even on the basis of their serial numbers, and then the Cronbach's α is again calculated in which the value again comes out more than desired value of 0.5 which is 0.700 and 0.666 respectively, that signifies its reliability.

4.3.4 Validity

The purpose of validity analysis is to measure the accuracy of what we intend to measure. There are different types of validity including face/content validity (Zikmund, 2003). Face/content validity was confirmed by students of Tourism Studies, CUK faculty members and Post-graduate students as well as the faculty from Jamia Islamia University. The data analysis part of this study explains the extent of reliability and validity of the data.

Table 4.1: Case Processing Summary

Cases	No. of Respondents	Percentage
Valid	20	100.0
Excluded	0	0
Total	20	100.0

Table 4.2: Reliability Statistics

Cronbach's Alpha (α)	Number of Items
.910	21

Table 4.3: Item Statistics

Item	Mean	Standard Deviation	No. of Respondents
DRS1	3.0000	1.33771	20
DRS3	2.9000	1.20961	20
DRS4	3.0000	1.21395	20
DRS5	3.2000	1.10501	20
DRS6	3.3000	1.30182	20
DRS7	2.9500	1.35627	20
DRS8	3.3000	1.52523	20
IR1	3.0500	1.14593	20
IR2	3.3500	1.26803	20
IR3	3.0000	1.48678	20
IR4	3.4000	1.50088	20
IR5	3.6000	1.39170	20
IR7	3.8500	1.13671	20
IR8	3.8000	1.39925	20
STD1	3.2000	1.32188	20
STD4	3.7000	1.26074	20
STD6	2.9500	1.27630	20
STD7	3.1000	1.44732	20
STD8	3.0000	1.41421	20
STD9	3.4000	1.39170	20
STD10	3.3000	1.34164	20

Table 4.4: Item-Total Statistics

Variable	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's α if Item Deleted
DRS1	88.3500	352.661	.574	.905
DRS3	88.4500	365.103	.362	.909
DRS4	88.3500	370.239	.248	.911
DRS5	88.1500	354.766	.656	.905
DRS6	88.0500	350.576	.636	.904
DRS7	88.4000	358.358	.450	.908
DRS8	88.0500	361.734	.331	.910
IR1	88.3000	365.274	.381	.909
IR2	88.0000	352.421	.615	.905
IR3	88.3500	358.976	.392	.909
IR4	87.9500	338.050	.779	.901
IR5	87.7500	361.039	.384	.909
IR7	87.5000	355.105	.628	.905
IR8	87.5500	355.103	.497	.907
STD1	88.1500	359.608	.438	.908
STD4	87.6500	349.608	.681	.904
STD6	88.4000	365.095	.340	.910
STD7	88.2500	364.408	.304	.911
STD8	88.3500	344.134	.708	.903
STD9	87.9500	372.050	.173	.913
STD10	88.0500	360.471	.413	.908

Table 4.5: Scale Statistics

Mean	Variance	Standard Deviation	Number of Items
91.3500	383.292	19.57785	21

Table 4.6: Reliability of Pilot Study

S. No.	Dimensions	Number of Items	Cronbach's Alpha α
1	DRS	07	0.744
2	IR	07	0.826
3	STD	07	0.843
4	Overall scale	21	0.910

A questionnaire is a type of research tool used to collect data from respondents for a survey or statistical analysis. It consists of a set of questions (or other forms of statements). Typically, a research questionnaire will have both closed-ended and open-ended questions. Long-term, open-ended inquiries provide the respondent the chance to go into more detail. The Statistical Society of London created the Research questionnaire in 1838.

Study questionnaire is comprised of three constructs viz, DRS:-Destination re-branding strategies, IR: - Image recovery, and STD: - Sustainable tourism development spread over 21 questions/statements/variables. All the constructs are summarised with number of variables or statements as DRS (Destination re-branding strategies) is comprised of 7 variables or questions viz, DRS 1 to DRS 8 where in indicating variable DRS 2 has been omitted as it was not associated with goodness of fit model. Likewise, IR (Image recovery) construct is comprised of 7 variables or questions viz, IR 1 to IR 8 wherein IR 6 has been omitted as it was not associated with goodness of fit model. Similarly, sustainable tourism development is comprised of 7 variables viz, STD 1 to STD 12 where in indicating variables STD 2, 3,5,11 and 12 has been omitted as their association with goodness of fit model was not within the established range. Data has been analysed separately for each construct and each variable of study. The overall scale reliability as per analysis calculated via AMOS is 0.91 that indicates that the internal consistency reliability of questionnaire is 91 %.

4.4 Qualitative Analysis (Study 1)

Qualitative research is that form of analysis which is used to collect and analyze non-numerical (descriptive) data in order to comprehend people's attitudes, beliefs, and motivations in relation to their social reality. In-depth interviews, focus groups, or observations are frequently used in this kind of study to gather information that is rich in context and detail. To investigate wide variety of problems or to learn more about people's viewpoints and experiences on a certain subject, qualitative research is frequently used. It is especially helpful for academics who wish to comprehend the meaning that

individuals attribute to their experiences or who want to identify the fundamental causes of people's conduct.

In study 1, more than 104 words were developed and validated by researcher in the area before entering into the next level of data analysis, including frequency analysis, keywords grouping, and inductive content analysis. Subcategories for each of these words have been established. It was consequently used to extract relevant terms from the content data using the frequency analysis technique in this study. Sixty two relevant keywords that appeared at least ten times (threshold for a minimum co-occurrences) during the frequency analysis were ultimately retained since they were closely related to Kashmir tourism and the sensitivity of conflict in Kashmir. Mostly nouns, verbs, and descriptive words form the bulk of this list (i.e., adjectives and adverbs). Critical clustering of the sixty two keywords was done based on how closely they relate to Kashmir tourism and conflict sensitivity in Kashmir, as well as previous research into destination attributes (e.g., Stepchenkova et al., 2009; Sun et al., 2015). After that, inductive content analysis was applied (Barreda & Bilgihan, 2013). Sub-themes connected to Kashmir's attribute were categorised from the original textual data, which was re-evaluated. Following that, each theme's internal and hierarchical relationships were addressed separately (Barreda & Bilgihan, 2013).

Conducting a keyword analysis in this research, it offered numerous advantages. The first advantage is that at a macro-level, it allows the researcher to concentrate on the many features of Kashmir. This summative study also provides an overall and detailed picture of the keywords used to describe Kashmir tourism and grounds for unrest in the region, both of which can be quite useful. Since the study objective and literature review required a careful examination of textual material, keywords with similar meaning were used to search through the data. This study of keywords serves as the foundation meaningful data interpretation (Hsieh & Shannon, 2005).

1. Theme 1 for Study 1: Pre-conflict tourism and situation at Kashmir valley

Kashmir is called paradise on earth but this heaven has demeaned means it has

Table 4.7: Emerged categories for theme generation

S. No.	Categories	Relevant Words
1.	Kashmir Tourism activities	Adventure, riding, ice-skating, climbing, singing, hiking, shows, canoeing, paddles, soccer, rafting, strolling, Hunting, yachts, swimming, tennis, picnics, sunbathing,
2.	Clash	Disagreement, friction, struggle, antagonism, antipathy, ill will, bad blood, hostility, falling-out, disputation conflict, conflict, altercation, shouting match, exchange war of words, scuffle, ruckus, affray, wrangle, tangle passage of/at arms, war epic, quarrel, etc..
3.	Insurgency	Atrocities, violence, riots, killings, kidnapping, terrorism, militancy, outlaws, killers, peace disturbers, curfews etc.
4.	Sensationalism	Offline biased media, e-biased media, fake news, eye catching videos, fake audios, fake cosmic strips, biased media, unprofessional journalism, wrongful TRP etc.

been labeled hell by the conflict sensitivity. Before 1989 or since 1951 to 1989, Kashmir valley was having high potential of tourism influx. Extensive literature review exhibits that there was a growth rate of 8% per annum in tourism influx at Kashmir before existence of militancy, insurgency and unprofessional journalism. However political instability in the Kashmir valley during the period 1989 to 1995 has resulted negative tourist influx.

2. Theme 2 for Study 1: Tourism influx in on-going and Post-Conflict scenario at Kashmir

These keywords demonstrate that Kashmir Valley is the conflict sensitive destination since 1989 to as on date but from last few years the intensity of conflict has diminished. This conflict literally means Clash has different faces and ways as **insurgency** (atrocities, violence, riots, killings, kidnapping, terrorism, militancy, outlaws, killers, peace disturbers etc.), **sensationalism** (offline biased media, e-biased media, fake news, eye catching videos, fake audios, fake cosmic strips, biased media, unprofessional journalism, wrongful TRP etc.). All such menaces have destroyed the image of Kashmir across the globe since 1989 to as on date but presently the influx of tourism is increasing by adopting new and emerged strategies by the

government of UT.

3. Theme 3 for Study 1: Insurgency activities at Kashmir

During past two decades, 2000 to 2020 AD, several minor and major violent and terror incidents (Table 4.9) happened in the Valley. Several militant attacks happened on the security forces and governmental establishments which resulted in number of protests on roads and disappointment among locals and tourists. Even the Valley faced one of the longest curfews of the world. Number of innocent people and tourists became victim of Kashmir insurgency (Wani and Shah, 2014).

4. Theme 4 for Study 1: Yellow journalism in Kashmir

Yellow Journalism in Kashmir is editorial tactic in nature and emotionally loaded impressions of events are framed in order to manipulate the truth and exaggerate the mobs. This type of Sensationalism results the distortion among the people, particularly news readers and tourists, all are being misled by such exaggerated messages. Much news has been interlinked with the Kashmir by international media as summarized below. No doubt there was disturbance in peace in the Valley due to some occasional unsolicited incidents but media make a mountain out of a molehill the news at national level.

5. Theme 5 for Study 1: Connotation between Terrorism and Yellow Journalism

Terrorism and Yellow Journalism are two parallel variables that influence the tourist decision making negatively by their activities. Yellow Journalism is more harmful than terrorism because the activities of yellow journalism means the communication of exaggerated news is broadcasted and circulated in less span of time across the globe, that spread the rumors quickly (Hunt, 2014) but the activities of terrorism are limited to the societies where they exist and its influence is restricted to its vicinity till it is circulated either by any news channel or print media.

Results of study 1 state that Insurgency and sensationalism are two parallel variables that affect TDM undesirably (Dar and Najjar, 2022). In Kashmir Valley, dominance and competence of national news agency is mostly grabbed by sensationalism. This im-

Table 4.8: Qualitative Analysis (Study 1)

S.No.	Study	Type of Study	Theme / Category	Title of Theme
1	First	Qualitative	1st	Pre-conflict tourism and situation at Kashmir valley
2	First	Qualitative	2nd	Tourism influx in on-going and Post-Conflict scenario at Kashmir
3	First	Qualitative	3rd	Insurgency activities at Kashmir
4	First	Qualitative	4th	Yellow journalism in Kashmir
5	First	Qualitative	5th	Connotation between Terrorism and Yellow Journalism

pacts domestic tourism negatively because of miss-trust, disappointments and avoidance is generated in the minds of tourists, apathy stuck in their heart and outcome emerges as *de-facto* decision making of tourists. In Kashmir destination, majority of insurgency incidents happen in remote areas but unfortunately sensationalized media wrongly targets whole Kashmir for their self-interest and defames the image of Kashmir (Dar and Najar, 2022). Sensationalism is more harmful than insurgency because the activities of sensationalism means the communication of exaggerated news is broadcasted and circulated in less span of time across the globe, that spread the rumors quickly (Hunt, 2014) but the activities of insurgency are limited to the societies where they exist and their impact is restricted to its vicinity till it is circulated by media.

Table 4.9: Conflicts and incidents

Year	Incidents of Insurgency at Kashmir Valley
2010	Civil riots in Kashmir against innocents civilian killings.
2011	Total 12 militants and army officer killed in Bandipora near LOC on August 20.
2012	5 militants killed by security personals on 01/10/2012
2013	On 13 March 2013 attack on CRPF camp at Bemina.
2014	Multiple attacks on 5 December 2014 in the Kashmir division.
2016	The 2016 unrest in whole Kashmir over killing of Burhan Rebellion.
2017	On 10 July 2017, eight Amarnath pilgrims got killed.
2018	Sunjwani Attack 4 soldiers killed and 4 terrorist neutralized.
2019	On 14 February 2019 major attack of army convoy at Pulwama where 44 soldiers killed.
2020	Out of 24 militants killed in Kashmir, 21 were local.

Sources: Directorate of Tourism Kashmir, 2020; Shah and Wani, 2013; Ganie, A.H., 2018.

4.5 Quantitative Analysis (Study 2)

The quantitative research is used to quantify the data collection and processing process. It is based on a deductive method that emphasizes the validation of hypothesis and is influenced by positivist and empiricist theories. The creation and application of mathematical ideas, models, and hypotheses relevant to phenomena is the goal of quantitative

research. Because it establishes the essential link between empirical observation and the mathematical articulation of quantitative connections.

Study 2 is comprised of three objectives. During the process of analysis three factors with 21 indicator variables or items have been identified, checked, verified and validated for research instrument through updated and present research techniques. Data of study has been collected from the respondents i.e., travel agencies, who has responded the questionnaire either online via google form or offline by filling the questionnaire from 16th Nov 2021 to 4th April 2022. The software SPSS 26.0 and SPSS AMOS were applied during the preliminary statistical analysis to test the measurement model. This data analysis is applicable to second phase (Study 2), which is classified by three sections as Section 1 for objective 2, Section 2 for objective 3, Section 3 for objective 4. All these objectives are separated important for concrete outcome of study. SEM has been applied for this analysis where in, structural equation modeling is usually a two stage process. In the first stage, the measurement model is constructed and validated by the means of CFA, while in the second stage the design of the whole structural model is completed by adding the structural part of model and appropriately validating the entire model structure.

In this study findings are elaborated into two parts. First part of findings deals with the demographic results wherein breakdown of sample size has taken place in accordance with demographic features of respondents. Second part is further divided into two sub-sections. In its first sub-section, the measurement model is constructed and validated by the means of conformity factor analysis, while in the second sub-section, the design of the whole structural model is completed by adding the structural part of model and appropriately validating the entire model structure.

4.6 Part I of Study Instrument (Quantitative)

4.6.1 Demographic breakdown of sample size

Kashmir tourism is based on different stakeholders viz, Local people means host community, travel agencies, tour operators, hoteliers, industrialists, tour guides, tourism corpo-

Table 4.10: Demographic Results

S. NO.	Demographics	Frequency	Percentage
1	Years of Operation as Travel Agency		
1.1	Up to 10	95	88%
1.2	11-20	11	10.2%
1.3	21-30	2	1.8%
1.4	31-40	0	0%
1.5	41 & above	0	0%
2	Type of Travel Agency		
2.1	Government	2	1.9%
2.2	Semi-Government	5	4.6%
2.3	Private	101	93.5%
3	Travel specialization		
3.1	Leisure	15	13.8%
3.2	Adventure	16	14.9%
3.3	Business	67	62.1%
3.4	Religious	7	6.5%
3.5	Others	3	2.7%
4	Affiliation with		
4.1	Ministry of Tourism, Govt. of India	8	7.40%
4.2	Ministry of Tourism, Govt. of Jammu and Kashmir	91	84.3%
4.3	IATA	4	3.7%
4.4	TAAI	3	2.8%
4.5	Others	2	1.85%
5	Number of employees		
5.1	Up to 5	86	79.6%
5.2	6-10	16	14.8%
5.3	11-15	4	3.7%
5.4	16-20	1	0.9
5.5	21-25	0	0%
5.6	26 & Above	1	0.9
6	Approximate Annual turnover in INR		
6.1	Up to 50 Lacs	37	34.3%
6.2	51 Lacs- 1.0 Crore	6	5.6%
6.3	1.0 Crore – 1.5 Crore	1	0.9%
6.4	1.5 Crore – 2.0 Crore	2	1.9%
6.5	Above 2.0 Crore	1	0.9%
6.6	Prefer not to Say	61	56.5%

rations etc. All the stakeholders are separately important for the development of tourism sector in Kashmir. Current study is based on the travel agencies, private players of tourism industry. Travel agencies are here respondents and their demographic characters have been analysed individually. Demographics of study are summarised in the form of operation tenure of travel agency, type of travel agency whether it is government, private or semi-government. In addition, their travel specialization is classified into leisure, adventure, business, religious and others. Others here means SIT (special interest tourism), air ticketing etc. Furthermore their affiliation with ministry of tourism GOI and J&K, affiliation with IATA (International Air Transport Association), TAAI (Travel Agents Association of India) etc. is another demographic character of travel agencies of Kashmir valley. Likewise employee strength and annual turnover are additional demographics of study.

Study II has 108 sample size as per Krechie and Morgan table, 1970. Breakdown of sample size as per perception of respondents is summarised in the table 4.10, wherein, it is inferred that 88% travel agencies who responded, the indicators of study, are functioning from last 10 years in the tourism market of Kashmir. Similarly the majority of respondent travel agencies are private with the maximum share of 93.5% along with 62.1% share for focussing towards business type specialization.

Moreover, it is obvious that all such travel agencies are functioning in Kashmir Valley and their affiliation was always expected with the ministry of tourism Government of J&K. After analysis, it was found that 84.3% respondent travel agencies are directly affiliated with Govt. of Jammu and Kashmir and rest are affiliated with GOI, IATA and TAAI etc. Majority of travel agencies are private, and are running their business since last 10 years. Hence their business strength is not as much to those travel agencies who are functioning in this business more than 10 years. Similarly, analysis exhibited that all the majority of such respondent travel agencies in Kashmir are having the employee strength not more than five. Eventually, it is advent from the results that the majority of travel agencies, i.e., 56.5% have not revealed their annual turnover due to some unavoidable circumstances but only 43.5% have revealed their annual turnover starting from rupees

one to two crores above.

4.7 Part II of Study Instrument (Quantitative)

4.7.1 Results of Innovative strategies by travel agencies in Kashmir

Second part of study II is further divided into two sub-sections. In its first sub-section, the measurement model is constructed and validated by the means of conformity factor analysis, while in the second sub-section, the design of the whole structural model is completed by adding the structural part of model and appropriately validating the entire model structure.

