
REIMAGING CONFLICT EXHIBITED DESTINATIONS (CED) THROUGH RECOVERY MARKETING STRATEGIES

Ashaq Hussain Najar*, Gordhan K. Saini**

**Assistant Professor, Central University of Kashmir, Department of Tourism Studies, Jammu & Kashmir, India. Email: Ashaqcruiser@gmail.com; ashaq.najar@cukashmir.ac.in*

***Assistant Professor, Tata Institute of Social Science, Mumbai, Maharashtra, India. Email: gksaini@tiss.edu*

ABSTRACT

The areas which are meant for the tourist activities across the state or country are called as destinations and the detonations which are subjected to any crisis cause decline in the tourist influx at the destination. Most of the time tourists avoided conflict destinations; political instability and other conflict stuff affect tourism activities, which leads to solemn tourism crisis and less inflow of tourists. This paper argues that political uncertain tourist destinations should incorporate selected marketing/management strategies to protect and rebuild their image to reassure potential visitors for the visit of these destinations. For rebranding these destinations as safe and secure destinations the data was collected from both Primary and secondary sources, which was collected through self-design structured questionnaire administered to Destination Management/Marketing Organisations (DMOs). Data was analysed through regression analysis and factor analysis. The paper recommends that if collaborative marketing with prominent media partners will be adopted it will help the DMOS to rebrand the destination like Kashmir valley as a safe and secure destination, also through the involvement of local community can lead a very positive results in terms of gaining confidence and trust in the minds of tourists which in turn lead the increase in tourist influx.

Keywords: *Recovery Marketing, Branding, Collaborative Marketing, Destinations*

Introduction

The perception for Kashmir as a tourist destination has been flawed by various political and social challenges from time to time leading to the reduction in tourist arrivals. Despite of gaining popularity as a major tourist destination, the last two decades have hindered the smooth growth of tourism industry because of political instability, which has discouraged travelers for visiting India's most beautiful tourist destination (Chauhan and Khanna, 2005). In fact, J&K's competitive position as a standalone destination is not as strong as that of the other tourist's destinations in the country because of terrorism (Jain, 2013). Adding to this other scholar have defined that the introduction of risk into touristic decisions has the potential to disrupt routine decision-making. Tourists might therefore choose an alternative destination with similar characteristics but in a more stable condition (Neumayer, 2004). Countries with a negative image due to past events of violence often attempt to improve their image with aggressive advertising campaigns to portray themselves as entirely safe destinations (Sönmez et al., 1999). To safeguard the existing destination's position and to retain its market, the concept of rebranding need to be adopted and strategically defined by the destination authorities. Overall, rebranding is about, adding value to an existing brand (Jesca et al., 2014) and the value is based on how easy the brand comes to a customer's mind (Riezebos, 2003). It can add a destination on a consumer's "shopping list" and creates an emotional trigger, which increases the chances for that destination to be chosen before others (Iordache et al. 2014).

Furthermore, brand has important influence in creating competitive advantage of a company on market and in environment which are becoming more demanding and more turbulent (Urošević and Završnik, n.a). In fact, it promises a travel experience that live up to the promises are valuable elements of destination branding (Hanlan and Kelly, 2005). Different levels of risk perception together with other internal factors may determine a tourist's motivation to travel, their awareness of destination alternatives, the level of concern given to safety and terrorism threat, the extent of their information search, evaluation of alternatives, and therefore their destination choice.

The paper is composed of following sections:

Section 1: Introduction about the problem.

Section 2: Review of literature with regard to branding and recovery marketing and also the variables of recovery marketing which composes the recovery marketing and those all variables have some or the other way effect on the destination image.

Section 3: are the objectives of the study which are given after the literature in order to explain the gaps in review of literature and also the variables have been defined in this part in order to clarify the gist of the study.

Section 4: The rationale possesses very important space in any research which explains the need of the study, its scope for the industry as well as consumer here it is a tourist.

Section 5: Methodology explains here in the way of conducting the analysis and interpretation of the collected data from the stakeholders of the tourism industry like DMOs.

Section 6: Data analysis and interpretation which plays an important role by giving the final inputs in the form of conclusion and recommendations.

Section 7: Conclusion and Managerial Implications.