EFA was used to improve and to outline the variables for innovative and availed strategies adopted by travel agencies in Kashmir, so that factors of study are extracted for analyzing the relation to each other (Costello & Osborne (2005)). Rotational study was conducted in order to correlate the factors. Later on, factor loading with equal to 0.71 or above are recognized for exploratory factor analysis.

There were 28 indicating variables of study wherein seven variables were excluded for goodness of fit model. Excluded seven variables are DRS2 (We use ambassadors for re-branding the Kashmir as a tourist destination), IR6 (We invite national level tour operators to witness destination security atmosphere in order to include Kashmir in their travel itineraries) and STD2 (Destination re-branding allows us to integrate tourism into sustainable planning in Kashmir), STD3 (Our re-branding strategies ensure sustainable income flow for local people), STD5(Our re-branding strategies ensure sustainable local economies), STD11(We promote awareness of cultural heritage sustainability among local community), STD12(We ensure recognition of cultural heritage of Kashmir among tourists for sustainable travel practices). All these seven variables have been obliterated from the list of items as their average factor loading are not within the feasible range as per rule of thumb.

Now the identified three factors/constructs viz DRS (Destination re-branding strategies), IR (Image recovery), and STD (Sustainable tourism development) are overall as-

sessed with 21 indicating variables with average extracted shared variance of 0.598%. Factor 1 DRS is adjusted with seven indicating variables having factor loading ranging from 0.75% to 0.82%. Similarly the factor loading for factor IR ranges from 0.71% to 0.81% and for factor STD it ranges from 0.73% to 0.79%. Hence the calculated results exhibit that there is enough average variance extract of each factor from its indicating variables as per rule of thumb. Rule of thumb in SEM approach clarifies that there is sufficient variance of factor/construct from its corresponding variables/items when the factor loading is above or equal to 0.70% (Pett, et al., 2003).

Table 4.11: Convergent and Discriminant Reliability

Indicating Variables	Leads towards	Factor/Construct	Estimate
DRS3	←	DRS	.756
DRS4	←	DRS	.752
DRS5	←	DRS	.782
DRS6	←	DRS	.762
DRS7	←	DRS	.795
STD4	←	STD	.758
STD6	←	STD	.732
STD7	←	STD	.784
STD8	←	STD	.786
STD9	←	STD	.796
IR2	←	IR	.767
IR3	←	IR	.779
IR4	←	IR	.791
IR5	←	IR	.712
IR7	←	IR	.779
DRS8	←	DRS	.829
DRS1	←	DRS	.776
STD1	←	STD	.753
STD10	←	STD	.788
IR8	←	IR	.735
IR1	←	IR	.818

4.8 The Convergent and Discriminant Validity and Reliability

The maximum and average shared variances are MSV and ASV, respectively. Both of these methods are used to test discriminant validity. The average squared correlation coefficients between latent constructs are called ASV. The overall amount of variance in the indicators accounted for by the latent construct is called AVE (Hair et al., 1992).

When the average variance extracted (AVE) is greater than the maximum shared squared variance (MSV) or average shared squared variance (ASSV), discriminant validity is obtained (ASV). AVE should be equal to or greater than 0.50 and lower than CR for convergent validity. To put it another way, the construct should explain more variance than measurement error and cross-loadings.

When measures of constructs that should not be highly related to each other are found to be unrelated to each other, evidence for discriminant validity is offered. The phrase "discriminant validity" comes from validity theory that emphasizes the notion (e.g., Cronbach & Meehl, 1955). Convergent and discriminant validities are evidence for concept validity in the Trinitarian method to validity (Hubley & Zumbo, 1996). Discriminant validity evidence's purpose is to be able to distinguish between measures of distinct constructs.

In this study the AVE is greater than MSV, hence discriminate validity is achieved because the discriminate validity is evidenced by showing constructive measures that should not be highly related in theory. Therefore all the factors of study as Destination re-branding strategies, Image recovery and Sustainable tourism development along with indicators variables or items are separately unique in nature and character for the validity of this study. In addition, when Composite reliability (CR) is greater than .70, it is said that internal consistency of the factors, is indicative of good reliability. This study is based on three factors as Destination re-branding strategies, Image recovery and Sustainable tourism development along with indicator variables or items means 7 to 21 items and their internal consistency is more than 0.70. Hence composite reliability is good in existence in this study.

Table 4.12: Convergent and Discriminant Validity

Factors	Critical Ratio	Average Variance Extract	Maximum Shared Variance	IR	DRS	STD
IR	0.925	0.606	0.548	0.778		
DRS	0.911	0.562	0.548	0.740	0.750	
STD	0.953	0.628	0.533	0.617	0.730	0.792

4.9 Discussion

Structural equation model is divided into two sections: the measurement section and the structural section. Only the association between latent variables and their indicators is counted in the measurement model by CFA (Confirmatory factor analysis). The structural model takes into account the interdependence of variables. With the help of arrows, it depicts the path diagram of two variables. Structural equation modelling (SEM) is a type of statistical model that attempts to explain correlations between numerous variables. The structure of interrelationships expressed as a set of equations, similar to a system of multiple regression equations, is investigated for this purpose. All of the links between the constructs (dependent and independent factors) are involved in the analysis as shown by these equations. The factors/constructs are unobservable (latent) factors that can be represented by numerous variables, similar to factor analysis (Hair, et al., 2010).

The main origin of the SEM comes from two familiar multivariate techniques: factor analysis and multiple regression analysis. Thus, the SEM can be treated as a unique combination of both types of these techniques. From this point of view, SEM can be also concerned as a technique for the simultaneous estimation of the relations between the measured and latent variables (the measurement model), and the relations among the latent variables themselves (the structural model). SEM is a method which gains popularity because it combines the confirmatory factor analysis and the regression analysis (simultaneous equations models) in order to depict a variety of different relationships between the un-measurable latent factors.

Study 2 consists of three objectives comprised with different three factors that have been discriminately validated and these three latent factors are reflected with number of indicator variables. Factor 1 has 7 items/indicator variables, Factor 2 has 7 items/indicator variables, and Factor 3 has 7 items/indicator variables. Naturally, all the present factors can be also covariate-d among themselves. During EFA, many items and variables have been obsoleted as their factor loading mismatched for the structural model formation and does not remain fit for modelling as their convergent validity is not accrued

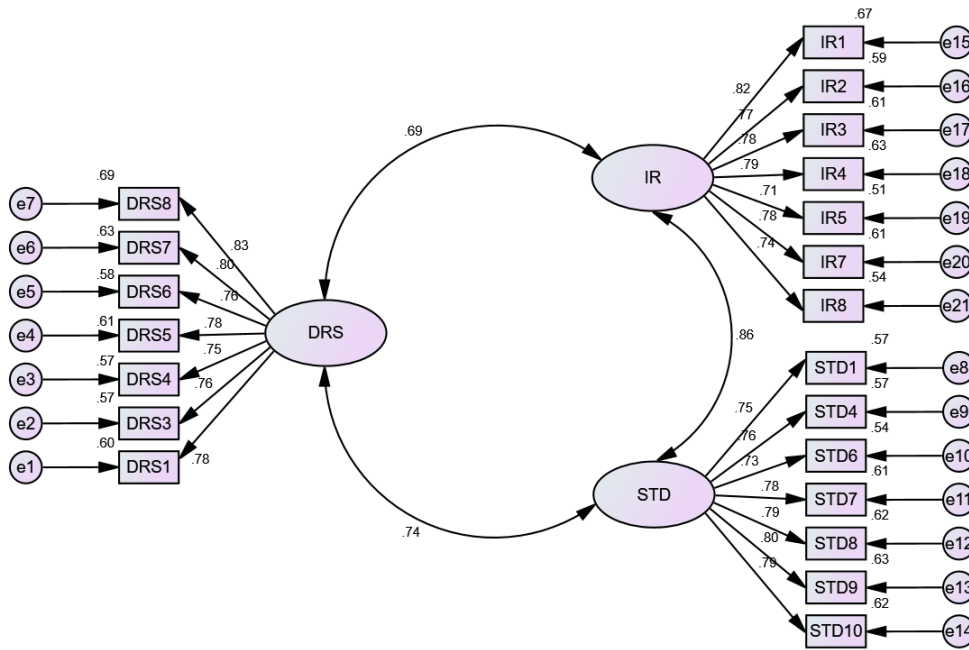


Figure 4.1: Covariance among study factors along with indicating variables

because their factor loading was below 0.50%.

To conduct a covariance and correlational analysis, this study used a SEM, which is an extension of regression analysis. Covariance measures the directional relationship of variables with each other and correlation measures the strength of relationship between the variables. Covariance is statistical instrument used to evaluate the mean values of two random variables who move together. This study examines the impact of destination re-branding strategies on Kashmir’s image recovery and sustainable tourism development. Statistical analyses were used to determine the function of the three factors (DRS, IR, and STD) in predicting the impact of destination re-branding techniques (independent factor) on the image recovery (dependent) and sustainable tourism development of Kashmir (dependent). A confirmatory approach was used to examine the measure’s interrelationships, and an Exploratory Factor Analysis was used to see if the constructs/factors were inter-correlated, and whether there is directional relationship (covariance) or positive strength of relationship (correlation). After EFA, it was found that few indicating variables and items of all three study factors are having less factor loading and failed to orient in the goodness of fit model structure, hence obsoleted from the study. Out of 28 variables/items, seven variables have been deleted, among obsoleted variables, five are

from sustainable tourism development and each from Destination re-branding strategies and Image recovery respectively, because their results from the structural model was low than the minimum feasible range of study. Now the total variables of study are 21 and structural model is exhibiting the corrective inference.

In terms of conceptual approach and empirical investigation into the influence of DRS on IR and STD, our work makes a theoretical contribution because it expands our understanding in the subject of destination re-branding techniques. It makes a theoretical contribution by providing a better understanding of innovative re-branding strategies to tourism stakeholders; and (ii) suggesting an integrated/ comprehensive method for the design and implementation of innovative re-branding strategies by travel agencies at all tourist attractions and destinations. The proposed framework offers an integrated approach to effectively analyse the extended process for developing re-branding strategies for destination growth toward sustainability.

Table 4.13: Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation
DRS1	109	1.00	5.00	4.1560	.99233
DRS3	109	1.00	5.00	4.1101	.86431
DRS4	109	1.00	5.00	4.1468	.83694
DRS5	109	1.00	5.00	4.1927	.89729
DRS6	109	1.00	5.00	4.2110	.82858
DRS7	109	1.00	5.00	4.0734	.97853
DRS8	109	1.00	5.00	4.1835	.92461
IR1	109	1.00	5.00	4.2202	.84281
IR2	109	1.00	5.00	4.2294	.95871
IR3	109	1.00	5.00	4.1651	.92810
IR4	109	1.00	5.00	4.2844	.90361
IR5	109	1.00	5.00	4.1651	1.02301
IR7	109	1.00	5.00	4.2018	.86901
IR8	109	1.00	5.00	4.1927	.88691
STD1	109	1.00	5.00	4.1009	.81587
STD4	109	1.00	5.00	4.1284	.87243
STD6	109	1.00	5.00	4.0459	.87544
STD7	109	1.00	5.00	4.1651	1.02301
STD8	109	1.00	5.00	4.0183	.96207
STD9	109	1.00	5.00	4.2018	.90041
STD10	109	1.00	5.00	4.0734	.88930
Valid N (list wise)	109				

Covariance is used to calculate the mean values of two random variables who move together. When DRS move up successfully at destination than the image of destination is

recovered and gets upgraded stance and infers positive covariance but when the influence of conflict is sudden, then DRS and their influence diminishes the recovery of image badly. It clarifies that the covariance exists in the study factors because two factors tend to be high or low at the same time means upward influence and downward influence among the factors of study takes place. This two directional approach of covariance among two factors viz DRS and IR results positive covariance up to 0.69% and likely 0.74% in between DRS and STD. Furthermore the positive covariance between IR and STD is 0.86%. Overall positive covariance calculated from study results is 0.76 % which is too high from the universal range of covariance for successful outcome. Hence the results of study clarify that joint variability is positive in current study because there is high value of covariance among the factors of study. Eventually it is obvious that covariance and its signs have the tendency to exhibit the linear relationship among the variables. At conclude, it is pertinent that innovative destination re-branding strategies adopted by travel agencies have positive impact towards the image recovery and sustainable tourism development and there is positive covariance among the study variables. Furthermore results declare that if conflict or any other menace happen at the destination, destination re-branding strategies adopted by travel agencies are highly effected and that influences the image of destination immensely and in turn degrades the sustainable tourism development.

4.10 CFA model with three latent factors and twenty one indicator variables

CFA can be used to perform a confirmatory test of our measurement theory, ensuring that our systematic representation of a conceptual factor model is consistent with the data reflected in observed variables. The measurement theory can be linked with structural theory to completely specify a SEM model, which will be described in greater detail in the following section. Here in this study CFA clarifies that the factors of study along with number of items or indicating variables are confirmed to be valid and suit the goodness of fit indices and the direction of all paths have been investigated. In investigation it was found that in this study the AVE is greater than MSV, hence discriminate validity is

achieved because the validity of the discrimination is evidenced by showing that constructive measures. Therefore all the factors of study as Destination re-branding strategies (DRS), Image recovery (IR) and Sustainable tourism development (STD) along with indicating variables or items are separately unique in nature and character for the validity of this study. In addition, when Composite reliability (CR) is greater than .70, it is said that internal consistency of the factors, is indicative of good reliability. In our study CR is more than 0.90 and confirms quality internal consistency among the factors of study. This study is based on three factors as Destination re-branding strategies, Image recovery and Sustainable tourism development along with indicating variables and their internal consistency is more than 0.90. Hence composite reliability is good in existence in this study which confirms that the factors / constructs and indicating variables of study suit perfect for the goodness of fit model.

Table 4.14: Regression Weights (Group number 1)

Variable	Direction	Factor	Estimate	S.E.	C.R.	P	Label
DRS3	←	DRS	.849	.102	8.320	***	
DRS4	←	DRS	.818	.099	8.269	***	
DRS5	←	DRS	.911	.105	8.661	***	
DRS6	←	DRS	.820	.098	8.396	***	
DRS7	←	DRS	1.010	.114	8.844	***	
STD4	←	STD	1.077	.133	8.088	***	
STD6	←	STD	1.044	.134	7.779	***	
STD7	←	STD	1.306	.155	8.403	***	
STD8	←	STD	1.231	.146	8.430	***	
STD9	←	STD	1.168	.136	8.558	***	
IR2	←	IR	1.066	.118	9.039	***	
IR3	←	IR	1.049	.113	9.249	***	
IR4	←	IR	1.036	.110	9.443	***	
IR5	←	IR	1.055	.129	8.177	***	
IR7	←	IR	.981	.106	9.236	***	
DRS8	←	DRS	.996	.107	9.311	***	
DRS1	←	DRS	1.000	.121	9.249	***	
STD1	←	STD	1.000	.136	9.039	***	
STD10	←	STD	1.141	.135	8.456	***	
IR8	←	IR	.945	.111	8.538	***	
IR1	←	IR	1.000				

The graphics in figures 4.2 and 4.3 explain the influence and impact between the two study factors. DRS is divided into seven indicator variables or items, and similarly STD is divided into seven indicators variables and there is positive 74% influence of destina-

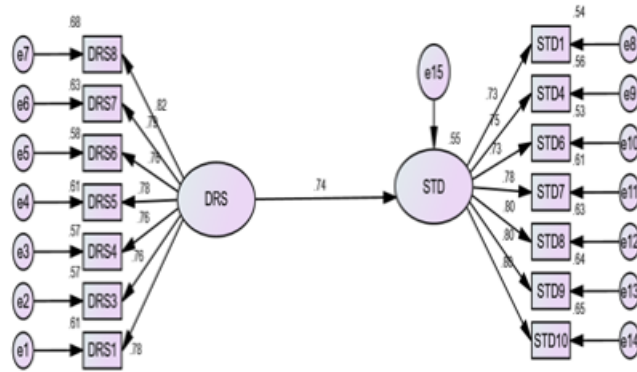


Figure 4.2: Factor analysis between DRS and STD

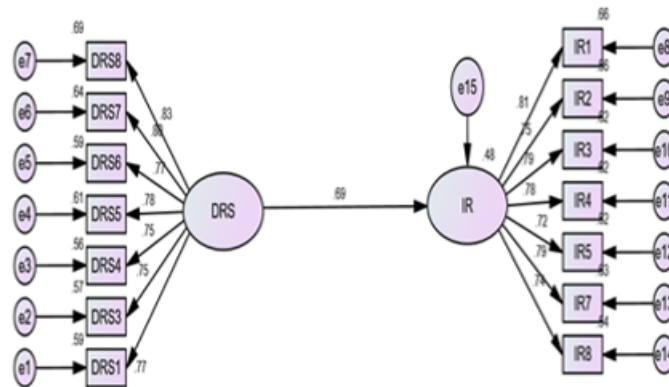


Figure 4.3: Factor analysis between DRS and IR

tion re-branding strategies on the sustainable tourism development because DRS leads positively towards STD and the average shared variance between the latent variables/factors is too high which infers above mentioned two factors are unique in their features individually. In addition, results illustrate that individual impact of indicating variables /items of DRS factor, is more than 60% on DRS (destination re-branding strategies) which validates the already established theories, concepts and strategies proposed by earlier researchers. Indicating variable of DRS are:-

DRS1 is “Logo and Tagline of Kashmir” (Kladou, et al., 2016). In this study, authors argued that tagline and logo contribute towards the development of destination by place branding via logo and tagline. This means DRS leads 0.78% towards DRS1 and there is high factor loading of DRS on DRS1. Study results confirm that there is growth of sustainable tourism development at destination by the tagline and logo of destination because the highlighted commitment of tagline or logo is served to tourists with quality approach. Therefore, whatever commitment is written in the logo and tagline at the destination results sustainable tourism when commitment is fulfilled as per the needs and wants of tourists.

DRS3 is “Natural uniqueness of Kashmir” (Erislan, 2018). This study clarifies that natural uniqueness of destination produces the best performance towards the development of destination when the unique resources and attractions of destination are integrated. Hence it is inferred from results that factor DRS leads towards DRS3 (natural uniqueness of Kashmir) with factor loading 0.76% and asserts that uniqueness and attractions of destinations work best towards the sustainable tourism development as soon as uniqueness of Kashmir is not compromised by tourists and other stakeholders.