Literature Review

A. Destination Branding - Destination branding is the practice of applying branding strategy and other marketing techniques to the economic, political, and cultural development of cities, regions, and countries (Ashworth and Kavaratzis, 2009). Destinations must compete with each other for a place in the consideration set of their targeted visitors, and visitors' perceptions of a destination can have a major impact on their decision processes (Tasci and Kozak, 2006). Destination branding is essential in positioning and differentiating a location or region. In the context of destination branding, perceived quality of the brand can encompass the beliefs of the residents that branding efforts imbue what is truly a signature and positive attribute of a location. This destination appeal shape should transfer to a unique and competitive destination brand which expresses the reality of the destination and conveys the tourist perspective.

B. Destination Marketing Organizations - DMO's and the enterprises are involved in the building and marketing of destination tourist services. This is why a tourist destination concept should focus on both customers and producers. The marketing success of a destination is dependent not only on the called push factors (market demand forces) but also on the pull factors (supply-side factors), that have a major impact on the branding success of a particular destination. DMOs are increasingly engaging in place branding in the attempt to differentiate from competing destinations. A destination brand comprises the supply-side desired identity and the demand-side image of the destination held by the consumer. Therefore a hierarchy of brand equity is proposed for DMOs as a means of measuring the effectiveness of

the investment in branding, in terms of congruence between brand identity and brand image. Most of the destination branding papers published since the literature started in 1998 has a strong practical focus on reporting the brand development process. (Steven Pike, 2007) Destination image has a key role for tourism marketers. Several researchers (e. g. Mayo and Jarvis 1981) have illustrated that destination image and tourists' purchase decisions are positively correlated; this is an important issue in an individual's travel purchase related decision making, since the individual traveller's dissatisfaction with a travel purchase depends on a comparison of his/her expectation about the destination or a previously held destination image, and on his/her perceived performance of the destination.

C. Recovery Marketing - Recovery marketing can be defined as the actual or possible regaining, restoration, or improvement of something lost or taken away as a result of a significantly negative situation. In the context of destination service recovery, remuneration may be given to a tourist after a service failure has either been observed by a service provider's employee, or when there exists a propensity to complain by dissatisfied tourists. The remuneration may be in the form of a cash payment or an in-kind voucher or coupon, valued at some cash equivalent amount. Successful recovery efforts or recovery marketing have been shown to have a positive impact on satisfaction levels, reduced propensity to complain and engage in negative word-of-mouth, and increased repurchase intentions (Michel 2002).

D. Destination Image - Destination image has a key role for tourism marketers. It is a critical factor in promotion strategies and 'all places have images - good, bad and indifferent that must be identified and either changed or exploited (Hunt, 1975) e.g the image of the Kerala is the gods own land, in the same way the Amritsar can be developed as a site for the Dark Tourism due to its dark tourism site Jallainwala Bagh famous for killing of 10,000 people on the orders of General Dyer in British rule. Several researchers (e. g. Mayo and Jarvis 1981) have illustrated that destination image and tourists' purchase decisions are positively correlated; this is an important issue in an individual's travel purchase related decision making, since the individual traveller's dissatisfaction with a travel purchase depends on a comparison of his/her expectation about the destination or a previously held destination image, and on his/her perceived performance of the destination. The important role of destination image, both in terms of understanding travel behaviour and in designing effective tourism marketing strategies, in terms of brand awareness, identity and advertisements, which underscores the need to develop methodologies to comprehensively and accurately measure this concept (Echtner, and Ritchie, 1991). The importance of a favourable image

for a destination to attract tourists is undoubtedly of highest value as a positive image has more chance to be considered in the destination selection process than a negative image (Zahara, 2012). It is highly unfortunate that tourism crises receive wide publicity because tourism centres are, by definition, places with high visibility. On the other hand, destination image, in very simple terms the overall evaluation of the extent to which a destination is liked or disliked, is closely linked to information, as in case of lack of information the formation of an image is impossible (Sonnleitner, 2011). Tourists build an image of the destination based on the projected from the destination identity and destination marketers establish brand identity based on their knowledge about tourists' image of the destination (Qu et al, 2011).

Comparing destination images held by different groups is fairly common in the tourism destination image literature (Gallarza, Saura, and Garcia 2002; Pike 2002). For instance, researchers have investigated image variances between prospective and actual tourists, the same destination image message could be interpreted differently depending on information receivers' own cultural and socio-demographic background (Stepchenkova and Mills 2010; The comparison usually involves the computing of group means on respondents' ratings, a practice repeatedly criticized by researchers (Dolnicar and Grabler, 2004; Pan and Li, 2011).

The comparison usually involves the computing of group means on respondents' ratings, a practice repeatedly criticized by researchers (Dolnicar and Grabler 2004; Pan and Li 2011). Conceptually, such comparison only reflects the destination's "performances" on those predetermined attributes perceived by respondents, whereas the respondents' individualistic impression or knowledge of the destination is largely ignored.

Limitations of Existing Research

Literature has indicated its contribution to destination branding and marketing in new and existing markets. However sufficient approach for degraded or turbulent destinations as Kashmir has missed the linkage for attaining their recovery in the choice based system of tourists as the primary objective of any tourist destination is attracting and keeping the consumer interest in tourism products and services as to the specific tourism potential (Ispas and Saraga, 2011).

Destination branding was created and generated by destination-marketing organizations (DMOs) (Blain et al., 2005) to create a positive image and differentiate their destinations from other tourist destinations (Cai, 2002;

Gnoth et al., 2007). Branding techniques have become “powerful tools” for tourist destination marketers because a brand can identify and differentiate the destination through a positive image that ties tourists to the destination emotionally (Cai, 2002; Gnoth et al., 2007). A branding technique, such as brand advertising, was used by DMOs before the advent of the Internet, and was referred to as a one-way communication (Pereboom, 2011). However, due to the use of social media offered through the Internet, brand marketers are currently facing a dilemma (Hipperson, 2010). That Word-of-mouth (WOM) marketing is a viable alternative to traditional marketing communication tools and an appealing strategy among practitioners. WOM affects most consumer purchase decisions and has literally no cost and a faster delivery than traditional marketing communication tools. Hence, there is a need to work in this area.

Furthermore, it also identified that selected predictors of recovery marketing which leads to destination image was not included in previous research. Alignment of all selected predictors of recovery marketing is required to take into consideration. Therefore, on the basis of literature review, the proposed conceptual framework for this research as follows.

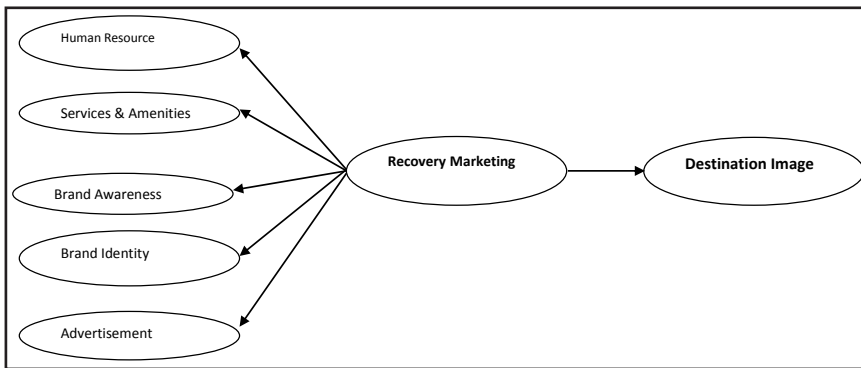


Fig. 1: Proposed Conceptual Frame Work of Research

Objectives of the Study

Destination services and facilities have been widely influence on destination image as well as destination choice. Destination components are important in defining image of destination through lush green landscape, business orchard, cultural exchange, infrastructure, safety issues, and activities are important in defining the images of the destination, the destination management organisations play an important role in managing

the destinations from catering human resource for the destinations to laws and regulations adopted at tourist destinations, This paper aims to study the role and importance of Destination Marketing Organisations (DMO's) in managing the destinations particularly branding the destinations.

Moreover, it suggested that the attitudes toward travelling to a destination are determined by the key importance/belief attributes of the destination. Another popular research topic focusing on destination attributes is destination competitiveness. Some researchers have focused on competitiveness attributes of their own interest and discussed their importance on particular aspects of destination attributes, such as destination marketing, price competitiveness and quality management (Go & Govers, 2000). Others developed destination competitiveness model including 36 destination attributes. While examining 36 destination attributes, were identified that 10 most important ones are physiographic and climate, mix of activities, culture and history, tourism superstructure, safety and security, cost/value, accessibility, special events, awareness/image, and location. on this issue this paper tries to explore the possibilities of find the existing rebranding practices across Destination Marketing Organisations (DMO's) operating in conflict zones at national level.