DRS4 is “Cultural rareness of Kashmir” (Zhang, et al., 2018). In this study it is asserted that national identity promotion of any destination is also possible by tourist cultural identity. Tourist’s cultural memory and cultural learnings guarantees the identification of destination culture by tourists. Therefore, it infers that cultural rareness of Kashmir makes tourists curious towards Kashmir visitation and such curiousness promotes the identity of destination among tourists. Results of study clarifies that DRS4

Table 4.15: Standardized Regression Weights

Indicating Variables / Label/Item	Indicating Variables	Direction	Factors	Estimate
We use importance of Kashmiri dry fruits (like Saffron, walnuts, almonds etc.) to attract tourists towards Kashmir for image recovery.	IR2	←	IR	.767
We use to make interactions happen between tourists and local people for future relations and their direct interactions.	IR3	←	IR	.779
We use social media for image recovery of Kashmir	IR4	←	IR	.791
We provide discounted travel services to promote Kashmir tourism	IR5	←	IR	.712
We invite national level tour operators to witness destination security atmosphere in order to include Kashmir in their travel itineraries	IR7	←	IR	.779
Our re-branding strategies ensure sustainable income flow for local people	STD4	←	STD	.758
Our destination re-branding strategies ensure restoration and protection of historical monuments by adopting sustainable practices during tour operations.	STD6	←	STD	.732
Our destination re-branding ensure recognition of cultural heritage of Kashmir among tourists for sustainable travel practices	STD7	←	STD	.784
Our destination re-branding strategies ensure sustainability of local socio-cultural norms of Kashmir through traditional hospitality	STD8	←	STD	.786
We use traditional life style of locals for destination sustainability	STD9	←	STD	.796
We ensure physical security to tourists by positive messages of past tourists	IR1	←	IR	.818
Our destination re-branding strategies ensure restoration and protection of historical monuments by adopting sustainable practices during tour operations.	STD10	←	STD	.788
Destination re-branding allows us to use resources sustainably	STD1	←	STD	.753
We use logo and tagline to create favourable destination image	DRS1	←	DRS	.776
We use natural uniqueness of Kashmir for its re-branding	DRS3	←	DRS	.756
We use cultural rareness of Kashmir for its re-branding	DRS4	←	DRS	.752
We use destination specific campaigns (like Shikara Riding etc.) for re-branding of Kashmir tourism	DRS5	←	DRS	.782
We use electronic media for re-branding Kashmir tourism	DRS6	←	DRS	.762
We use our optimized websites for Kashmir tourism re-branding	DRS7	←	DRS	.795
We use commercial events (like Tulip festival , cherry festival etc.) for re-branding Kashmir	DRS8	←	DRS	.829
We offer cost effective quality travel services to tourists for memorable travel experience	IR8	←	IR	.735

means ‘cultural identity of Kashmir’, and main factor DRS have a directional loadings and factor loading equivalent to 0.76%, that indicates cultural rareness of Kashmir built the positive image and sustainable tourism at destination of Kashmir.

DRS5 is “Specific campaigns like Shikara Riding, rafting in Kashmir etc.”(Jain & Kour, 2020). This study asserts that local customs, cultures, campaigns, and events can act as a catalyst for re-branding a destination. In Kashmir valley different campaigns or events as Shikara Riding, rafting etc. are availed as best destination re-branding strategies. Results of study also supported this statement by having the loading factor value above 0.78% which illustrates that such strategies adopted by travel agencies are quite effective for re-branding of conflict sensitive destination towards sustainable tourism development.

DRS6 is “Use of electronic media” (Min-En, et al., 2013). It is a strategy of advance age mostly adopted by the travel agencies across the globe for enhancement of business. Study stated by (Konidaris, et al., 2013) illustrates that electronic media is one of the remarkable marketing strategy that makes the re-branding process of conflict sensitive destination very fast and easy. Hence electronic media influence on destination image and helps in presenting characteristic credibility towards the re-branding of Kashmir valley. Here the influence factor loading valued of 0.76% of current study clarifies and validates the previous conducted research of same calibre and supports the use of electronic media as a best tool for the destinations towards sustainability.

DRS7 is “Optimized websites for Kashmir tourism” (Konidaris, et al., 2013). According to this study, search engine optimization plays a vital role in ranking the tourism websites and enables the tourists to check the competitiveness of destination as per optimizations. This strategic approach is best suited for the re-branding process because quality content and rich cognitive material on a destination’s official tourism website have a significant impact on the destination’s image perception, which attracts, motivates, and inspires tourists to visit once or many times (Azdine El Maazouzi, 2020). So quality information presented to tourists improves the image of destination and sustainability of Kashmir tourism. Hence optimization has 0.78% loading on the main construct/factor of study which quantitatively, validates the already analysed literature.

DRS8 is “Commercial events like Tulip festival, cherry festival etc.” (Zlatanov, 2015). This study has also played a vital role in the process of re-branding a destination towards sustainable goals. Commercial events being the strategy adopted by travel agencies not only enhance the economy but also creates the avenues for re-branding of destinations hit by conflict etc. All such theories and strategies inferred sustainable tourism development in Kashmir (Ndlovu and Heath, 2013). Results of current study tested the literature quantitatively by availed the SEM, a tool of advanced age. Eventually current study supports the previous studies conducted at national or international level.

DRS adopted by travel agencies is comprised of seven indicating variables, all are separately essential for re-branding of Kashmir valley being a conflict sensitive destination towards image recovery and sustainable tourism development but DRS1 is “Logo and Tagline of Kashmir” (Kladou, et al., 2016), DRS5 is “Specific campaigns like Shikara Riding, rafting in Kashmir etc.”(Jain & Kour, 2020), and DRS7 is “Optimized websites for Kashmir tourism” (Konidaris, et al., 2013) have high influence on the image recovery and sustainable tourism development at Kashmir Valley.

The graphic structure at figure 4.4 represents that the indicator variables of Image recovery are positively influenced by the destination re-branding strategies. Average shared variance of DRS on IR is 0.69%.

IR1 is “physical security to tourists by positive messages of past tourists” study conducted by (Yousef Ali, et al., 2018) asserted that every government need to focus more on physical security of tourists if they expect high tourism influx at destination. Different studies have been conducted towards physical security of tourists as (Steene, A. 2000), wherein authors have studied that government has to deal with the safety and security of tourists but it has not been studied whether there is influence of tourist’s self-positive message to new comer tourist or not. Results of current study reveals that the circulation of positive messages by tourists to new comer tourists is innovative strategy as it has not been quoted earlier in literature. When the factor loading of main factor IR is taken into consideration, it is obvious from the structural representation that factor loading of IR is 0.81% on IR1 which illustrates that new tourists believe on the message and information

of routine tourists more than 81%. This strategy has highest influence on image recovery of destination like Kashmir and its coefficient of estimation on STD is more than 0.86% which clarifies that there is quality STD by virtue of IR.

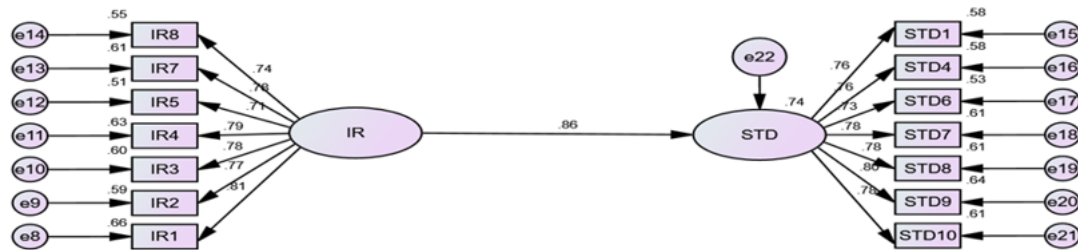


Figure 4.4: Individual factor analysis between study variables

IR2 is “importance of Kashmiri dry fruits like Saffron, walnuts, almonds etc. attract tourists towards Kashmir for image recovery”. It has been asserted by the travel agents of Kashmir that Dry fruits are a hallmark of Kashmir, and they will serve as memories that tourists will take home and remain a treasure for a long time. This adopted reimagining strategy proves fruitful for sustainable tourism development at Kashmir as its factor loading on IR is 0.77% with coefficient of estimation on STD is more than 0.86% which clarifies that there is quality STD by virtue of IR.

IR3 is “to make interactions happen between tourists and local people for future relations and their direct interactions”. Study illustrates that tourist-host relations as per (Vineet Chouhan, 2022) is essential element for image recovery and promotion of STD at the destination concerned. Results of study decipher that factor loading of IR construct/factor on IR3 is more than universal range of factor loading between the indicating variables and factor of study. Here its value is 0.78% means its overall influence on STD is at maximum level.

IR4 is “use of social media for image recovery of Kashmir”. It is a strategy of techno savvy generation mostly adopted by the travel agencies worldwide for business purposes and marketing of destination. Study stated by (Konidaris, et al., and 2013) illustrates that social and electronic media is one of the outstanding marketing strategy that makes the re-

branding process of conflict sensitive destination easy and enables the destination at par with nationwide destinations. Hence social and electronic media influence on destination image. Here the influence of factor loading of IR on IR4 is valued 0.79%. This high value of factor loading validates the previous conducted research of same calibre and supports the use of social media as an accelerator tool for sustainable tourism development at the destination.

IR5 is “discounted travel offers”. Study demonstrated by (Sigala, Marianna. 2013) make it clear that any offer either in service sector or product sector, maximizes the business of tourism and reimages the destination for sustainable tourism development. Discounted travel offers in Kashmir is the best strategic approach that recovers the image of destination for STD at such destinations.

IR7 is “weekend offers” All the authors of study (Zhao, et al., 2014) have deciphered that short trips to weekend destinations are less researched than more conventional forms of tourism involving longer trips and overnight stays, because quantitative data are hard to procure on the behaviour of such weekend tourists. As a result, the effects of these day trips on secondary destinations cannot be measured, yet weekend tourism does contribute to the economic sustainability of many tourism regions (Kádár, Gede, 2022). Current study develops that the influence of IR on IR7 is maximum and is equal to 0.74% but the total estimation of IR on STD is 0.86% which declares that influence is high as strategical constructs.

There are seven indicating variables with factor IR and seven indicating variables with factor STD, all these variables of image recovery jointly lead towards STD but IR1 “physical security to tourists by positive messages of past tourists” has high influence towards STD at the destination with factor loading of 0.81% as it has not been mentioned in the previous studies and is followed by variable IR4 “use of social media for image recovery of Kashmir” with factor loading of 0.79%. This indicating variable is successful re-branding strategy in this advanced age for today’s techno savvy tourists. Similarly, STD is having high factor loading valued 0.80% for STD9 “traditional life style of locals for destination sustainability”. This study indicates that use of local life style results sustainable tourism

Table 4.16: Standardized Regression Weights

Variables	Leads	Factor	Estimate	S.E.	Critical Ratio	P	Label
IR	←	DRS	.620	.096	6.459	***	
STD	←	DRS	.217	.076	2.843	.004	
STD	←	IR	.600	.103	5.846	***	
IR2	←	IR	1.066	.118	9.039	***	
IR3	←	IR	1.049	.113	9.249	***	
IR4	←	IR	1.036	.110	9.443	***	
IR5	←	IR	1.055	.129	8.177	***	
IR7	←	IR	.981	.106	9.236	***	
STD4	←	STD	1.077	.133	8.088	***	
STD6	←	STD	1.044	.134	7.779	***	
STD7	←	STD	1.306	.155	8.403	***	
STD8	←	STD	1.231	.146	8.430	***	
STD9	←	STD	1.168	.136	8.558	***	
IR1	←	IR	1.000	.134	8.235	***	
STD10	←	STD	1.141	.135	8.456	***	
STD1	←	STD	1.000	.102	8.671	***	
DRS1	←	DRS	1.000	.147	8.420	***	
DRS3	←	DRS	.849	.102	8.320	***	
DRS4	←	DRS	.818	.099	8.269	***	
DRS5	←	DRS	.911	.105	8.661	***	
DRS6	←	DRS	.820	.098	8.396	***	
DRS7	←	DRS	1.010	.114	8.844	***	
DRS8	←	DRS	.996	.107	9.311	***	
IR8	←	IR	.945	.111	8.538	***	

development at the destination as studied by (Andari, et al., 2020) who asserted that the practice of the value of local wisdom should be maintained for younger generation and that can result sustainable tourism development at destination. This supports the results of study and validates the STD9 as a successful strategy towards re-branding of Kashmir Valley. At conclude, it is asserted that all STD indicating variables are respectively important for the re-branding process of Kashmir Valley but STD 9 has high influence rather than others.

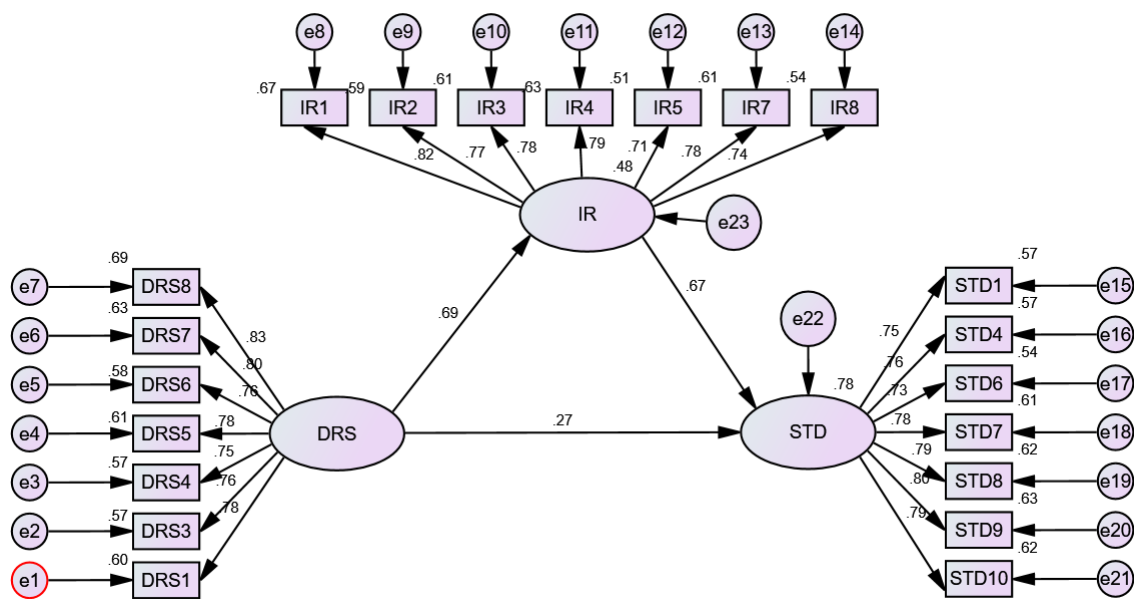


Figure 4.5: Structural model of study

Structural model of study (figure 4.5) is comprised of three factors and twenty one variables which are interlinked towards the process of re-branding of Kashmir valley through innovative strategies for image recovery and sustainable tourism development. This study is conducted for analysing the strategies adopted by the travel agencies for re-branding of conflict sensitive Kashmir Valley. This work has been put forwarded by the statistical technique SEM. Structural equation modelling (SEM) is a set of statistical techniques used to measure and analyse the relationships of observed and latent variables. The CFA is a method of data analysis that is related to structural equation modelling (SEM). This method entails comparing observed data “a priori conceptual model,” which is based on hypothetical periodic correlations between latent factors (unobserved variables) and their (observable) indicator variables. In my study the coefficient of estimation ranges from

0.27% to 0.69% as shown in table 4.17 which are estimates of the unknown population parameters and describe the relationship between a forecasting variable and the response.

Table 4.17: Factor loading and estimation

S. No.	Construct / Factor	Factor	Direction	Factor	Construct / Factor	Estimate
1	Image Recovery	IR	←	DRS	Destination re-branding Strategies	.692
2	Sustainable Tourism Development	STD	←	DRS	Destination re-branding Strategies	.272
3	Sustainable Tourism Development	STD	←	IR	Image Recovery	.674

Findings show that the measurement scale was extremely consistent and reliable internally. The three research hypotheses are supported by these findings. The relationship between the constructs/factors are significant to test the research model. The structural model, the second phase of SEM, was used to discover the inter-relationships between the constructs/factors. The findings of structural model has been found to be in between latent factors and their indicator variables. As a result of the significant connection between all elements, we may conclude that the findings support the study hypothesis, indicating that the research model can be used as an estimated model. As a result, it is important to note that the outcomes of this study confirm that image recovery of any destination is possible for sustainable tourism development when updated branding strategies and destination re-branding strategies are adopted by the travel agencies. This furthermore means that destination re-branding strategies leads towards image recovery and sustainable tourism development. Overall inference of this model is informative for every policy maker and strategy developer as it clearly predicts that innovative DRS are always required for the destination that has been hit by conflict towards IR and STD.

Table 4.18: Hypothesis testing and results

Hypothesis	Coefficient of Estimation	Critical Ratio	R^2	Conclusion
DRS \rightarrow IR	0.71	6.459	0.51	Hypothesis Accepted
DRS \rightarrow STD	0.74	2.843	0.55	Hypothesis Accepted

Results of study inferred that destination re-branding strategies (DRS) influence the image recovery (IR) as their critical ratio test is 6.459 which should be greater or equal to 1.96 for indicating the standard two sided factor significance (Mafeal, A. 2019) and factor impact is more than 0.51%. So, the inference supports the hypothesis and hypothesis is accepted. Similarly, destination re-branding strategies (DRS) influence the sustainable

tourism development (STD) as the critical ratio test is 2.843 and factor impact is more than 0.55%. Hence the hypothesis is accepted as supported by results.

Table 4.19: Hypothesis testing and results

Hypothesis	Coefficient of Estimation	Critical Ratio	R^2	Conclusion
IR \rightarrow STD	0.86	5.846	0.74	Hypothesis Accepted

Results of study clarifies that the factor, image recovery (IR) influences positively towards the sustainable tourism development at Kashmir Valley as its critical ratio is 5.846 (in the table 4.19) which should be greater or equal to 1.96 for indicating the standard two sided factor significance (Mafeal, A. 2019) and impact relationship is more than 0.74%. So, the inference supports the hypothesis and hypothesis is accepted.