The recovery marketing for conflicting destinations is conducted and tourists complaints are well-resolved and the relationship between the DMO's and the tourist is improved, this can lead to improvement in terms of customer satisfaction, trust and loyalty towards the destination. Particularly in tourism, which is an intangible service which cannot be experienced prior to purchase, this is extremely important (Fakeye & Crompton, 1991). Marketing contribution to the recovery of tourism potential manifests mainly in the form of its specialized form, as tourism marketing (Kulcsár, 2012). There here it is to analyse the DMO's perception regarding the role of recovery marketing in rebranding of conflict sensitive destinations.

Rationale of the Study

The main emphasis of this study is laid on the crisis experienced by these destinations; although these destinations posses tremendous potential in terms of tourism influx activity, but because of their negative image these destinations fail to attract high tourist arrivals.

Against this backdrop, the study proposes to examine the dynamics of such destinations along using case study approach towards the states of India. So this study will be having wider scope by evaluating the dimensions

of Recovery marketing and to determine the interrelationship among Destination Marketing Organisations in rebranding the image of conflict sensitive destinations and recovery marketing, which in turn help in managing these destinations in future in considerations with the economic sustenance.

The current study can give the benefits to Industry practitioners since it will enable them to find out strategies regarding rebranding of conflict sensitive destinations directed towards the community based tourism programmes and its impact on guest-host relationship building, by understanding the tourist perception towards these successful programmes and rebranding practices, its dimensions or factors which affect to the destination image. This study is conducted up to certain jurisdiction as now a day there are mammoth number of conflict zones across the globe, i.e., why in this study the emphasis will be done on Northern state like J&K and North Eastern State like Assam, for which this study will be beneficial in reframing or modifying their image in the tourism scenario. The study will be carried on in the next two to three years in order to suggest the best possible strategies for the modification and rebranding of these states and create the economical, social and cultural balance.

Methodology

Research Design: The present study has adopted the *Mixed Approach Research*. As per the objective point of view, it is exploratory cum descriptive research. The researcher tries to explore the existing literature, in order to know the variables/dimensions which are having association or relationship with the particular research. Under descriptive research, it describes the whole problem in terms of concepts, variables, dimensions, constructs, sub-constructs and relationship between the variables

Data Collection: Data was collected from both primary as well as the secondary sources as per the need of the study. A self-administered questionnaire was distributed to the Destination Management Organisations (DMO's) like Travel Agencies, Tour Operators, Tourism Development Authorities etc, for their response based on the Likerts-5-Point Scale in which perception towards rebranding was asked from them. The scholar gathered the data from travel agencies, tourism professionals on one to one basis through self designed questionnaire. In many cases the respondents were verbally encouraged to participate. In total 118 questionnaires were distributed out of

which only 108 were filled by the respondents. 6 Questionnaires were partially filled and 4 were returned unfilled.

Primary Data: Present study is primarily based on primary data which is collected from the target population like registered travel agencies, development authorities and tourism professional who are working in the industry etc the data is collected from these respondents through a self structured questionnaires.

Secondary Data: Secondary data collected from various international as well as the national journals and also obtained by reviewing the articles published in journals of National and International repute, on the internet and various business magazines and also the information is collected from the state and national bodies who are involved in framing policies regarding branding and imagining in tourism and hospitality industry.

Sample Design

Sample Element: Both the Genders.

Sample Unit: Registered Destination Management Organisations in Kashmir division, especially in Srinagar Capital City.

Sampling Extent: Srinagar (Capital City), Jammu and Kashmir.

Sampling Technique: This study used a convenience sampling procedure.

Sample Size: As Per the Krejcie Morgan (1970) Formula.

$$s = \frac{X^2 NP(1-P)}{d^2 (N-1) + X^2 P(1-P)}$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

and further the sample size shall be statistically determined on the basis of pilot study.

Table 1: Sample Size Distribution

Destination	Population	Sample Size
Kashmir		
DMO (Registered Prominent Travel Agency)	150	108
Development Authorities	10	10
Total	160	118

Five destination management organisations were included in the final survey, Sonamarg Development Authority (SDA), Gulmarg Development Authority (GDA), Pahalgam Development Authority (PDA), Arehbal Development Authority (ADA) and Bungus Development Authority which are associated with a destination brand were taken into consideration in order to investigate their perception for re-branding a tourist destination.