Table 4.20: Goodness-of-Fit Model Evaluation

S. No.	Contents	Value	Acceptable Goodness of Fit	Conclusion
1	Normed Chi Square (χ^2/df)	102.34	P-value >0.05	Close Fit
	Probability	0.97124		
2	Root Mean Square Error of Approximation (RMSEA)	0.003	RMSEA \leq 0.08 (good fit) RMSEA <0.05 (close fit)	Close Fit
3	Goodness of Fit Index (GFI)	.92	>0,8	Close Fit
4	Adjusted Goodness of Fit Index (AGFI)	0.91	>0,8	Close Fit
5	Parsimony Goodness of Fit Index (PGFI)	.92	>0,9	Close Fit

The AMOS software was used to estimate the measurement model, and the adjustment measures indicated that the results were in line with the model. The model should be adjusted to produce indices that are consistent with the expected standards, such as a root mean-square error of approximation (RMSEA) within the range of 0.05 to 0.08. Values of the Goodness of Fit Index (GFI) and the Adjusted Goodness of Fit Index (AGFI) should be equal to or greater than 0.90. (Hair, et al., 2009). As per (Hair, et al. 2009) study, following adjustment results are suitable and acceptable for the adjustment measures .In this study the GFI is 0.92, the RMSEA is 0.003, and the AGFI is 0.91. Hair, et al. 2009 also pointed out that the hypothesis can be maintained, if CFA values adjust and indicate validity. The elements of CFA, composite reliability (CR), and average variance extracted (AVE) are provided using the theory as a framework.

Hair Jr. et al. studies state that standardised loading estimates should ideally exceed or equal 0.7, as the AVE must be 0.5 to indicate adequate convergent validity, and the

Table 4.21: Factor wise Convergent and Discriminant Validity

Factors	Critical Ratio	Average Variance Extact	Maximum Shared Variance	IR	DRS	STD
IR	0.925	0.606	0.548	0.778		
DRS	0.911	0.562	0.548	0.740	0.750	
STD	0.953	0.628	0.533	0.617	0.730	0.792

CR of the construct must be 0.7 or greater to indicate adequate convergence or internal consistency. In my study all the parameters are above the standardized values and the model is acceptable as per goodness of fit criteria. As a result, the findings reaffirm and contribute significantly to the field of tourism. They also show that the destination re-branding strategies employed by travel agents are recognised in Kashmir as validated by the current study.

4.11 Interpretation of empirical findings with theories

4.11.1 Ontological Framework

Crotty (2003) defines ontology as "the study of being." It is about "what kind of world we're looking at, the nature of existence, and the structure of reality as a whole." According to (Guba and Lincoln, 1989), ontological assumptions are those that answer the questions "what is there that can be known?" and "what is the nature of reality?" This study chose post-positivism, which is halfway between objectivism and subjectivism, from an ontological standpoint for the following reasons: First, this study does not believe that reality is either exceedingly objective or subjective inside a social phenomenon. On the one hand, major qualities that represent a tourism destination can be objective attributes such as mountains and lakes etc. Similarly culture, customs, and local people, as well as strategies formed subjectively by travel agencies etc. are examples of its subjectivity. Tourists' perception regarding conflict sensitive destination, as well as their emotional attachments to it, might be subjective. The destination re-branding model and its process can be objectively applied to different places of same caliber after collecting these parts into a re-branding process model in this study.

Realism is founded on the concept that there is a reality in the world that exists independently of human thoughts and opinions. Therefore real world realization deals

with direct realism and sensations deals with critical realism that requires more criticism in the reality (Saunders et al., 2009). In our study empirical analysis has been put forwarded where in reality existed, that re-branding a conflict sensitive destination is possible by innovative strategies towards safe and sustainable development of tourism.

Critical- Realism is the prominent manifestation of realism in social sciences. Critical realism asserts that a knowledge is hidden that is being extracted beyond the limits by constructions. Contrary to realism, which endorses the concept of “Causality”, critical realism emphasizes the concept of mechanism (in social sciences processes) and all such mechanisms are actual phenomenon in this case the current study tries to understand the concept of conflict in the field of tourism and explore the destination re-branding strategies to mitigate the impact and finally test those destination re-branding strategies with the broader perspective.

4.11.2 Epistemological Assumption

According to (Crotty, 1998) epistemology is concerned with "the character of knowledge, its possibility, breadth, and general base" Furthermore, (Maynard, 1994) argues that "epistemology is concerned with establishing a philosophical foundation for what kinds of knowledge are feasible and how we may verify that they are both adequate and valid," as referenced by (Crotty,1998). Objectivism, constructionism, and subjectivism are three major kinds of epistemology (Crotty, 1998).

Objectivism means the expressive reality that occurs with consciousness operations (Crotty, 1998), and it represents “the position that social entities exist in reality external to social actors” (Saunders et al., 2009). Social entities as stakeholders include industrialists, experts, workers, travel agencies, governments of countries etc. are core developers of conflict sensitive destinations. All the stakeholders of tourism are individually important for the process of re-branding the conflict sensitive destination because they exist in reality with consciousness operations.

Constructivism refers to the construction of realities. The current study is in the construction of realities or re-branding strategies for recovery of image and sustainable

tourism which can be applied whenever there is the conflict like situation at destinations in future.

4.11.3 Theoretical Perspective

The philosophical viewpoint that supports the adopted methodology is referred to as a theoretical perspective (Crotty, 1998). It establishes the foundations for selecting methodology. Positivism and post-positivism, Interpretivism, critical inquiry, pragmatism and other theoretical perspectives are the most common philosophies.

Positivism is founded on personal experience rather than hypothesis. In positivism, scientific methods or empirical analysis is applied so that experienced or observed results are validated. Positivism is based on knowledge of experiment and is completely based on objectivism. At conclude, we can say in positivism Quantitative approach, research techniques relevant to quantitative research, and other latest tools of statistical analysis are required for successive positivism. (Remenyi, Williams, Money, & Swartz, 2005). Current study is mixed method of research in nature but three objectives under study 2 of current research is based on quantitative approach of research wherein after applying SEM on data that has been accrued from the well-structured questionnaire, statistical analysis has been done on re-branding of Kashmir valley a conflict sensitive destination for image recovery of Kashmir. Results generated from empirical analysis confirmed that study items are having positive approach towards image recovery of Kashmir valley.

Interpretivism is opposite to positivism. Different theoretical perspective have emerged in the field of research as interpretivism is one which is opposite to positivism wherein human and social reality is taken into consideration. It's crucial to consider the research model based on theoretical assumptions because they are fundamentally driven research activity and influence research questions and methodological selection (Creswell, 2016). A consideration of theoretical assumptions provide a foundation for selecting research methodologies and producing social problem solutions (Henderson, 2011). Researchers will be able to develop coherence towards prosperous societal occurrence using various ways (Saunders et al., 2015). Results of this study confirmed that the concep-

tual model framed after extensive literature scanning showed the coherence with the real model generated from the SEM. Similarly, all the theoretical research questions and hypothesis generated from literature repository pertaining to study matched with empirical results of study.

Chapter 5

Conclusion, Recommendations and Implications

This chapter summarizes the main findings and conclusion of the study and puts in place the workable suggestions for re-branding of Kashmir valley conflict affected tourist destination through innovative strategies for sustainable tourism. The conclusion has been drawn mainly from the findings and results of this study. The theoretical and practical implications emerging from the present study pertain to stakeholders as travel agencies etc. Towards the end, the chapter highlights limitations of study and offers directions for further research in the area of re-branding of conflicted destinations.

5.1 Introduction

The present study aimed to examine the re-branding and its impact on the affected tourist destinations of Kashmir by studying the existing recovery and re-branding strategies adopted by travel agencies, and examining their key role in destination disaster recovery and crisis management. The study also investigated the relationship between recovery activities with destination brand image and sustainable tourism development. Based on the findings of study, the necessary initiatives and re-branding strategies are suggested for Kashmir valley being a conflict sensitive destination. The study used mixed approach of methodology, i.e., qualitative and quantitative. After an extensive literature scanning, an interviews were conducted, by selecting respondents from tourism organizations, hotels, travel agencies, disaster management, or response agencies from Kashmir. After that

questionnaire was framed with 28 items among them 7 items were omitted as their content was not appropriate with the study. Questionnaire was validated by experts and academicians of industry. Furthermore its reliability has been checked by Cronbach Alpha. Later on data is collected from the respondents for the analysis which provided the results of finding at final stage.

5.2 Summary of Findings

Summary of findings state that among all the strategies adopted by travel agencies in Kashmir the word of mouth has proven to be most successful re-branding strategy which can ameliorate the negative image of the conflict sensitive destination. In addition the travel agencies are utilizing the optimized websites to convince the prospective tourists to visit Kashmir. Moreover the urge for exploring the traditional life style of Kashmir has been a motivating factor and tool for decision making to travel Kashmir despite being conflict sensitive destination. Similarly furthermore number of findings are summarised as:-

1. The Department of Tourism Kashmir lack disaster-specific plans and do not play an active role during conflict events. The respondents agreed that there was no such tourism-specific crisis and disaster management plans available during past disasters and do not exist even now. Similarly travel agencies do not have any tourism-specific integrated disaster/crisis management plans to ensure safety and security of tourists or local people during their visit to various tourist destinations.
2. Tourism organizations work on unavoidable disaster specific drills/workshops or mock exercises/capacity-building workshops to increase the level of preparedness among their staff and also arrange the same for the local people around the tourism destinations. So far, the Kashmir under reference has not conducted any assessment of hazards and vulnerabilities and risks of potential disasters and crises that tourist destinations are exposed to, for minimizing the risks of losing lives and damage to properties. No standard operating procedures have been laid down by the State Government for travel agencies or other respective organizations in handling the

conflict related situations.

3. As per the Comptroller and Auditor General (CAG) Report (2016), sixty-nine per cent of the people connected with disaster relief were not part of the manpower and did not attend any training or workshop about disaster crises. They were not even required to undergo compulsory training and workshops that led to a significant failure to mitigate conflict in the Kashmir valley. The same findings were also validated by the qualitative as well as quantitative data in the present study. Based on this, it is recommended that trained human resource as travel agencies brigade is to be developed through training and disaster-specific management courses.
4. Lack of cooperation was observed among the key departments in their combined efforts, while responding to conflict sensitivity in affecting tourist destinations. Therefore, tourism destination development organizations as travel agencies and other tourism authorities of Kashmir should combine their efforts and work collectively during this ongoing conflict. The State Government should come forward and play a pro-active role in increasing the level of awareness and preparedness among all stake holders especially travel agencies concerning the re-branding of Kashmir in the phase of conflict. Government of India shall have to play an important role in shaping the Indian integrated model of re-branding the Kashmir valley being a conflict sensitive destination for sustainable tourism.
5. It has been found from the findings of the study, that government of countries along with travel agencies have taken many recovery initiatives in re-branding destinations after conflict like conducting FAM tours, hosting film fair awards etc. Based on this, it is recommended that the J & K should adopt the same strategies for recovery of Kashmir Image from conflict.
6. State government officials, agreed that conflict management plan must be in place and tourists should be offered with various discounts and incentives while visiting the destinations of Kashmir, in the phase of conflict. Government should take joint marketing efforts with professional media partners as recovery initiative to rebrand destinations.

-
7. It was evident from results of the studies that the tourism professionals and travel agencies agreed upon that they have been witnessed the conflict situations and they have been trying to put the efforts through crisis recovery campaign to recover their business. Based on this, it is imperative to run the recovery campaigns across the market of a conflict sensitive destinations.
 8. The tourism professionals have viewed that there must be detailed contingency plan to tackle any disaster or crisis like situation and also agreed that the state government along with travels agencies should put the efforts to make a detailed contingency plan and work in ensuring the training and planning for the stakeholders at every step for addressing the crisis etc.
 9. Regarding crisis communication it has been found that a close association ship with professional media may help in communicating the message of recovery, which can further recover the image of the Kashmir destinations quickly.
 10. The research indicates that travel agencies in collaboration with directorate of tourism were in view of building, the practical training and development programmes and ensure to improve the individuals' efficiency and effectiveness to deal with the conflict at the organisational level.

5.3 Recommendations

1. The state governments of J & K should have the standard operating procedures (SOPs) for different types of disasters in place, for which the trained disaster management staff should be available at a destination.
2. The responsible person who deals with the communication should work proactively on creating a central electronic SharePoint, where all of these materials can be accessed by communication officers worldwide when a crisis-like situation strikes. They should have a 24 hours coverage network from each region or zone. The email list should be ready to broadcast the information about the disaster or crisis to Govt. internal employees and non-govt. employees including travel agencies.

They should create a pre-draft of common announcements in regional and national languages during the crisis.

3. Overall, specific teams should be designated in Kashmir to improve the level of preparedness among the tourism staff, disaster response staff, and travel agencies. The group members should be sent for orientation/induction programs, mock disaster drills, resilience, social capital evaluation, and disaster risk assessment programs. Each tourist destination should have its own designated people to manage or mitigate the crises. They should be provided the recent alarming equipment and trained personnel at those destinations.
4. Competition in the market of travel agencies and the diversification of tourist needs are the main factors influencing the necessity of innovations in tourism enterprises and destinations.
5. The innovative re-branding strategies as tourist event programmes, adapting the offer to seniors' expectations, the use of information technology in the tourism and marketing communication should be recommended for the development of Kashmir.

5.4 Implications

The tourism organizations including policy makers, development authorities, JKTDC stakeholders, travel agencies and hoteliers should work and hold workshops for drafting a sustainable conflict management plan. The further implications for the tourism organizations as travel agencies, policy makers etc., engage in risk assessment during pre-disaster, use disaster exercises and develop contingency plans so that, it will be able to save people and property at the tourist destinations in Kashmir.

It is recommended that DMA (Destination marketing activities) draft tourist-specific crisis management plans to build a disaster-resilient community in Jammu and Kashmir. Every disaster has its impact, leading to some losses and opportunities, to rebuild or reimagine the tourist destinations. Therefore, both regions' tourism organizations may conduct the SWOT analysis for each disaster event considering the S-strength, W-weakness, O-opportunities, and T-threats/challenges.

5.5 Limitations and Future Research

The study is confined to the stakeholders of Kashmir Division of Jammu & Kashmir UT (India) only. It may be extended to include stakeholders of other Division of J & K, namely Jammu. With this endeavour, a comprehensive understanding of relationships between DRS's and STD may be achieved.

A comparative study among conflict infected destinations in countries operating in different socio-economic and political setup may also be carried out. Role and impact of DRS's on STD at a destination was observed with the aid of seven variables of DRS and seven variables of STD along with seven variables of IR.

The future studies may also include variables like, environmental outcome, social outcome etc. These variables need to be examined in depth to achieve the better understanding. Furthermore, the study focused on the influence of DRS's on STD in the form of tourist arrivals, IR and GDP.

The study may be extended to include other variables, like socio-cultural, environmental factor, etc. Further, large sample size and inclusion of multi-type stakeholders, like Jammu and Kashmir Cable Car Corporation (JKCCC), Ecotourism society, *pony wallas*, trekkers, tour operators, pilgrims, etc. shall extend the horizons of understanding the role of DRS's towards STD and IR in ongoing conflict situation.

References

- Adams, W. C. 1978. Local public affairs content of TV news. *Journalism Quarterly*, 55: 690–695.
- Ajzen, I., & Fishbein, M. (2005). The influence of attitudes on behaviour. *The handbook of attitudes*, 173–221.
- Akanni, Kingsley, N. (2019). Counter-Insurgency and Human Rights Violations in Nigeria. *Journal of Law, Policy and Globalization*, 85(2), 15-23.
- Alaeddinoglu, Faruk & CAN, ALI. (2010). Destination Image from the Perspective of Travel Intermediaries. *Anatolia*, 21. doi:10.1080/13032917.2010.9687107.
- Albattat, A. R., Mat Som, A. P., & Chiang, L. T. (2014). Hospitality emergency management and the dirty twelve: A dozen reasons for failure. *Asia-Pacific Journal of Innovation in Hospitality and Tourism*, 3(1), 1-17.
- Alberti, F. G., & Giusti, J. D. (2012). Cultural heritage, tourism and regional competitiveness: The Motor Valley cluster. *City, culture and society*, 3(4), 261-273.
- Ali, Y., Shah, Z.A. and Khan, A.U. (2018), "Post-terrorism image recovery of tourist destination: a qualitative approach using Fuzzy-VIKOR", *Journal of Tourism Analysis: Revista de Análisis Turístico*, Vol. 25 No. 2, pp. 129-153. <https://doi.org/10.1108/JTA-05-2018-0016>
- Ali, M. M., & Mohsen, C. S. (2008). Different aspects of Tourism marketing strategies with special reference to Bangladesh. *An Analysis. Business Review: A Journal of Business Administration*, 6(1), 1-3.
- Alluri, R. M. (2009). The role of tourism in post-conflict peace building in Rwanda.
- Alola, U. V., Alola, A. A., Avcı, T., & Oztüren, A. (2021). Impact of corruption and insurgency on tourism performance: a case of a developing country. *International Journal of Hospitality & Tourism Administration*, 22(4), 412-428.
- Alvarez, M. D., & Campo, S. (2014). The influence of political conflicts on country image and intention to visit: A study of Israel's image. *Tourism management*, 40, 70-78.
- Ambler, Tim (2000), *Marketing and the Bottom Line*. London: Pearson Education.
- Ambler, T., Bhattacharya, C.B., Edell, J., Keller, K., Lemon, K., & Mittal, V. (2002). Relating brand and customer perspectives on marketing management. *Journal of Service Research*, 5 (1), 13-25.
- Ambler, T. and Styles, C. (1997). Brand development versus new product development: toward a process model of extension decisions. *Journal of Product and Brand Management*, 6(4), 222-234.
- Ambler, T. (2008). "Marketing metrics", included in Baker, M.J. and Hart, S.J. (Eds), *The Marketing Book*, 6th ed., Butterworth-Heinemann, Oxford.
- Aminu, S. A. (2013). Challenges militating against adoption of online shopping in retail industry in Nigeria. *International journal of trends in marketing management*, 1(2).
- Amujo, O. C., & Otubanjo, O. (2012). Leveraging rebranding of 'unattractive' nation brands to stimulate post-disaster tourism. *Tourist Studies*, 12(1), 87-105.