Table 2: List of Selected Destination

Selected Destinations	Products Associated with a Destination Brand
Gulmarg	Skiing
Pahalgam	Eco Tourism and Nature Base Tourism
Sonamarg	Sledging and Meadows
Arehbal	Waterfall
Bungus	Border tourism and Nature base Tourism

The term, “Products associated with a destination brand” in this study is defined as products which carry a destination as a brand with the logo.

Research Instrument: A self structured questionnaire was prepared based on the literature review and used for this study. The same items were used in the final survey to evaluate destination image. The questionnaire consists of two parts i.e Part I, and II and was administered to the DMOs for knowing their perception with regard to Destination Brand Awareness, Brand Identity, Human Resource Involvement, Services and Amenities, Advertisements and recovery marketing, on which different number of questions were asked. Part I illustrates the demographic profile of the respondents which includes gender, Educational Qualification and Occupation. Part II included items measuring the impact of recovery marketing on the destination image of Kashmir, in which the factors of the recovery marketing like Brand Awareness, Brand

Identity, Human Resource Involvement, Advertisement and Services and Amenities are included.

A Five-point Likert's type scale varying from strongly disagree to Strongly Agree is used in order to get response from the respondents with regard to above stated variables.

Research Techniques and Tools: The collected data is analyzed by the use of certain appropriate statistical tools like SPSS, AMOS and MS Excel and techniques, like Descriptive Analysis, Factor Analysis, and Regression Analysis.

Reliability and Validity

Overall Reliability: Cronbach alpha value is 0.766 i.e. more than 0.5 which explains that the data collected and the scales used is reliable.

Split Half Reliability: Cronbach's alpha under split half value again comes out more than desired value of 0.5 which is 0.700 and 0.666 respectively, that signifies its reliability.

Construct Reliability: It is equal to 0.831 for F1, 0.758 for F2, 0.611 for F3, 0.600 for F4, 0.584 for F5, and 0.588 for F6, in this way it is explained that the factor generated by the factor analysis is also reliable for the analysis.

Validity

Construct Validity explains, whether the variables which are reduced into factors in factor analysis fall in that particular factor or not, it is done through the confirmatory factor analysis.

Discriminant Validity explains that the factors which are generated through factor analysis should be discriminant with each other; it is explained by the discriminant analysis chart produced in factor analysis, which states that the value between the factors should be less than 0.3.

Data Analysis and Results

To analyse the perception of DMOs with regard to Recovery Marketing on the rebranding of the destination, the analysis took through the Descriptive analysis i.e. through mean and standard deviation. Likert's-5- point scale was

used which enumerates the perception from Strongly Disagree to Strongly Agree.

Table 3: Descriptive Analysis about Perception of DMOs

S No	Factor Number	Question/Variables	Mean	Standard Deviation
1	F1 HR	Governmental task Force	4.03	.92
2		Skilled Manpower	3.6	.96
3		Domestic Tourism Development	3.85	.95
4		Tourist Police	3.42	.86
Mean of Means X Bar			3.72	
5	F2	Discounts in Fares and Accommodation	3.59	.86
6	S&F	Services and Facilities	3.76	1.01
7		Branded Service Providers	3.82	.99
8	F4 B.I	Logo and Taglines	3.81	.94
9		Logo and Services	4.17	.92
10		Physical Evidence	4.27	.94
Mean of Means X Bar			4.08	
11	F5 B.A	Website Updation	3.50	1.08
12		Brand Awareness	3.71	.94
13		Collaborating Marketing	3.81	.90
Mean of Means X Bar			3.67	
14	F6 ADV	Travel Writers	4.25	.78
15		FAM Tours	4.08	1.08
Mean of Means X Bar			4.16	
16	Destination Image	Brand Ambassador	3.93	0.96
17		Security checkups & Excessive deployment of security	3.70	0.94
18		Consulting agency	4.00	1.04
Mean of Means X Bar			3.87	

The results of Table 3 reveals that factor 6 and 4 are professed to be superior compared to other constructs like Brand Awareness. Additionally, The majority of respondents tended to be positive (mean = 3.81) towards

related to “recovery marketing “which illustrates that the Destination Management Organisations also perceive that there is dire need of recovery or re-imaging of these conflict sensitive destinations. The fact that the majority of respondents in the present research are with this perception that the Human resource involved at these destination need to be highly trained and there should be no lot of security personnel’s as these sensitive destination, also the services and amenities at a destination plays a pivotal role in re branding as the mean for this factor no 2 is 3.72 which is also same for the factor 1-Human resource involvement. Besides this the research involves 25% females and 75% males. The study about the perception of the Destination Marketing Organisations indicates that recovery marketing plays a paramount role in tourist satisfaction, but on the other hand the DMO’s perception indicates that the spurt security check ups and excessive security forces at a destination sheds some negative image.