-
- Amuquandoh, F. E. (2010). Residents' perceptions of the environmental impacts of tourism in the Lake Bosomtwe Basin, Ghana. *Journal of sustainable tourism*, 18(2), 223-238.
- Andari, Rini & Supartha, Wayan Gede & i Gede, Riana & Sukawati, Tjokorda. (2020). Exploring the Values of Local Wisdom as Sustainable Tourism Attractions. *International Journal of Social Science and Business*. 4. doi:10.23887/ijssb.v4i4.29178.
- Anyan, Frederick. (2013). The influence of power shifts in data collection and analysis stages: A focus on qualitative research interview. *Qualitative Report*. 1(18).
- Arora, H., Singh, B., Gupta, S., Singh, A., Tomar, V. S., De, K. K., & Parwez, S. (2017). Testing Weak-Form Efficiency of Indian Stock Market using High Frequency Data 07.
- Artal-Tur, Andrés & Me, Kozak. (2015). Destination Competitiveness, the Environment and Sustainability: Challenges and Cases. 2(1).
- Archer, M., Bhaskar, R., Collier, A., Lawson, T., & Norrie, A. (2013). *Critical realism: Essential readings*. Routledge.
- Assarroudi, A., Heshmati Nabavi, F., Armat, M. R., Ebadi, A., & Vaismoradi, M. (2018). Directed qualitative content analysis: the description and elaboration of its underpinning methods and data analysis process. *Journal of Research in Nursing*, 23(1), 42-55.
- Asongu, S. A., Nnanna, J., Biekpe, N., & Acha-Anyi, P. N. (2019). Contemporary drivers of global tourism: Evidence from terrorism and peace factors. *Journal of Travel & Tourism Marketing*, 36(3), 345-357.
- Ateljevic, I., Hollinshead, K., & Ali, N. (2009). Special issue end note: Tourism and world making—where do we go from here? *Tourism Geographies*, 11(4), 546-552.
- Avelar, A. B. A., da Silva-Oliveira, K. D., & da Silva Pereira, R. (2019). Education for advancing the implementation of the Sustainable Development Goals: A systematic approach. *The International Journal of Management Education*, 17(3), 100-322.
- Avraham, E. (2020). Nation branding and marketing strategies for combatting tourism crises and stereotypes toward destinations. *Journal of Business Research*, 116, 711-720.
- Awaritefe, O. (2004). Motivation and Other Considerations in Tourist Destination Choice: A Case Study of Nigeria. *Tourism Geographies an International Journal of Tourism Space, Place and Environment*, 6(3), 303-330.
- Azdine El Maazouzi, (2020). The Impact of Official Tourism Websites on the Destination Image: The case of Morocco, *Ångströmlaboratoriet Lägerhyddsvägen*, 1 Hus 4, Plan 0
- Baker, A. (2014). The Effects of Terrorism on the Travel and Tourism Industry. *International Journal of Religious Tourism and Pilgrimage*, 2(1), 58-67.
- Baker, Jonathan & Storbacka, Kaj & Brodie, Roderick. (2018). Markets changing, changing markets: Institutional work as market shaping. *Marketing Theory*. 1(9).
- Baker, Sarah Elsie, & Edwards, Rosalind. (2012). How many qualitative interviews is enough? Expert voices and early career reflections on sampling and cases in qualitative research. National Centre for Research Methods Southampton.
- Barth, K., & Davies, P. (1987). Karl Barth. Y Colegiwm Cymraeg.
- Barreda, A., & Bilgihan, A. (2013). An analysis of user-generated content for hotel experiences. *Journal of Hospitality and Tourism Technology*, 2(2).
- Becken, S., & Hughey, K. F. (2013). Linking tourism into emergency management structures to enhance disaster risk reduction. *Tourism Management*, 36, 77-85.
-

-
- Beirman, D. (2006). A Comparative Assessment of Three Southeast Asian Tourism Recovery Campaigns in Tourism. *Security and safety*, 1(3), 257-275.
- Bek, M.G. (2004) 'Research note: tabloidization of news media, an analysis of television news in Turkey'. *European Journal of Communication*, 19(3), 371-386
- Bennett, R., & Savani, S. (2003). The rebranding of city places: An international comparative investigation. *International Public Management Review*, 4(2), 70-87.
- Benedetti, A., Kaiser, J. W., and Morcrette, J.-J. (2010). Global Climate, Aerosols in State of the Climate in 2010, *Bull. Am. Meteorology. Soc.*, 92, S65-S67.
- Björk, P., & Kauppinen, Räsänen, H. (2012). A netno graphic examination of travellers' online discussions of risks. *Tourism Management Perspectives*, 2, 65-71.
- Blanke, J., & Chiesa, T. (2013, May). The travel & tourism competitiveness report 2013. In The World Economic Forum. Koron, Switzerland: World Economic Forum.
- Blain, C., Levy, S. E., & Ritchie, J. B. (2005). Destination branding: Insights and practices from destination management organizations. *Journal of travel research*, 43(4), 328-3
- Boksberger, P. E., & Craig-Smith, S. J. (2006). Customer value amongst tourists: A conceptual framework and a risk-adjusted model. *Tourism Review*, 3(2).
- Bolin, B., & Kurtz, L. C. (2018). Race, class, ethnicity, and disaster vulnerability. *Handbook of disaster research*, 181-203.
- Boland, P. (2010). 'Capital of Culture—you must be having a laugh! 'Challenging the official rhetoric of Liverpool as the 2008 European cultural capital. *Social & Cultural Geography*, 11(7), 627-645.
- Boukas, N., & Ziakas, V. (2014). A chaos theory perspective of destination crisis and sustainable tourism development in islands: The case of Cyprus. *Tourism Planning & Development*, 11(2), 191-209.
- Braun, E., Eshuis, J., & Klijn, E. H. (2014). The effectiveness of place brand communication. *Cities*, 41, 64-70.
- Braun, Y. A., & McLees, L. A. (2012). Space, ownership and inequality: economic development and tourism in the highlands of Lesotho. *Cambridge Journal of Regions, Economy and Society*, 5(3), 435-449.
- Brooker, E., & Joppe, M. (2013). Trends in camping and outdoor hospitality- An international review. *Journal of outdoor Recreation and Tourism*, 3, 1-6.
- Baha'is, D., & Inversini, A. (2014). Tourism branding, identity, reputation co-creation, and word-of-mouth in the age of social media. *Tourism management, marketing, and development*1(1), 15-40.
- Baha'is, D., Leung, D., & Law, R. (2011). E- tourism: Critical information and communication technologies for tourism destinations. *Destination marketing and management: Theories and applications*, 1(1), 205-224.
- Baha'is, D. (2003). E-tourism: Information Technology for Strategic Tourism Management. Financial Times/ Prentice Hall, New York.
- Baha'is, D. (2000). Marketing the competitive destination of the future. *Tourism management*, 21(1), 97-116.
- Baha'is, D. (2000). Tourism and information technologies: Past, present and future. *Tourism recreation research*, 25(1), 41-58.
- Baha'is, D., & Fletcher, J. (1995). Environmental impacts on tourism destinations: An economic analysis, in Coccosis, H., and Nijkamp, P., (eds), Sustainable Tourism Development, Avebury, England, pp.3-24.
- Bukhari, S. H. (2021, February 16). Tourism deptt.'s "Kashmir Chalo" Call: A confus-
-

-
- ing slogan. kashmirhorizon.com/2021/02/16/Tourism-Deptts-Kashmir-Challo-Call-aConfusing-Slogan/. [Retrieved May 24, 2022].
- Cai, Y., Zhao, G., & He, J. (2015). Influences of two modes of intergenerational communication on brand equity. *Journal of Business Research*, 68(3), 553-560.
- Cai, L. A., Hu, B., & Feng, R. (2002). Domestic tourism demand in China's urban centres: Empirical analyses and marketing implications. *Journal of Vacation Marketing*, 8(1), 64-74.
- Camisón, C., & Monfort Mir, V. M. (2012). Measuring innovation in tourism from the Schumpeterian and the dynamic-capabilities perspectives. *Tourism management*, 33(4), 776-789.
- Carvalho, L., & Costa, T. (2011). Tourism innovation—a literature review complemented by case study research. *Tourism & Management Studies*, 23-33.
- Chauhan, V., & Khanna, S. (2008). Tourism: A tool for crafting peace process in Kashmir, J&K, India.
- Chaulagain, S., Wiitala, J., & Fu, X. (2019). The impact of country image and destination image on US tourists' travel intention. *Journal of destination marketing & management*, 12, 1-11.
- Chellan, N., Mtshali, M., & Khan, S. (2013). Rebranding of the Greater St Lucia Wetlands Park in South Africa: Reflections on benefits and challenges for the former of St Lucia. *Journal of Human Ecology*, 43(1), 17-28.
- Chen, J. S., & Uysal, M. (2002). Market positioning analysis: A hybrid approach. *Annals of tourism research*, 29(4), 987-1003.
- Chew, E. Y. T., & Jahari, S. A. (2014). Destination image as a mediator between perceived risks and revisit intention: A case of post-disaster Japan. *Tourism management*, 40, 382-393.
- Churchill, G. 1995. Marketing research: methodological foundations. 6th ed. Philadelphia: Dryden.
- Cohen, E., & Cohen, S. A. (2015). Tourism motilities from emerging world regions: A response to commentaries. *Current Issues in Tourism*, 18(1), 68-69.
- Coshall, J. T. (2003). The threat of terrorism as an intervention on international travel flows. *Journal of Travel Research*, 42(1), 4-12.
- Costello, A.B.; Osborne, J.W. Best Practices in Exploratory Factor Analysis: Four Recommendations for Getting the Most from Your Analysis. Pract. Assess. Res. Eval. 2005,
- Creswell, J. W., & Poth, C. N. (2016). Qualitative inquiry and research design: Choosing among five approaches. Sage publications.
- Cronbach, L. J., & Meehl, P. E. (1955). Construct validity in psychological tests. *Psychological bulletin*, 52(4), 281.
- Crotty M. (2003). The foundation of social research: Meaning and perspective in the research process. Thousand Oaks, CA: Sage.
- Demeanour, F., Walker, R. M., & Avellaneda, C. N. (2009). Combinative effects of innovation types and organizational performance: A longitudinal study of service organizations. *Journal of Management Studies*, 46(4), 650–675.
- Davis, H., McLeod, S. L. (2003). Why humans value sensational news: An evolutionary perspective. *Evolution and Human Behaviour*, 24, 208-216. doi:10.1016/S1090-5138(03)00012-6
- D'Alisa, G. (2007). Dimensions of sustainable development: a proposal of systematization of sustainable approaches.
-

-
- Dodwell, B., D. Milton and Rasler, D. (2016). 'The Caliphate's Global Workforce: An inside Look at the Islamic State's Foreign Fighter Paper Trail', Combating Terrorism Centre at West point, April 2016, <https://www.ctc.usma.edu/posts/the-caliphates-global-workforce-an-insidelookattheIslamicstatesforeignfighterpapertrail>, [Accessed 14 October 2020].
- Dyer, P., Gursoy, D., Sharma, B., & Carter, J. (2007). Structural modelling of resident perceptions of tourism and associated development on the Sunshine Coast, Australia. *Tourism management*, 28(2), 409-422.
- Echtner, C. M., & Ritchie, J. B. (1991). The meaning and measurement of destination image. *Journal of Tourism Studies*, 2(2), 2-12.
- Eid, R., El-Kassrawy, Y. A., & Agag, G. (2019). Integrating Destination Attributes, Political (In) Stability, Destination Image, Tourist Satisfaction, and Intention to Recommend: A Study of UAE. *Journal of Hospitality & Tourism Research*, 43(6), 839-866.
- Elo, S., & Kyngäs, H. (2008). The qualitative content analysis process. *Journal of advanced nursing*, 62(1), 107-115.
- Erislan, Dr. (2018). Tourist Attraction and the Uniqueness of Resources on Tourist Destination in West Java, Indonesia.
- Eslami, S., Khalifah, Z., Mardani, A., Streimikiene, D., & Han, H. (2019). Community attachment, tourism impacts, quality of life and residents' support for sustainable tourism development. *Journal of Travel & Tourism Marketing*, 36(9), 1061-1079.
- Eurostat (2014) Tourism statistics - characteristics of tourism trips - Seasonality in tourism demand. Eurostat, Statistics Explained, European Commission
- Ezebilo and Eugene. (2014). Choosing Ecotourism Destinations for Vacations: A Decision- making Process. *Asian Social Science*, doi:10.10-17.10.5539/ass.v10n2p10
- Faché, W. (2000). Methodologies for innovation and improvement of services in tourism. *Managing Service Quality: An International Journal*, 1(1).
- Filion, P. (2010). Growth and decline in the Canadian urban system: the impact of emerging economic, policy and demographic trends. *Geo Journal*, 75(6), 517-538.
- Fischbein, Martin & Ajzen, Icek & Belief, Attitude. (1977). Belief, Attitude, Intention, and Behaviour: An Introduction to Theory and Research. *Contemporary Sociology*, 6. doi:10.2307/2065853.
- Fourie, Johan & Rosselló, Jaume & Santana Gallego, Maria. (2019). Fatal Attraction: How Security Threats Hurt Tourism. *Journal of Travel Research*, 59. 004728751982620. doi:10.1177/0047287519826208.
- Frey, N., & George, R. (2010). Responsible tourism management: The missing link between business owners' attitudes and behaviour in the Cape Town tourism industry. *Tourism management*, 31(5), 621-628.
- Frye, William B., (2005). "A qualitative analysis of sensationalism in media". Graduate Theses, Dissertations, and Problem Reports. 3218. <https://researchrepository.wvu.edu/etd/3218>.
- Fuchs, G., & Reichel, A. (2011). An exploratory inquiry into destination risk perceptions and risk reduction strategies of first time vs. repeat visitors to a highly volatile destination. *Tourism management*, 32(2), 266-276.
- Fuchs, M., Abadzhiev, A., Svensson, B., Höpken, W., & Lexhagen, M. (2013). A knowledge destination framework for tourism sustainability: A business intelligence ap-
-

-
- plication from Sweden. *Tourism: An International Interdisciplinary Journal*, 61(2), 121-148.
- Fall, A., Jarrod, B., & Wang, Y. (2012). Destination collaboration: A critical review of theoretical approaches to a multi-dimensional phenomenon. *Journal of Destination Marketing & Management*, 1(1-2), 10-26.
- Gani, H.A, (2022) "Budget Allocation for Upliftment of Tourism Sector Almost Tripled in J&K, Rs.786 Crore Allocated for Year: Govt." Www.Risingkashmir.Com, 23 Feb. 2022, <https://www.risingkashmir.com/Budget-allocation-for-upliftment-of-tourism-sector-almost-tripled-in-J-K--Rs-786-crore-allocated-for-year--Govt-101248>
- Gartner, W. C., & Ruzzier, M. K. (2011). Tourism destination brand equity dimensions: Renewal versus repeat market. *Journal of travel research*, 50(5), 471-481.
- Gallarza, M. G., & Gil, I. (2008). The concept of value and its dimensions: a tool for analysing tourism experiences. *Tourism review*, 1 (1).
- Gallarza, M. G., Saura, I. G., & Garcia, H. C. (2002). Destination image: Towards a conceptual framework. *Annals of tourism research*, 29(1), 56-78.
- Gardiner, S., & Scott, N. (2018). Destination Innovation Matrix: A framework for new tourism experience and market development. *Journal of Destination Marketing & Management*, 10, 122-131.
- George and Mallery (2010). SPSS for windows a step by step: A Simple Guide and Reference.
- Ghaderi, Zahed & Mat Som, Ahmad Puad & Henderson, J. (2012). Tourism crises and island destinations: Experiences in Penang, Malaysia. *Tourism Management Perspectives*. S 2–3. 79–84.
- Ghaderi, Z., & Henderson, J. C. (2012). Sustainable rural tourism in Iran: A perspective from Hawraman Village. *Tourism Management Perspectives*, 2, 47-54.
- Go, F. M., & Governs, R. (2000). Integrated quality management for tourist destinations: An European perspective on achieving competitiveness. *Tourism management*, 21(1), 79-88.
- Giddens, A., & Pierson, C. (1998). Conversations with Anthony Giddens: Making sense of modernity. Stanford University Press.
- Gluscock, J. (2001). 670 Review and Criticism: Across the Divide. *Journal of Broadcasting & Electronic Media*, 45(4).
- Gnoth, J. (2007). The structure of destination brands: leveraging values, *Tourism Analysis*, 12(5-6), 345-358.
- Government of Republic of Indonesia. (2011). Government Regulation No. 50/2011 on National Tourism Masterplan, 2010-2025. Graan, A. (2013). Counterfeiting the nation? Skopje and the politics of nation branding in Macedonia, *Cultural Anthropology*, 28(1), 161-179. Greenberg, M. (2008). Marketing the city in crisis. *Consuming the Entrepreneurial City: Image, Memory, and Spectacle*. London: Routledge, 19-44.
- Grillot, K. M. (2006). Las Vegas, Capitalist Sin City to New Capital of American Freedom: A case study of the use of branding and metaphor.
- Gunelius, S. (2011). 30-Minute Social Media Marketing: Step-by-step techniques to spread the word about your business. New York: McGraw Hill
- Gustavo, N. (2013). Marketing management trends in tourism and hospitality industry: Facing the 21st century environment, *International Journal of Marketing Studies*, 5(3), 13.
-