The Regression analysis was adopted and applied in this study which reveals as under, the regression analysis is run to assess the relationship of recovery marketing & Destination image taking former as independent variables and latter as dependent variable. The regression results revealed in Table 4 & 5 suggest that recovery marketing has a significant impact on Destination image. The results indicate that for one unit increase in recovery marketing which is an independent variable, the destination image accelerates by 0.794 units (R- Square = 0.794) and are statistically significant as depicted by β and t- values. The result suggests a positive impact of recovery marketing on Destination image. Therefore, it can be concluded from the regression results that recovery marketing is positively associated with Destination image.

Relationship Between Destination Image & Recovery Marketing

Table 4: Regression Model for the Relationship between Recovery Marketing & Destination Image

Model	R	R-Square	Adjusted R ²	Std. Error of the Estimate
1	0.891*	0.794	0.793	0.62259

* Predictors: (Constant), Recovery Marketing

Table 5: Regression Coefficients for Recovery Marketing & Destination Image

Variable	Beta	t-value	Sig.
Recovery Marketing	0.891	35.504	.000

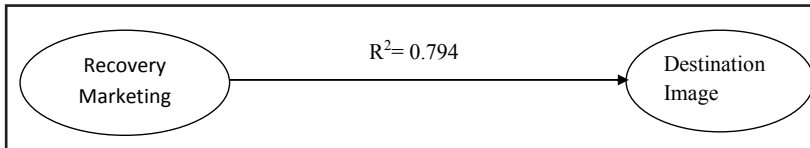


Fig. 2: Regression Model for Knowing the Relationship in Between

Conclusions and Recommendations

The data analysis explains that if the recovery marketing is put into the practice it will definitely lead to recover the image of the destination under new logo and tagline. As per the literature for this study and data analysis the recovery marketing is composed of five components like brand identity, brand awareness, HR involvement, services and facilities and advertisement, these all components play a paramount role in rebranding the destination. In some cases, these images are based on inaccurate information or widespread stereotypes recurrently reinforced by the media and the entertainment industry. In other instances, these images are founded on past episodes of political unrest, natural disasters, violence, and economic downturns. Place images may be clouded by these occurrences much longer than it would take to overcome or correct the problems. The results of this study, for the same problem suggests that the destination DMOs should go for the collaborative marketing in such cases so that the lost image can be recovered.

The result of the regression analysis above showed that recovery marketing and destination image recovery as a significant unique contribution to the prediction of tourists’ word of mouth. It is supported by other scholars that recovery marketing for any product can lead the re-brand of that product which has later a significant effect on tourists/guests’ word of mouth. Moreover, a dissatisfied customer pursues redress; there will be positive or word of mouth and re-patronage intention. For the results stated, it is found that customers will spread positive or negative word of mouth if they are satisfied or dissatisfied with the outcome they received during the recovery effort.

The outcome here refers to the compensation in term of Travel Agents Vouchers (TAV), refunds, free gift, replacement and apologies and complimentary things in the service during the stay of guest or tourist at a destination. If the tourist feels that the outcome they received is fair, they were likely to spread a positive word of mouth to the other people, but if they received a bad outcome, it will cause them to spread the negative word to all the people associated with them. Service providers need to make sure they always include the explanations and efforts, and empathy and politeness during the interaction with their customers, so that the customer will feel that they are being appreciated and being given full attention and make them feel belongingness by the organization.

The study also revealed that Branding, as a merchandising shortcut to induce purchasing decisions, is necessary to identify and distinguish tourism destinations and to attract larger numbers of visitors due to the limited experience of travellers about their destinations. The results declared that the destinations has to re-brand themselves on the basis of the peculiarities of their market environments, rather than on their own specific characteristics e.g, in Kashmir Valley the word “trust” among the tourists about the safety and security should be of prime importance. Kashmir as a tourist destination possesses a tremendous potential in terms of service, facilities and tourism products. Kashmir can cater the needs of every kind of tourist ranging from pilgrimage tourism, sports tourism, eco tourism, adventure tourism and so on. The study concluded on the aspect that the DMOs should highlight the Pilgrimage tourism at high level and cater the pilgrimages in a lucid and effective manner that will definitely shed the negative image of the destination and will help to re-brand the destinations like Kashmir under the new logo and tagline “a destination where there is something for everyone in a safe and secure way”.