-
- Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial management & data systems*.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet, *The Journal of Marketing Theory and Practice*, 19(2), 139-152
- Hair, J.F.; Anderson, R.E.; Tatham, R.L.; Black, W.C. (2009). *Análise Multivariada de Dados*, 6th ed.; Bookman: Porto Alegre, Brazil.
- Hair, J. F., Ortinau, D. J., & Harrison, D. E. (2010). *Essentials of marketing research*, 2(1), New York, NY: McGraw-Hill/Irwin.
- Hanlan, J., & Kelly, S. (2005). Image formation, information sources and an iconic Australian tourist destination, *Journal of Vacation Marketing*, 11(2), 163-177.
- Henderson, K. A. (2011). Post-positivism and the pragmatics of leisure research, *Leisure Sciences*, 33(4), 341-346.
- Hijzen, Alexander & Gorg, Holger & Manchin, Miriam. (2005). Cross-Border Mergers & Acquisitions and the Role of Trade Costs, *SSRN Electronic Journal*, (1), 242-249.
- Haulage, A. M. (2010). A review of innovation research in tourism, *Tourism management*, 31(1), 1-12.
- Haulage, A. M. (1997). Innovation patterns in sustainable tourism: An analytical typology. *Tourism management*, 18(1), 35-41.
- Hofmann, H. J., Grey, K., Hickman, A. H., & Thorpe, R. I. (1999). Origin of 3.45 Ga coniform stromatolites in Warrawoona group, Western Australia, *Geological Society of America Bulletin*, 111(8), 1256-1262.
- Hsieh, H. F., & Shannon, S. E. (2005). Three approaches to qualitative content analysis, *Qualitative health research*, 15(9), 1277-1288.
- Hubley, A. M., & Zumbo, B. D. (1996). A dialectic on validity: Where we have been and where we are going. *The Journal of General Psychology*, 123(3), 207-215.
- Hunt, P. (2014). Sensationalism: Murder, may hem, mudslinging, scandals, and disasters in 19th century reporting. *American Journalism*, 31(1), 136-137.
- Im, H. H., Kim, S. S., Elliot, S., & Han, H. (2012). Conceptualizing destination brand equity dimensions from a consumer-based brand equity perspective. *Journal of Travel & Tourism Marketing*, 29(4), 385-403.
- Ingenbleek, Paul & Immink, V.M., (2010). Managing Conflicting Stakeholder Interests: An Exploratory Case Analysis of the Formulation of Corporate Social Responsibility Standards in the Netherlands. *Journal of Public Policy and Marketing*, 29, 1(1), 235-243.
- Iordache, C., Ciochină, I., & Roxana, P. (2013). Medical tourism—between the content and socio-economic development goals. Development strategies. *Romanian Journal of Marketing*, (1), 236-245.
- Isaac, R. K., & Eid, T. A. (2019). Tourists' destination image: an exploratory study of alternative tourism in Palestine. *Current Issues in Tourism*, 22(12), 1499-1522.
- Isaac, R. K., Platenkamp, V., & Çakmak, E. (2012). Message from paradise: Critical reflections on the tourism academy in Jerusalem. *Tourism Culture & Communication*, 12(2), 159-171.
- Itoo, M.A. (2013). Tourism industry of Kashmir, *International Journal of Management and Sustainability*, Vol. 2, No. 4, pp. 63-71.
- Ivkovic, S., & Ehrlich, M. E. (1999). Expression of the striatal DARPP-32/ARPP-21 phenotype in GABAergic neurons requires neurotrophins in vivo and in vitro. *The Journal of neuroscience: the official journal of the Society for Neuroscience*, 19(13),
-

- Jain, D. (2013). Visitors 'perception of destination image-a case study of J&K tourism. *Prestige International Journal of Management & IT-Sanchayan*, 2(1), 91-99.
- Jain Tinu, Kour Gurpreet (2020). Destination events and campaign planning for repositioning: Case of Rajasthan, India. *Proceedings of the European Marketing Academy*, 49th, (64295).
- Jeong, Y., & Kim, S. (2019). A study of event quality, destination image, perceived value, tourist satisfaction, and destination loyalty among sport tourists. *Asia Pacific Journal of Marketing and Logistics*, 1(1).
- Jeuring, J. H. (2016). Discursive contradictions in regional tourism marketing strategies: The case of Fryslân, The Netherlands. *Journal of destination marketing & management*, 5(2), 65-75.
- J.N.G. Sreenivas; Dr. P. Lakshmi Narayanamma; Dr. K. Kalpana; (2018). Repositioning of brands an essential technique of sustainability a conceptual review. *International Journal of Pure and Applied Mathematics*, Volume 118 No. 24.
- Julnes, G., Mark, M. M., & Henry, G. T. (1998). Promoting realism in evaluation: Realistic evaluation and the broader context. *Evaluation*, 4(4), 483-504.
- Kádár, B.; Gede, M. (2022). The Measurable Predominance of Weekend Trips in Established Tourism Regions—the Case of Visitors from Budapest at Waterside Destinations. *Sustainability* 2022, 14, 3293. <https://doi.org/10.3390/su14063293>.
- Kavaratzis, M., & Ashworth, G. J. (2007). Partners in coffee shops, canals and commerce: Marketing the city of Amsterdam. *Cities*, 24(1), 16-25.
- Ketter, E. (2016). Destination image restoration on face book: The case study of Nepal's Gurkha Earthquake. *Journal of Hospitality and Tourism Management*, 28, 66-72.
- Kılıçlar, A., Uşaklı, A., & Tayfun, A. (2018). Terrorism prevention in tourism destinations: Security forces vs. civil authority perspectives. *Journal of destination marketing & management*, 8, 232-246.
- Kim, N., & Shim, C. (2018). Social capital, knowledge sharing and innovation of small-and medium-sized enterprises in a tourism cluster. *International journal of contemporary hospitality management*, 1(1).
- Kim, S. S., & Morrison, A. M. (2005). Change of images of South Korea among foreign tourists after the 2002 FIFA World Cup. *Tourism Management*, 26(2), 233-247.
- Kladou, S., Kavaratzis, M., Rigopoulou, I., & Salonika, E. (2017). The role of brand elements in destination branding. *Journal of Destination Marketing & Management*, 6(4), 426-435.
- Kladou, S., et al. (2016). The role of brand elements in destination branding. *Journal of Destination Marketing & Management*, <http://dx.doi.org/10.1016/j.jdmm.2016.06.011>
- Kleemans, M., & Hendriks Vettehen, P. G. J. (2009). Sensationalism in television news: A review.
- Kneesel, Erin & Baloglu, Seyhmus & Millar, Michelle. (2010). Gaming Destination Images: Implications for Branding. *Journal of Travel Research*, 1(1)68-78.
- Knobloch, S., Hastall, M., Zillmann, D., & Callison, C. (2003). Imagery effects on the selective reading of Internet newsmagazines. *Communication Research*, 30(1), 3-29.
- Költringer, C., & Dickinger, A. (2015). Analysing destination branding and image from online sources: A web content mining approach. *Journal of Business Research*, 68(9), 1836-1843.
- Konidararis, Agisilaos & Koustoumpardi, Erato. (2018). The Importance of Search Engine

-
- Optimization for Tourism Websites. doi:10.1007/978-3-319-67603-6_15.
- Kozak, M., & Baha'is, D. (2019). Cross-border tourism destination marketing: Prerequisites and critical success factors. *Journal of Destination Marketing & Management*, 14, 100-115.
- Kozak, N., Uysal, M., & Birkan, I. (2008). An analysis of cities based on tourism supply and climatic conditions in Turkey. *Tourism Geographies*, 10(1), 81-97.
- Koziół-Nadolna, Katarzyna. (2020). The Role of a Leader in Stimulating Innovation in an Organization. *Administrative Sciences*, (10).
- Kuvan, Y., & Akan, P. (2012). Conflict and agreement in stakeholder attitudes: Residents' and hotel managers' views of tourism impacts and forest-related tourism development. *Journal of Sustainable Tourism*,1(1), 571-584.
- Lambkin, M., & Muzellec, L. (2008). Rebranding in the banking industry following mergers and acquisitions. *International Journal of Bank Marketing*, 1(2).
- La Pastina, A. C., Woo, H. J., Dominick, J. R., Scharrer, E., Grabe, M. E., Zhou, S., & Hehman, E., Graber, E. C., Hoffman, L. H., & Gaertner, S. L. (2012). Warmth and competence: A content analysis of photographs depicting American presidents. *Psychology of Popular Media Culture*,1(1), 46.
- Lee, Cheng-Fei & Huang, Hsun-I & Yeh, Huery-Ren. (2010). developing an evaluation model for destination attractiveness: Sustainable forest recreation tourism in Taiwan. *Journal of Sustainable Tourism*. 18, 811-828.
- Lincoln, Y. S., & Guba, E. G. (1989). Ethics: The failure of positivist science. *The Review of Higher Education*, 12(3), 221-240.
- Linda K. Richter, (1983). Tourism politics and political science: A case of not so benign neglect, *Annals of Tourism Research*, 10, (3), 313-335.
- Louro, Maria & Cunha, Paulo. (2001). Brand Management Paradigms. *Journal of Marketing Management*, 17, 849-875.
- Lyon, A., Hunter-Jones, P., & Warnaby, G. (2017). Are we any closer to sustainable development? Listening to active stakeholder discourses of tourism development in the Waterberg Biosphere Reserve, South Africa. *Tourism Management*, 61, 234-247.
- Machado, J. C., Vacas-de-Carvalho, L., Azar, S. L., André, A. R., & dos Santos, B. P. (2019). Brand gender and consumer-based brand equity on Facebook: The mediating role of consumer-brand engagement and brand love. *Journal of Business Research*, 96, 376-385.
- Mafael, Alexander. (2019). Re: Correct value for Critical Ratio in SEM. Retrieved from: https://www.researchgate.net/post/Correct_value_for_Critical_Ratio_in_SEM/5da6ecaea4714b30a0472901/citation/download.
- Mambretti, S., & i García, J. M. (Eds.). (2019). The Sustainable City XIII (Vol. 238). WIT Press.
- Mansfeld, Y., & Pizam, A. (Eds.). (2006). Tourism, security and safety. Routledge.
- Maschi, T. I. N. A., & Drisko, J. W. (2015). Content analysis.
- Maynard, M. (1994). Methods, practice and epistemology: The debate about feminism and research. *Researching women's lives from a feminist perspective*, 10(26), 10-26.
- Mayo, Edward J., and Lance P. Jarvis. 1981. The Psychology of Leisure Travel. Boston: CBI Publishing Co.
- Meza, P., & Seric, N. (2014). Destination Branding through the Perception of the Tourist: Case from Croatia. In Human Capital without Borders: Knowledge and Learning for Quality of Life; Proceedings of the Management, Knowledge and Learning International Conference, 77-87.
-

-
- Mihalic, Tanja. (2016). Sustainable-responsible tourism discourse – towards responsible and sustainable tourism. *Journal of Cleaner Production*, 111, 461-470.
- Miles, D. A. (2017). A taxonomy of research gaps: Identifying and defining the seven research gaps. In Doctoral Student Workshop: Finding Research Gaps-Research Methods and Strategies, Dallas, Texas, 1-15.
- Milovanovic, I., Matic, R., Alexandris, K., Maksimovic, N., Milošević, Z., & Drid, P. (2019). Destination Image, Sport Event Quality, and Behavioral Intentions: The Cases of Three World Sambo Championships. *Journal of Hospitality & Tourism Research*, 1096348019883920.
- Min-En, Aaron & Croy, W. & Mair, Judith. (2013). Social Media in Destination Choice: Distinctive Electronic Word-of-Mouth Dimensions. *Journal of Travel & Tourism Marketing*. 30. 144-155. doi:10.1080/10548408.2013.751272.
- Mingers, J. and Gill, A. (1997) Multi methodology: The Theory and Practice of Combining Management Science Methodologies, Wiley, Chichester
- Mingers, J. (1997) Multi-paradigm methodology, in Mingers, J. and Gill, A. (eds) Multi methodology: The Theory and Practice of Combining Management Science Methodologies, Wiley, Chichester, 1–20.
- Minning. (2021, February 9). The 10 Types of Stakeholders That You Meet in Business. Active Campaign. Retrieved on February 3, 2023, from <https://www.activecampaign.com/blog/types-of-stakeholder>
- Molinillo, S., Liébana-Cabanillas, F., Anaya-Sánchez, R., & Baha'is, D. (2018). DMO online platforms: Image and intention to visit. *Tourism management*, 65, 116-130.
- Morrison, A. M. (2013). Marketing and managing tourism destinations. Routledge.
- Mukesh Ranga, & Pradhan, P. (2014). Terrorism terrorizes tourism: Indian Tourism effacing myths? *International Journal of Safety and Security in Tourism*, 1(5), 26-39.
- Müller-Bloch, C., & Kranz, J. (2015). A framework for rigorously identifying research gaps in qualitative literature reviews.
- Muresan, I. C., Oroian, C. F., Harun, R., Arion, F. H., Porutiu, A., Chiciudean, G. O., & Lile, R. (2016). Local residents' attitude toward sustainable rural tourism development. *Sustainability*, 8(1), 100-110.
- Murray, S. (2013). Live From New York! Saturday Night Live and American TV, 40-55.
- Najar, A. H., Rather, A. H., & Mir, M. A. (2020). An assessment of tourists' risk perceptions visiting conflict zones: A study of the Kashmir Valley. *African Journal of Hospitality Tourism and Leisure*, 9(2), 1-16.
- Najar, A. H., & Saini, G. K. (2018). Reimagining conflict exhibited destinations (CED) through recovery marketing strategies. *JOHAR*, 13(1), 16-22.
- Ndlovu, J., & Heath, E. T. (2013). Re-branding of Zimbabwe to enhance sustainable tourism development: Panacea or Villain.
- Neli Frost, (2021). Out with the 'Old', in with the 'New': Challenging Dominant Regulatory Approaches in the Field of Human Rights, *European Journal of International Law*, 32(2), 507–536.
- Nejati, M., Mohamed, B., & Omar, S. I. (2014). Locals' perceptions towards the impacts of tourism and the importance of local engagement: A comparative study of two islands in Malaysian tourism. *An International Interdisciplinary Journal*, 62(2), 135-146.
- Netemeyer, R. G., Krishnan, B., Pullig, C., Wang, G., Yagci, M., Dean, D., & Wirth, F. (2004). Developing and validating measures of facets of customer-based brand equity. *Journal of Business Research*, 57(2), 209-224.
-

-
- Neuman, L. W. (2007). *Social research methods*, 6/E. Pearson Education India.
- Neumayer, E. (2004). The impact of political violence on tourism: Dynamic cross-national estimation. *Journal of conflict resolution*, 48(2), 259-281.
- Nguyen, T. D., Dadzie, C., Davari, A., & Guzman, F. (2015). Intellectual capital through the eyes of the consumer. *Journal of Product & Brand Management*, 24(6), 554-566.
- Nilson, T., & Thorell, K. (2018). *Cultural Heritage Preservation: The Past, the Present and the Future*.
- Novella, M., Morgan, N., & Nibigira, C. (2012). Tourism in a post-conflict situation of fragility. *Annals of Tourism Research*, 39(3), 1446-1469.
- Novella, M., Schmitz, B., & Spencer, T. (2006). Networks, clusters and innovation in tourism: A UK experience. *Tourism management*, 27(6), 1141-1152.
- Nunnally, J. C. (1978) *Psychometric theory*. (2nd Ed.) New York: McGraw-Hill.
- Norah, U. (2006). Rebranding Nigeria. Critical perspectives on the heart of Africa project. Online report, http://www.Brandchannel.com/images/papers/40_Rebranding%20Nigeria, 20.
- Odalonu, B.H., & Obani, E.F. (2018). The Impact of Militancy, Insurgency and Forced Displacement on Nigerian Economy.
- Olearnik, J., & Pasek, K. (2014). Innowacyjność w turystyce i jej oddziaływanie promocyjne. *Rozprawy Naukowe Akademii Wychowania Fizycznego we Wrocławiu*, (46), 91-102.
- Ooi, C. S., Kristensen, T. P., & Pedersen, Z. L. (2004). Re-imaging place: From Czechoslovakia to the Czech Republic and Slovakia. *Tourism*, 52(2), 151-163.
- Panneerselvam, R. (2014). *Research methodology*. PHI Learning Pvt. Ltd.
- Paraskevas, A., Altinay, L., McLean, J., & Cooper, C. (2013). Crisis knowledge in tourism: Types, flows and governance. *Annals of Tourism Research*, 41, 130-152.
- Piekarz, M., Jenkins, I., & Mills, P. (2015). *Risk and safety management in the leisure, events, tourism and sports industries*. CABI, 1(1).
- Pierroux, P., & Skjulstad, S. (2011). Composing a public image online: Art museums and narratives of architecture in web mediation. *Computers and Composition*, 28(3), 205-214.
- Pike, S. (2010). Destination branding case study: Tracking brand equity for an emerging destination between 2003 and 2007. *Journal of Hospitality & Tourism Research*, 34(1), 124-139.
- Pike, S. (2009). Destination brand positions of a competitive set of near-home destinations. *Tourism Management*, 30(6), 857-866.
- Pike, S. (2008). Five limitations of destination brand image questionnaires. *Tourism Recreation Research*, 33(3), 361-363.
- Pike, S. (2007). Consumer-based brand equity for destinations: Practical DMO performance measures. *Journal of Travel & Tourism Marketing*, 22(1), 51-61.
- Pike, S. (2005). Tourism destination branding complexity. *Journal of Product & Brand Management*, 14(4): 258-9.
- Pike, Steven & Ryan, Chris. (2004). Destination Positioning Analysis through a Comparison of Cognitive, Affective, and Conative Perceptions. *Journal of Travel Research*, 42. doi:10.1177/0047287504263029.
- Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and policy in mental health and mental health services research*, 42(5), 533-544.
-