Managerial Implications

- First and utmost aspect in rebranding Kashmir valley as a safe and secure destination, is the enhancement of safety through the involvement of local community like *home stay*, which will lead a confidence and trust in the minds of tourists.
- Framing logo for the respective travel agencies and destinations play a paramount role in brand awareness and brand identity. Also, classify the sub-destinations as per their tourism activities, it will help to grab the attention of the Special Interest Tourists, and will lead to re-brand as a destination from its sub destination and can help DMO’s to sell Kashmir as a new brand “*Kashmir: a destination where something is for all.*”

- Collaborative marketing can help Kashmir in re-branding, as collaborating with the media has a great impact on creating a destination brand under new logo and tagline.
- DMO's in the valley should invite world renowned travellers and writers for rebranding it as a safe destination and promote it in their journals, magazines and so on.
- The results of this study and literature explain that Brand Awareness is lacking in Kashmir valley, which is very important to rebrand the valley. Also it is necessary to analyse that whether a destination is possessing the generic things that most tourists want, namely comfort, safety, friendliness, relaxation and fun, with the right capabilities in the big three of accommodation, restaurants and shopping.

References

- Ashworth, G., & Kavaratzis M. (2009). Beyond the logo: Brand management for cities. *Journal of Brand Management*, 16, 520-531.
- Blain, C., Levy, S. E., & Ritchie, J. R. B. (2005). Destination branding: Insights and practices from destination management organizations. *Journal of Travel Research*, 43(May), 328-338
- Banks, S. (1950). The relationship between preference and purchase of brands. *Journal of Marketing*, 15(October), 145-157.
- Cai, L. A. (2002). Cooperative branding for rural destinations. *Annals of Travel Research*, 29(3), 720-742.
- Chauhan, V., & Khanna, S. (2005). Terrorism and tourism in J&K: An empirical study. *Tourism Development Journal*, 2(1), 102-110.
- Clarke, J. (2000). Tourism brands: An exploratory study of the brands box model. *Journal of Vacation Marketing*, 6(4), 329-345.
- Dolničar, S. (2004). Beyond “commonsense segmentation”: A systematics of segmentation approaches in tourism. *Journal of Travel Research*, 42(3), 244-250.
- Dosen, D. O., Vranesevic, T., & Prebezac, D. (1998). The importance of branding in the development of marketing strategy of Croatia as tourist destination. *Acta Turistica*, 10, 193-182.

- Echtner, C. M., & Ritchie, J. B. (1991). The meaning and measurement of destination image. *Journal of Tourism Studies*, 2(2), 2-12.
- Gallarza, M. G., Saura, I. G., & García, H. C. (2002). Destination image: Towards a conceptual framework. *Annals of Tourism Research*, 29(1), 56-78.
- Gardner, B. B., & Levy, S. J. (1955). The product and the brand. *Harvard Business Review*, March-April, 33-39.
- Gnoth, J., Baloglu, S., Ekinici, Y., & Sirakaya-Turk, E. (2007). Introduction: Building destination brands. *Tourism Analysis*, 12(5/6), 339e343.
- Han, H., & Back, K. J. (2007). Investigating the effects of consumption emotions on customer satisfaction and repeat visit intentions in the lodging industry. *Journal of Hospitality Marketing & Management*, 15(3), 5-30.
- Hipperson, T. (2010). The changing face of data insight and its relationship to brand marketing. *Journal of Database Marketing and Customer Strategy Management*, 17(34), 262-266.
- Hanlan, J., & Kelly, S. (2005). Image formation, information sources and an iconic australian tourist destination. *Journal of Vacation Marketing*, 11(2), 163-178
- Hunt, J. D. (1975). Image as a factor in tourism development. *Journal of Travel Research* 13(3), 1-7.
- Iordache, C. M., Ciochina, I., & Marin, C. (2014). Brand positioning: Tourism strategy support. *Anale. Seria Stiinte Economice. Timisoara*, 20, 187.
- Ispas, I., & Saragea, R. A. (2011). Evaluating the image of tourism destinations. The case of the autonomous community of the Canary Islands. *Journal of Tourism - Studies and Research in Tourism*, 12, 5-12
- 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.

- Jesca, C., Kumbirai, M., & Brighton, H. (2014). Destination rebranding paradigm in Zimbabwe: A stakeholder approach. *International Journal of Advanced Research in Management and Social Sciences*, 3(1), 30-41.
- Kotler, P., & Armstrong, G. (1996). *Principles of marketing*. Upper Saddle River, N.J.: Prentice Hall.
- Kotler, P. (1997). *Marketing management: Analysis, planning, implementation, and control* (9th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc.
- Kotler, P., & Gertner, D. (2004). Country as brand, product and beyond: a place marketing and brand management perspective, in Morgan N, Pritchard A and Pride R. (Eds), *Destination branding*, Elsevier, Oxford, 40-56.
- Mayo, E. J., & Jarvis, L. P. (1981). *The psychology of leisure travel*. Boston: CBI.
- Michel, S. (2002). Exploring the service recovery paradox. *American Marketing Association Proceedings*, Summer, 75-82.
- Morgan, N., & Pritchard, N. (2005). Promoting niche tourism destination brands: Case studies of New Zealand and Wales. *Journal of Promotion Management*, 12(1), 17-33.
- Morgan, N., Pritchard, A., & Piggott, R. (2002). New Zealand, 100% pure. The creation of a powerful niche destination brand. *The Journal of Brand Management*, 9(4), 335-354.
- Neumayer, E. (2004). The impact of political violence on tourism dynamic cross-national estimation. *Journal of Conflict Resolution*, 48(2), 259-281.
- Ndlovu, J., Nyakunu, E., & Heath, E. T. (2009). *Branding a destination in a political crisis: Re-learning, re-thinking and re-aligning strategies*.
- Oh, H. (2005). Measuring affective reactions to print apparel advertisements: A scale development. *Journal of Fashion Marketing and Management*, 9(3), 283-305.

- Pike, S. (2002). Destination image analysis: A review of 142 papers from 1973 to 2000. *Tourism Management*, 23, 541.
- Pike, S. (2007). Destination image literature - 2001 to 2007. *Acta Turistica*, 19, 107-125.
- Pereboom N (2011) Rethinking destination branding. Retrieved from <http://www.crossmint.com/web-2.0-branding-2.0/2011/07/15/rethinking-destinationbranding> (accessed 28 September 2011).
- Pritchard, A., & Morgan, N. (1998). Mood marketing: The new destination branding strategy: A case of Wales the brand. *Journal of Vacation Marketing*, 4, 215-229.
- Pan, B., & X. Li. (2011). The long tail of destination image and online marketing. *Annals of Tourism Research*, 38(1), 132-52.
- 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.
- Riezebos, R., Riezebos, H. J., Kist, B., & Kootstra, G. (2003). *Brand management: A theoretical and practical approach*. Pearson Education.
- Sönmez, S. F. (1998). Tourism, terrorism, and political instability. *Annals of Tourism Research*, 25(2), 416-456.
- Ritchie, J. R. B., & Ritchie, R. J. B. (1998). The branding of tourism destinations: Past achievements and future challenges. In P. Keller (Ed.), *Destination marketing: Reports of the 48th AIEST Congress* (pp. 89-116). St Gallen, Switzerland: Association Internationale d'Experts Scientifiques du Tourisme.
- Sönmez, S. F., Apostolopoulos, Y., & Tarlow, P. (1999). Tourism in crisis: Managing the effects of terrorism. *Journal of Travel Research*, 38(1), 13-18.
- Sonnleitner, K. (2011). Destination image and its effects on marketing and branding a tourist destination: A case study about the Austrian National Tourist Office-with a focus on the market Sweden.

- Stepchenkova, S., & Mills, J. E. (2010). Destination image: A meta-analysis of 2000-2007 research. *Journal of Hospitality Marketing & Management*, 19(6), 575-609.
- Tasci, A. D., & Kozak, M. (2006). Destination brands vs. destination images: Do we know what we mean?. *Journal of Vacation Marketing*, 12(4), 299-317.
- Urošević, S., & Završnik, B. (n. a). Characteristics branding & brand management in the fashion industry.
- Woodside, A. G., & Wilson, E. J. (1985). Effects of consumer awareness of brand advertising on preference. *Journal of Advertising Research*, 25(4), 41-48.
- Zahara, I. (2012). Destination image and tourism: A case study of Bangladesh. *European Journal of Business and Management*, 4(6)