-
- Pett, M. A., Lackey, N. R., & Sullivan, J. J. (2003). Making sense of factor analysis: The use of factor analysis for instrument development in health care research. Thousand Oaks, CA: Sage Publications.
- Polit, D. F., & Beck, C. T. (2012). Gender bias undermines evidence on gender and health. *Qualitative health research*, 22(9), 1298.
- Poudel, S., Nyaupane, G. P., & Budruk, M. (2016). Stakeholders' perspectives of sustainable tourism development: A new approach to measuring outcomes. *Journal of Travel Research*, 55(4), 465-480.
- Prideaux, B. (2007). Echoes of war: battlefield tourism *Battlefield tourism* (pp. 39-50). Routledge.
- Puczko, L., & Ratz, T. (2000). Tourist and resident perceptions of the physical impacts of tourism at Lake Balaton, Hungary: Issues for sustainable tourism management. *Journal of Sustainable Tourism*, 8(6), 458-478.
- Qu, H., Kim, L. H., & Im, H. H. (2011). A model of destination branding: Integrating the concepts of the branding and destination image. *Tourism management*, 32(3), 465-476.
- Qu, Z., Gschwind, B., Lefevre, M., and Wald, L. (2014). Improving HelioClim-3 estimates of surface solar irradiance using the McClear clear-sky model and recent advances in atmosphere composition, *Atmos. Meas. Tech.*, 7, 3927–3933, <https://doi.org/10.5194/amt-7-3927-2014>,
- Rajgarhya, S. (2020) Media Manipulation in the Indian Context: An Analysis of Kashmir-Related Discourse on Twitter. M-RCBG Associate Working Paper Series | No. 147
- Rather, R. A., Najar, A. H., & Jaziri, D. (2020). Destination branding in tourism: insights from social identification, attachment and experience theories. *Anatolia*, 31(2), 229-243.
- Ray, D. G., Saunders, M. R., & Seymour, R. S. (2009). Recent changes to the northeast variant of the Forest Vegetation Simulator and some basic strategies for improving model outputs. *Northern Journal of Applied Forestry*, 26(1), 31-34.
- Reichel, A., Fuchs, G., & Uriely, N. (2007). Perceived risk and the non-institutionalized tourist role: The case of Israeli student ex-backpackers. *Journal of Travel Research*, 46(2), 217-226.
- Remenyi, D., Williams, B., Money, A. and Swartz, E. 2005. Doing research in business and management: An introduction to process and method. 1st ed. London: SAGE Publication.
- Richmond, E. R., & Keller, C. P. (2003). Internet cartography and official tourism destination Web sites in Maps and the Internet, 77-96.
- Risitano, M. (2006, May). The role of destination branding in the tourism stakeholders system. The Campi Flegrei case. *IV International doctoral tourism and leisure colloquium* 3(1).
- Ritala, P., & Hurmelinna-Laukkanen, P. (2013). Incremental and radical innovation in coopetition—The role of absorptive capacity and appropriability. *Journal of Product Innovation Management*, 30(1), 154-169.
- Rittichainuwat, B. (2011). Ghosts: A travel barrier to tourism recovery. *Annals of Tourism Research*, 38(2), 437-459.
- Rusu, S., Isac, F., & Cureteanu, R. (2016). Worldwide tourism entrepreneurship, a global perspective. *Lucrări Științifice Management Agricol*, 17(4), 64-72.
- Ryan, A. B. (2006). Post-Positivist Approaches to Research. In: Researching and Writing your thesis: a guide for postgraduate students. *Maynooth Adult and Community*
-

-
- Education*, 12-26.
- Sandybayev, A. (2016). Strategic Innovation in Tourism. A Conceptual and Review Approach. *International Journal of Research in Tourism and Hospitality*, 2(4), 5-10.
- Sartori, A., Mottironi, C., & Corigliano, M. A. (2012). Tourist destination brand equity and internal stakeholders: An empirical research. *Journal of vacation marketing*, 18(4), 327-340.
- Sax, L. J., Lehman, K. J., Jacobs, J. A., Kanny, M. A., Lim, G., Monje-Paulson, L., & Zimmerman, H. B. (2017). Anatomy of an enduring gender gap: The evolution of women's participation in computer science. *The Journal of Higher Education*, 88(2), 258-293.
- Seabra, C., Reis, P., and Abrantes, J.L. (2019). The influence of terrorism in tourism arrivals: A longitudinal approach in a Mediterranean country. *Elsevier Public Health Emergency Collection*, doi:10.1016/j.annals.2019.102811.
- Shah, F.A, Wani, A. & Mustafa, Z. (2013). "Impact of Armed Conflict on Kashmir Tourism and Socio-Economic Profile of the People of J&K". *EIJMMS*, 3 (7), 35-44.
- Sheppard, A., Latham, S., Middleton, J., Kingston, A., Myers, G., Varslot, T., & Senden, T. (2014). Techniques in helical scanning, dynamic imaging and image segmentation for improved quantitative analysis with X-ray micro-CT. *Nuclear Instruments and Methods in Physics Research Section B: Beam Interactions with Materials and Atoms*, 324, 49-56.
- Sigala, Marianna. (2013). A framework for designing and implementing effective online coupons in tourism and hospitality. *Journal of Vacation Marketing* 19. 165-180. doi:10.1177/1356766712471839.
- Simpson, Penny & Siguaw, Judy. (2008). Perceived Travel Risks: The Traveller Perspective and Manageability. *International Journal of Tourism Research*, 10(1), 315 - 327.
- Sirakaya-Turk, Ercan & Woodside, Arch. (2005). Building and Testing Theories of Decision Making by Travelers. *Tourism Management*, 26(1), 815-832.
- Sirakaya, E., Teye, V., & Sönmez, S. (2002). Understanding residents' support for tourism development in the central region of Ghana. *Journal of travel research*, 41(1), 57-67.
- Sisodia, Chaheti singh. (2022)"J&K to Host G20 Meetings in 2023, First Major International Summit after Abrogation of Article 370." [www.Wionews.Com/India-News/Jk-to-Host-G20-Meetings-in-2023-First-Major-International-Summit-after-Abrogation-of-Article-370-491384](http://www.wionews.com/India-News/Jk-to-Host-G20-Meetings-in-2023-First-Major-International-Summit-after-Abrogation-of-Article-370-491384). [Accessed 30 July 2022]
- Skinner, H. (2005). Wish you were here? Some problems associated with integrating marketing communications when promoting place brands. *Place Branding*, 1(3), 299-315.
- Smallman, C., Morie, K., (2010).Process studies of tourist decision making. *Annals of Tourism Research*, 37(2):397-422.
- Sönmez, S. F. (1998). Tourism, terrorism, and political instability. *Annals of tourism research*, 25(2), 416-456.
- Sönmez, Sevil & Graefe, Alan. (1998). Determining future travel behaviour from past travel experience and perceptions of risk and safety. *Journal of Travel Research*, 37(1), 171-177.
- Souto, J. E. (2015). Business model innovation and business concept innovation as the context of incremental innovation and radical innovation. *Tourism management*, 51, 142-155.
- Sparks, John & Pan, Yue. (2010). Ethical Judgments in Business Ethics Research: Defi-
-

-
- niton, and Research Agenda. *Journal of Business Ethics*, 91(1), 405-418.
- Standeven, J. (1998). Sport tourism: Joint marketing-A starting point for beneficial synergies. *Journal of Vacation Marketing*, 4(1), 39-51.
- Steen, Anders. (2000). Tourism Safety and Security: Introduction. *Tourism Economics*. 6. 105-108. doi:10.5367/000000000101297505.
- Stepchenkova, S., Su, L., & Shichkova, E. (2019). Marketing to tourists from unfriendly countries: Should we even try? *Journal of Travel Research*, 58(2), 266-282.
- Stepchenkova, S., & Li, X. R. (2014). Destination image: Do top-of-mind associations say it all? *Annals of tourism research*, 45, 46-62.
- Stoddard, J. E., Pollard, C. E., & Evans, M. R. (2012). The triple bottom line: A framework for sustainable tourism development. *International Journal of Hospitality & Tourism Administration*, 13(3), 233-258.
- Sundbo, Jon & Orfila-Sintes, Francina & Sørensen, Flemming. (2007). The Innovative Behaviour of Tourism Firms—Comparative Studies of Denmark and Spain. *Research Policy*, 36(1), 88-106.
- Tanju, D., & Jessica, M. (2021). “Can we take a picture with you?” The realization of the refusal speech act with tourists by Emirati speakers. *Russian Journal of Linguistics*, 25(1), 68-88.
- Tessitore, T., Pandelaere, M., & Van Kerckhove, A. (2014). The Amazing Race to India: Prominence in reality television affects destination image and travel intentions. *Tourism management*, 42, 3-12.
- Turok, I. (2009). The distinctive city: pitfalls in the pursuit of differential advantage. *Environment and planning*, 41(1), 13-30.
- Uysal, M., Chen, J. S., & Williams, D. R. (2000). Increasing state market share through a regional positioning. *Tourism Management*, 21(1), 89-96.
- Villanueva, C., Walker, B. G., & Bertellotti, M. (2012). A matter of history: effects of tourism on physiology, behaviour and breeding parameters in Magellanic Penguins (*Spheniscus magellanicus*) at two colonies in Argentina. *Journal of Ornithology*, 153(1), 219-228.
- Vincent Wing Sun Tung, Serene Tse. (2022) Residents’ intolerance in host-guest relation. *Annals of Tourism Research* 92, pages 103306.
- Walker Taylor, Janiece. (2012). The use of saturation in qualitative research. *Canadian journal of cardiovascular nursing*, *Journal canadien en soins infirmiers cardiovasculaires*. 22, 37-46.
- Wang, C., Qu, H., & Hsu, M. K. (2016). Toward an integrated model of tourist expectation formation and gender difference. *Tourism Management*, 54, 58-71.
- Wang, H. M. D., & Sengupta, S. (2016). Stakeholder relationships, brand equity, firm performance: A resource-based perspective. *Journal of Business Research*, 69(12), 5561-5568
- Wang, Y., & Pizam, A. (Eds.). (2011). Destination marketing and management: Theories and applications. *Cabi*. 1 (1).
- Wani, G. A. (2020). Sustainability Issues at Tourism Destinations in Kashmir Valley, *Palarch's Journal of Archaeology of Egypt/Egyptology*, 17 (9).
- Weiermair, K. (2006). Product Improvement or Innovation: What is the key to success in tourism? Paris: OECD Publishing.
- Wong, P. P. W. (2018). Role of components of destination competitiveness in the relationship between customer-based brand equity and destination loyalty. *Current Issues in Tourism*, 21(5), 504-528.
-

-
- Wong, P. P., & Teoh, K. (2015). The influence of destination competitiveness on customer based brand equity. *Journal of Destination Marketing & Management*, 4(4), 206-212.
- World Tourism Organization. (2015), UNWTO Tourism Highlights. UNWTO. Available at <http://www.eunwto.org/doi/pdf/10.18111/9789284416899>
- Yin, H., & Lu, G. (2014). Development and validation of an instrument for assessing mathematics classroom environment in tertiary institutions. *The Asia-Pacific Education Researcher*, 23(3), 655-669.
- Yoo, Youngjin. (2010). Digitalization and Innovation. Institute of Innovation Research Hitotsubashi University, Japan.
- Yusof, M. F. M., Ismail, H. N., & Omar, R. N. R. (2014). A critical analysis on evolution of branding destination in Langkawi Island. *SHS web of conferences* (Vol. 12). EDP Sciences.
- Zlatanov, Sonja. (2015). The role of events in tourism development. Bizinfo Blace. 6. 83-97. doi:10.5937/BIZINF015020830.
- Zenker, S., & Beckmann, S. C. (2013). My place is not your place—different place brand knowledge by different target groups. *Journal of Place Management and Development*, 1(1).
- Zhang, Hao & Cho, Taeyoung & Wang, Huanjiong & Ge, Quansheng. (2018). The Influence of Cross-Cultural Awareness and Tourist Experience on Authenticity, Tourist Satisfaction and Acculturation in World Cultural Heritage Sites of Korea. *Sustainability*. doi:10.927.10.3390/su10040927.
- Zhao, Xinyuan & Liu, Yuzhu & Bi, Haixia & Law, Rob. (2014). Influence of coupons on online travel reservation service recovery. *Journal of Hospitality and Tourism Management*. 21. 18–26. doi:10.1016/j.jhtm.2014.03.001.
- Zhang, S. N., Ruan, W. Q., & Yang, T. T. (2021). National Identity Construction in Cultural and Creative Tourism: The Double Mediators of Implicit Cultural Memory and Explicit Cultural Learning. *SAGE Open*, 11(3), 21582440211040789.
- Zhu, M., Gao, J., Zhang, L., & Jin, S. (2020). Exploring tourists' stress and coping strategies in leisure travel. *Tourism Management*, 81, 104167.
- Ziegler, J. A., Dearden, P., & Rollins, R. (2016). Participant crowding and physical contact rates of whale shark tours on Isla Holbox, Mexico. *Journal of Sustainable Tourism*, 24(4), 616-636.
- Ziffer, K. (1989). *Ecotourism: The Uneasy Alliance*. Conservation International, Ernst and Young, Washington, DC.
- Zikmund, W. G. (2003). *Business research methods* (7th ed.). Ohio-USA: Thomson, South-Western, chapter 5.

Appendix A

Methods of Data Collection

S. No.	Method	Purpose of Study	Sample Size	Timescale
1	Content Analysis	Generate themes regarding conflict sensitivity	28 research papers	25 September 2021 to 24 October 2021
2	Pilot Study	Calculate the face and content validity of measures. Calculate the internal consistency of questionnaire.	20 respondents	27 October 2021 to 09 November 2021
3	Data Collection	Test the conceptual model of study	108 respondents	16 November 2021 to 04 April 2022

Appendix B

Letter of Data Collection

LPU/CRDP/EC/291221/01

Date: 29th Dec, 2021

TO WHOM IT MAY CONCERN

This is to certify that Mr. Parwaiz Ahmad Najar (Registration number – 41900005) is pursuing Ph.D. (Tourism Management) [Part Time] at Lovely Professional University. He is working under the guidance of Dr. Hafizullah Dar, Assistant Professor, Lovely Professional University. Further, he may approach your esteemed library/organization/institute/hospital to use knowledge resources for the above said research. Your act of favourable consideration is sincerely solicited and shall be acknowledged in his Ph.D. thesis.

Head

Center for Research Degree Programmes,
Lovely Professional University,
Phagwara, Punjab (India) – 144411

Prepared by

Checked by

Verified by

Appendix C

Questionnaire

Part I: Demographics of Respondents of Study.

Years of Operation as Travel Agency					
Up to 10	11-20	21-30	31-40	41 & above	
Type of Travel Agency					
Government	Semi-Government	Private			
Travel specialization					
Leisure	Adventure	Business	Religious	Others	
Affiliation with					
Ministry of Tourism, GOI	Ministry of Tourism, Govt. of Jammu Kashmir	IATA	TAAI	Others	
Number of employees					
Up to 5	6-10	11-15	16-20	21-25	26 & Above
Approximate Annual turnover in INR					
Up to 50 Lacs	51 Lacs- 1.0 Crore	1.0 Crore – 1.5 Crore	1.5 Crore – 2.0 Crore	Above 2.0 Crore	Prefer not to Say

Part-II. About Innovative strategies by travel agencies in Kashmir, please indicate your response by placing a tick/√ mark in the appropriate box					
<i>(1=Strongly disagree,2=Disagree,3=Neutral,4=Agree, and 5=Strongly Agree</i>					
Destination Rebranding Strategies by Travel Agencies					
We use logo and tagline to create favourable destination image	1	2	3	4	5
We use natural uniqueness of Kashmir for its rebranding	1	2	3	4	5
We use cultural rareness of Kashmir for its rebranding	1	2	3	4	5
We use destination specific campaigns (like Shikara Riding etc.) for rebranding of Kashmir tourism	1	2	3	4	5
We use electronic media for rebranding Kashmir tourism	1	2	3	4	5
We use our optimized websites for Kashmir tourism rebranding	1	2	3	4	5
We use commercial events (like Tulip festival , cherry festival etc.) for rebranding Kashmir	1	2	3	4	5
Image Recovery					
We ensure physical security to tourists by positive messages of past tourists	1	2	3	4	5
We use importance of Kashmiri dry fruits (like Saffron, walnuts, almonds etc.) to attract tourists towards Kashmir for image recovery.	1	2	3	4	5
We use to make interactions happen between tourists and local people for future relations and their direct interactions.	1	2	3	4	5
We use social media for image recovery of Kashmir	1	2	3	4	5
We provide discounted travel services to promote Kashmir tourism	1	2	3	4	5
We provide weekend offers to tourists for Kashmir image recovery	1	2	3	4	5
We offer cost effective quality travel services to tourists for memorable travel experience	1	2	3	4	5
Sustainable Tourism Development					
Destination Rebranding allows us to use resources sustainably	1	2	3	4	5
Our rebranding strategies ensure sustainable income flow for local people	1	2	3	4	5
Our destination rebranding strategies ensure restoration and protection of historical monuments by adopting sustainable practices during tour operations.	1	2	3	4	5
Our destination rebranding strategies ensure recognition of cultural heritage of Kashmir among tourists for sustainable travel practices	1	2	3	4	5
Our destination rebranding strategies ensure sustainability of local socio-cultural norms of Kashmir through traditional hospitality	1	2	3	4	5
We use traditional life style of locals for destination sustainability	1	2	3	4	5
We ensure restoration and protection of historical monuments by adopting sustainable practices during tour operations.	1	2	3	4	5

Appendix D

Conference Papers

1. Najjar, P.A. 2021. **Yellow Journalism Is Hurdle for Tourism Influx: A Study of Kashmir Valley.** *11th India International Hotel and Travel & Tourism Research Conference, “Re-Strategizing Hospitality & Tourism: Through Food, Facilities & Films”* 25th - 27th February, 2021, New Delhi, India.
2. Najjar, P.A. 2021. **Potential of Rebranding as a growth catalyst for Tourism Influx: A study of Kashmir Valley.** *6th international conference on Advanced Technologies & Innovations in Tourism & Hospitality Industry ATITHI-2021*, 10-11th April 2021, Meerut, India.

Appendix E

Workshops

Workshop on Analytical Research Techniques for Social Sciences organized and Conducted Jointly by University of Calcutta Affiliated Naba Ballygunge Mahavidyalaya (NAAC Reaccredited B+) and Exceller Open, Bearing Candidate ID EOCO150, 14.04.2021 to 20.04.2021.

Appendix F
Research Paper

Impacts of Insurgency and Sensationalism on Eco-tourist Decision Making (TDM)

Hafizullah Dar¹ and Parwaiz Ahmad Najar²

¹*Tourism and Airlines, Lovely Professional University, Phagwara, Punjab, India.*

²*Tourism Management, School of Hotel Management and Tourism, Lovely Professional University, Phagwara, Punjab, India.*

(Received 20 February, 2022; Accepted 2 April, 2022)

ABSTRACT

The research questions of this qualitative study focuses on learning about the impacts of insurgency and sensationalism on Eco-TDM in the Kashmir valley. Thematic Analysis and Content analysis research techniques were adopted to conduct this study. It is evident from the findings that insurgency and sensationalism have negative impacts on Eco-TDM. (Rajgarhya, 2020). Studies clarified that Sensationalism does have influence on Eco-TDM more than insurgency (Frye, William, 2005). According to results, the existence of insurgency and sensationalism in the Valley has changed the perception of eco-tourists critically concerning the image of Kashmir as a safe tourist destination. Sensationalism nullifies the positive thoughts, images, and feelings of tourists and compels them to reconsider their decision towards the destination visit.

Key words : Eco-tourist decision making, Kashmir Tourism, Sensationalism, Insurgency, Media.

Introduction

Insurgency is the unlawful activity against the authority by the group of insurgents who oppose the rule of law, framed by the constituted authority of the state (Akani, 2019). Literature is evident that many times, insurgency is fueled by the sensationalism. Yellow Journalism or Sensationalism refers creation of fake news, showing past incidents as latest, associating appalling incidents from other places with a particular destination, it has very negative impacts on the destination footfall. Whatever it is aimed at, it hampers tourism environment at a place. Eco-tourism and Conservation Eco-tourism is a type of tourism that is primarily inspired by a region's natural history, particularly its indigenous cultures. In the spirit of appreciation, participation,

and sensitivity, the eco-tourist explores relatively untouched areas. The eco-tourist uses wildlife and natural resources in a quasi-manner and contributes to the visited region through work or financial means, with the goal of directly helping the site's conservation and the economic well-being of local residents (Ziffer, 1989).

Relationship between Eco-tourism and Tourist decision making (TDM)

Before selecting a destination to visit, eco-tourists who are travelling for the first time go through all stages of the decision-making process and conduct considerable research (Ezebilo and Eugene, 2014). Eco-tourists who have already visited the place go through only a few of the steps and conduct a limited search for information. Family, friends, societal

values, preferences, safety, and promotions relating to the destination can influence eco-tourists' choice of an ecotourism destination. The decision to return to an ecotourism location is based on the level of satisfaction the eco-tourist had on his or her initial visit to the destination. When eco-tourists are satisfied with their initial visit to an ecotourism destination, they are more willing to revisit but those who are not satisfied they are not willing to revisit (Ezebilo & Eugene, 2014). Therefore it is evident from the studies that eco-tourism is directly proportional to eco-tourist decision making of tourists.

Eco-Tourist Decision Making is linked with Insurgency as eco-tourists fear with insurgency contents (violence, riots, killings, atrocities, kidnapping, terrorism etc.) because they are peace lovers and conflict avoiders (Shah and Wani, 2013). Eco-TDM is more of linked with sensationalism as eco-tourists decide about destination's visit based on the media inputs. The information with regard to law and order, host community behavior, climate etc. has a lot of affinity towards decision making. Media adopts sensationalistic approach in case of Kashmir that created negative destination image of Kashmir and negative tourist perception. Based on the above deliberations, it is revealed that both insurgency and sensationalism have separately adverse impressions on Eco-TDM as more incidents of insurgency results low tourism influx (Itoo, 2013; Baker, 2014).

Kashmir Eco-tourism

Kashmir Valley is bestowed with number of touristic avenues ranging from adventure to eco-tourism, since decades Kashmir remained dream destination of many people from different walks of life. Its fame across the globe has attracted the hearts of its visitors. To harness the benefits of these activities, there is need of safe and secure environment, but ongoing conflict has hampered its pattern (Najar and Saini, 2018). The destination faced dark years of militancy due to which its tourist arrivals touch the surface in early 90s (Fig. 1).

Average tourism influx from 1980 to 1989 in Kashmir was 5.60431 lakhs per year which reduced to 0.40499 lakhs per year during 1990 to 1999 due to military and insurgency activities. Later on, arrival of tourists increased slowly in the past two decades by adopting number of confidence building measures (Najar & Saini, 2018).

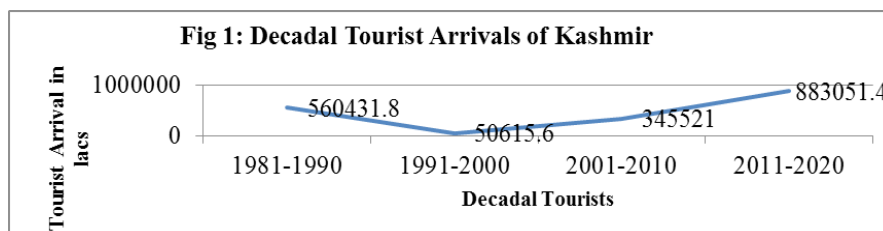
Environmental Friendly practices adopted in Kashmir

Environmental friendly practices means the responsible environmental practices that are specific to natural destinations for its conservation. Kashmir Valley is eco-tourism destination wherein different environmental friendly practices viz, green travel, oppose plastic water bottles, Support sustainability practices, Stop using plastic toothbrushes, Recycle everywhere and anywhere you go, and research sustainability efforts for future accommodations etc. are adopted (Wani, 2020). All such environmental friendly practices conserve the natural environment and save its sanctity for future generations but the activities of insurgency and sensationalism impact their practicability and implementation. Eventually, it is here important to state that environmental friendly practices are negatively impacted by the terrorism, atrocities, riots, and yellowness of media etc. because such menaces create frustrations, disappointments among the stakeholders of environment conservators at destinations like Kashmir (Shah & Wani, 2014).

Review of Literature

Insurgency and Eco-Tourism

The nature of insurgencies is different in terms of their objectives as social, religious, cultural, political, or a combination of them etc. (Dodwell, 2016; Nweze, 2012). It involves atrocities, kidnapping, killing, terror attacks, and attacks on infrastructure and so on (Dodwell, 2016). Insurgency makes the performance of eco-tourism difficult and inadequate by



Source: Directorate of Tourism, Govt. of J & K, vide/2019, (Itoo, M. A., 2013)

disappointing the eco-tourists. Association of Insurgency with eco-tourism is very complex and is having many different aspects due to mysterious and compelling phenomenon of terrorism and insurgency (Baker, 2014) so the signal of positivity is impossible in the TDM due to its complexity link with insurgency (Seabra *et al.*, 2019).

Insurgency is inversely proportional to eco-tourism potential as the literature stated that when the tourism destination is hit by conflict, the performance of tourism industry is disturbed by limited flow of tourism (Alola *et al.*, 2019). Thus insurgency and eco-tourism nexus is confirmed to be negative from the relevant studies (Alola *et al.*, 2019). Insurgency blasphemes the image of destination horribly when eco-tourists are targeted at short range by the terrorists (Baker, 2014).

Sensationalism and Eco-Tourism Development

The rise of journalism increased the competition among news agencies and reporters for fame and TRP which gave birth to the new phenomenon of news called Sensationalism. The stature of sensationalist reporting is supposed to be during the 1890s, and from that point forward, sensationalist reporting has extended as innovative pushes ahead and pressurized the society in different aspects. For example when sensationalism is availed by anti-social elements in Kashmir to prick the youth and divert their attention from reality, societies of Kashmir are degraded by existence of havoc over here. This defaming of Kashmir valley by sensationalism impacts its eco-tourism. Hence when the image of Kashmir lost its sanctity either by sensationalism or insurgency, it proves failure in decision making of eco-tourists. If news is sensationalized then eco-tourist decision making is defective in nature.

Tourist Decision Making towards Environmental preservation

Tourists seek destinations with untouched nature or at the very least a maintained and highly valued environment, thus the fact that ecotourism is growing, particularly in preserved regions for the enjoyment of nature, is not surprising. Eco-potential tourism's negative effects on the environment are reflected in worldwide demands on natural resources, pollution emissions, waste generation, and climate change. The main focus of this paper is to describe the current state and quality of natural resources in Kashmir Valley, as well as the climate fea-

tures of the studied area, as a requirement for continuing the growth of eco-tourism (Awaritefe, 2004). To select the destination for recreation, eco-tourist grasp the knowledge and information from different platforms viz, news channels, newspapers, magazines, advertisers internet, airlines, tour operators and other associated stakeholders (Smallman and Moore, 2010). Ranga and Pradhan, (2014) revealed that eco-tourism leads to gross domestic product growth of nation but terrorism halts the eco-tourism growth. Hence eco-tourist decision making is the sensitive and complex process where minor features of the destination are sometimes very crucial and important for final outcome of visiting the destination. In addition, the willingness of eco-tourists towards their objective is main component of Eco-TDM (Awaritefe, 2004).

Research Methodology

The study aims to understand the role of sensationalism and insurgency on eco-tourism decision making in Kashmir valley. Mostly, eco-tourists believe in what print and electronic media are presenting about any destination (Rather, and Najar; Jaziri, 2020). Therefore, to work on this problem, Thematic Analysis and the content analysis, research techniques were separately adopted. Data have been collected from both primary as well as secondary means through interviews and various journals, newspapers, theses, dissertations, books, government, non-government reports, periodicals, websites and unpublished documents. At first, the keywords or categories of contents related to Insurgency like atrocities, riots, violence, terrorism, kidnapping etc., Sensationalism like online sensationalism, offline sensationalism, fake news, fake visuals, eye catching videos, fake cosmic strips etc., and Eco-TDM like ideas, decision frames, thoughtful decisions, extensive decision making etc. were selected to examine the published literature through the Google scholar, Scopus and web of science. Next, the theory of saturation was applied in order to ascertain the sample size for the thematic analysis. The data was collected from the respondents with the help of in depth interview technique using interview checklist. After applying open coding and counting, the themes were achieved during the analysis through Inductive analysis. The final outcome of the study is presented into main broad three themes, with the development of conceptual frame-

work supported by the different theories of the field.

Analysis and Interpretation

Contextualizing Insurgency, Sensationalism and Eco-Tourist Decision Making

Insurgency and Sensationalism are two parallel variables that impact the eco-tourist decision making negatively by their activities. Sensationalism is more harmful than insurgency because the activities of sensationalism means the communication of exaggerated news is broadcasted and circulated in less span of time across the globe, that spread the rumors quickly (Hunt, 2014) but the activities of insurgency are limited to the societies where they exist and their impact is restricted to its vicinity till it is circulated either by any news channel or print media. It has been endorsed by one of the respondent;

The tourism business in the Kashmir valley has been highly impacted in terms of bookings, sale of tourism products during the turmoil, the tourism players has a very bad tourism years especially 2016 and 2019. The dissipation of information across quarters is spreading like fire, which has very negative impacts on the tourism business.

Insurgency at National level-Kashmir, India

During past one decade, 2010 to 2020 AD, several minor and major violent and terror incidents (Table 1) happened in the Valley. Several militant attacks happened on the security forces and governmental establishments which resulted in number of deaths and protests on roads as well as disappointment among locals and tourists.

Sensationalism in Kashmir

Sensationalism in Kashmir is editorial tactic in na-

ture and emotionally loaded impressions of events are framed in order to manipulate the truth and exaggerate the mobs. This type of Sensationalism results the distortion among the people, particularly news readers and tourists, all are being misled by such exaggerated messages. Much news has been interlinked with the Kashmir by international media as summarized below. No doubt there was disturbance in peace in the Valley due to some occasional unsolicited incidents but media make a mountain out of a molehill the news at national level. This is further stated by one of the respondent during interview that;

Fake reporting is being done by the media personals. Sometimes old videos of the Valley or from other places are showed and associated to Kashmir as a part yellow journalism by several media houses e.g., 2014 flood images were shown in 2018 rains. Though the condition in Kashmir is peaceful but sensationalism has created fearful and negative image of Kashmir among tourists.

Discussion

Insurgency and sensationalism are two parallel variables that affect eco-tourist decision making undesirably. In Kashmir Valley, dominance and competence of national news agency is mostly grabbed by sensationalism. This impacts domestic eco-tourism negatively because of miss-trust, disappointments and avoidance is generated in the minds of eco-tourists, apathy stuck in their heart and outcome emerges as *de-facto* decision making of eco-tourists. In Kashmir destination, majority of insurgency incidents happen in remote areas but unfortunately sensationalized media wrongly targets whole Kashmir for their self-interest and defames the image of Kashmir. Such misled, fake and false information

Table 1. Terror and Insurgency incidents in Kashmir'

Year	Incidents
2010	Civil riots in Kashmir against innocents civilian killings.
2011	Total 12 militants and army officer killed in Bandipora near LOC on August 20.
2012	5 militants killed by security personals on 01/10/2012
2013	On 13 March 2013 attack on CRPF camp at Bemina.
2014	Multiple attacks on 5 December 2014 in the Kashmir division.
2016	The 2016 unrest in whole Kashmir over killing of Burhan Rebellion.
2017	On 10 July 2017, eight Amarnath pilgrims got killed.
2018	Sunjwani Attack 4 soldiers killed and 4 terrorist neutralized.
2019	On 14 February 2019 major attack of army convoy at Pulwama where 44 soldiers killed.
6/2020	Out of 24 militants killed in Kashmir, 21 were local.

Sources: Directorate of Tourism Kashmir, 2020; Shah and Wani, 2013; Ganie, 2018.

has been observed by many news facilitators and freelance journalists as observed by *Quint Webqoof team* after abrogation of article 370. At the end indepth interviews and reviewed studies pointed out that both sensationalism and Insurgency spoil Kashmir destination image and Eco-TDM gravely.

Summary and Conclusion

In conclusion, the fact that the eco-tourists visiting Kashmir, perceived risk before their arrivals, at the destination and that risk is contributed by the sensationalism and insurgency activities at a destination. Furthermore, it has been proved, in view of Eco-TDM that the risks of insurgency and sensationalism activities has resulted a very negative impacts on it. Insurgency at destination like Kashmir Valley de-means its safe eco-tourism and creates fear, disappointments among eco-tourists, and impacts their decision making drastically. Similarly, sensationalism being a curse in the prevailing societies hampers the ground reality of Kashmir with its activities as media misled and exaggerated the information continuously for maximizing their financial strength, TRP and circulation of newspapers, magazines etc. Thus affecting the eco-tourist's perceptions on various dimensions of risk, can further decrease the tourist arrivals at conflict sensitive destinations. With this framework, it is obvious that insurgency and sensationalism is having the supportive cooperation towards the negative impact on the Kashmir tourism in the form of social instability, and wrong decision making.

References

- Akanni, Kingsley, N. 2019. Counter-Insurgency and Human Rights Violations in Nigeria, *Journal of Law, Policy and Globalization*. 85(2) : 15-23.
- Alol, U. V. 2019. Impact of Corruption and Insurgency on Tourism Performance: A Case of a Developing Country. *International Journal of Hospitality & Tourism Administration*. 20(1) : 1-17.
- Awaritefe, O. 2004. Motivation and Other Considerations in Tourist Destination Choice: A Case Study of Nigeria. *Tourism Geographies an International Journal of Tourism Space, Place and Environment*. 6(3) : 303-330.
- Baker, David Mc. A. 2014. The Effects of Terrorism on the Travel and Tourism Industry. *International Journal of Religious Tourism and Pilgrimage*. 2(1) : 58-67.
- Dodwell, B., Milton, D. and Rasler, D. 2016. The Caliphate's Global Workforce: An Inside Look at the Islamic State's Foreign Fighter Paper Trail', *Combating Terrorism Centre at West point*, April 2016, <https://www.ctc.usma.edu/posts/the-caliphates-global-workforce-an-inside-look-at-the-islamic-states-foreign-fighter-paper-trail>, (accessed 14 October 2016).
- Ezebilu and Eugene. 2014. Choosing Ecotourism Destinations for Vacations: A Decision-Making Process. *Asian Social Science*. 10. 10 - 17. 10.5539/ass.v10n2p10
- Fourie, J., Rossello-Nadal, J. and Santana-Gallego, M. 2019. Fatal attraction: How security Threats hurt tourism. *Journal of Travel Research*. 59(2) : 0047287519826208.
- Frye, William, B. 2005. *A qualitative analysis of sensationalism in media*. Graduate Theses, Dissertations, and Problem Reports. 3218. <https://researchrepository.wvu.edu/etd/3218>
- Hunt, P. 2014. Sensationalism: Murder, may hem, mudslinging, scandals, and disasters in19th century reporting. *American Journalism*. 31(1) : 136-137.
- Itoo, M.A. 2013. Tourism industry of Kashmir, *International Journal of Management and Sustainability*. 2(4) : 63-71.
- Mukesh Ranga and Pradhan, P. 2014. Terrorism terrorizes tourism: Indian Tourism effacing myths? *International Journal of Safety and Security in Tourism*. 1(5) : 26-39.
- Najar, A. H. and Saini, G. K. 2018. Reimagining conflict exhibited destinations (CED) through recovery marketing strategies. *JOHAR*. 13(1) : 16.
- Najar, A. H., Rather, A. H. and Mir, M. A. 2020. An assessment of tourists' risk perceptions visiting conflict zones: A study of the Kashmir Valley. *African Journal of Hospitality Tourism and Leisure*. 9(2): 1-16.
- Rajgarhya, S. 2020. Media Manipulation in the Indian Context: An Analysis of Kashmir-Related Discourse on Twitter. *M-RCBG Associate Working Paper Series* | No. 147
- Rather, R. A., Najar, A. H. and Jaziri, D. 2020. Destination branding in tourism: insights from social identification, attachment and experience theories. *Anatolia*. 31(2) : 229-243.
- Seabra, C., Reis, P. and Abrantes, J.L. 2019. The influence of terrorism in tourism arrivals: A longitudinal approach in a Mediterranean country. *Elsevier Public Health EmergencyCollection*. doi: 10.1016/j.annals.2019.102811.
- Shah, F.A., Wani, A. and Mustafa, Z. 2013. Impact of Armed Conflict on Kashmir Tourism and Socio-Economic Profile of the People of J&K. *EIJMMS*. 3 (7) : 35-44.
- Smallman, C. and Morie, K. 2010. Process studies of tourist decision making. *Annals of Tourism Research*. 37(2): 397-422.
- Wani, G.A. 2020. Sustainability Issues at Tourism Destinations in Kashmir Valley. *Palarch's Journal of Archaeology of Egypt/Egyptology*. 17(9).
- Ziffer, K. 1989. *Ecotourism: The Uneasy Alliance*. Conservation International, Ernst and Young, Washington, DC.

