Recovery Marketing Activities (RMA's): A Tool to Manage Destination in Conflict Situation- Research Literature Review

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ABSTRACT

A crisis can be defined as an event or a set of circumstance arising from external or internal causes which severely compromises the marketability or viability of a tourism destination, tourism and hospitality enterprise or service (Beirman, 2007). Tourism is the industry which is composed of tangible and intangible services and products, if these services are branded and meet the tourist's demands and expectation then it will lead the guest delightedness and positive image of the destination as well which in turn creates positive Word of Mouth for others. Tourism as a key component of development in the state of Jammu & Kashmir, India and despite its notable economic power and apparent resiliency, tourism is highly vulnerable to internal and external shocks as diverse as economic downturns, natural disasters, epidemic disease, and international, national conflicts. While a natural disaster can impede the flow of tourism, terrorism risk tends to intimidate the travelling public more severely—as demonstrated by the realignment of travel flows and cancellation of vacations during periods of heightened conflict. This study is based on literature scanning in which different papers were screened and a framework is proposed for the destination which is in the conflict situation. This study concludes with a framework stressed on recovery marketing activities e.g., involving homestay activity for the stay of tourists in order to provide them a secure and safe stay in conflict situations.

Introduction

When tourism ceases to be pleasurable due to actual or perceived risks, tourists exercise their freedom and power to avoid risky situations or destinations. The crisis management task force being prepared for crisis management must include the timely (pre-crisis) organization of a task force. It is recommended that this group be composed of local government officials, local travel and tourism industry professionals, and community leaders and be fully dedicated to achieving complete recovery.

Conflict and instability in Jammu and Kashmir have been a major hindrance to its development and progress levels. Tourism is identified as the engine of growth and Development of Jammu and Kashmir economy in general and Kashmir valley in particular. The development of tourist industry can have a significant impact on the overall growth of the state, because of its ability to have impact on tourism

outcomes like direct and indirect employment, GDP, tourist footfall as well as growth in allied industries. The valley of Kashmir has been engulfed in a violent situation since 1989, which has threatened the sustainability of tourism industry and its outcome like footfall, budgets, revenue etc. The political instability in turn has greatly altered the direction, flow, pattern and volume of tourists to the destination. (Shah, S.A. and Wani, M.A. (2014). To recover the tourist destination from this turmoil it is the responsibility of Destination Marketing Organizations (DMOs) to come forward and adopt the recovery strategies-marketing contribution which helps to recover the destination from its diminished/tarnished image or business.

The tourism organisational role is depending upon the conditions of the destinations where tourism activities happen but the force which makes them paralysed in performing their role is conflict based on riots, disaster, violence, unrest etc. Tourism destination crises triggered by terrorism and political instability are likely to be different from those caused by natural disasters. Although terrorism and political instability has been an agent of declining the image of a destination for tourism activity, since early history, modern-day terrorism began in the latter part of this century (Wahab 1996).

The study proposes to examine the dynamics of such destinations along using literature review approach towards the destination marketing in handling conflict situation. So this study will be having wider scope by evaluating the dimensions of Recovery marketing and to determine the interrelationship among recovery Marketing and Tourism Outcome like tourism footfall, tourism revenue, budgets, GDP etc and to explore the perception of stakeholders engaged in tourism promotion about "Recovery Marketing Activities (RMA)" and also the existing RMAs adopted by them.

Conflict in the Kashmir Valley

In view of the authors Shah & Wani (2014) conflict and instability in Jammu and Kashmir have been a major hindrance to its development and progress levels. Tourism is identified as the engine of growth and development of Jammu and Kashmir economy in general and Kashmir valley in particular. The development of tourist industry can have a significant impact on the overall growth of the state, because of its ability to create direct and indirect employment, as well as growth in allied industries. Kashmir being an important tourist destination in India has witnessed downfall because of the ongoing unrest after 1989 especially during the last two decades which has hindered the smooth growth of tourism industry.

The valley of Kashmir has been engulfed in a violent situation since 1989, which has threatened the sustainability of tourism industry. The political instability in turn has greatly altered the direction, flow, pattern and volume of tourists to the destination. Perception of political instability and safety are a prerequisite for tourist visitation. violent protests, social unrest, civil war, terrorist actions, perceived violations of human rights or even mere threats of these activities can all serve to cause tourists to alter their travel behaviour.

Tourist flow to Kashmir valley has increased from 10579 in 1951 to more than 7.3 lakhs in 2010 at an average rate of 8 percent per annum. However during the period 1989 to 1995 tourist influx registered a negative growth rate because of the political instability in the valley. The major set-back to the tourist flow has affected

the economic stability of the state in general and squeezed the employment opportunities.

However there has been revival of the tourist inflow in 2003 onwards with significant growth rate. The growth is more prominent in the domestic tourist flow than in foreign tourists. The number of foreign tourist to Kashmir Valley has drastically decreased from 67762 during the years 1989 to 2686 in 2002 (Shah & Wani (2014). The actual value of revenue generation at some stages is lower than the value of linear trend line, signifying that the revenue generation through gondola has not flourished during 2000 to 2005, because the actual revenue generation is much lower than trend values. Similarly the recent civil uprising during 2008 to 2010 has pushed the actual revenue downward and making this tourist destination victim of political instability which seemingly should have touched souring heights as stated by the Shah & Wani (2014)

During past 04 years there was almost 50 percent decline in the tourist arrivals at state level due to the unrest in the Kashmir valley of the state.

Table 1: Down Fall in the Tourist Arrivals from 2013 to 2016

Year	Tourist Arrivals to Kashmir Valley	Tourist Arrivals to J&K State
2013	11,71130	13,00,000
2014	3,.72909	13,48,919
2015	9,27815	12,00,000
2016	6,23,292	8,00,000

Source**:** Department of Tourism Kashmir, Govt. of Jammu Kashmir

Destination Marketing Organizations (DMOs)

As per the (Grängsjö 2003) the entities/enterprises which are responsible for the upliftment of tourist destinations in terms of marketing and other activities are called as Destination Management Organisations (DMO's). The destination marketing organizations (DMO's) and the enterprises are involved in the building and marketing of destination tourist services (Grängsjö 2003).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

It is evident that the continued development of tourism in a country provides benefits in terms of increased foreign exchange earnings because, tourism is an industry that has experienced notable growth and no doubt portrays even more potential growth for many years to come (Riley, Ladkin, Szivas, 2002). Seddighi (2001) and Stafford, (2002) stated that the effects of terrorist attacks might cause political instability, which leads to the decline or disappearance of tourist arrivals in some tourist destinations, e.g. in Kashmir valley the tourist influx in 2008 and 2010 declined due to political uncertainty.

Tourism Outcome : The results of the tourism activities, like the tourist arrivals, revenue generation, GDP etc constitute the tourism industry outcome. Depending on different perspective, outcomes may be classified as social, economical and environmental and change processes might be interpreted as a positive or negative impact.

Recovery Marketing

As per the (Beirman, D.2011) the underlying intention of a successful tourism recovery program is not merely restoring or getting back to where things were before the crisis event but to build back better. This is designed to result in a more marketable destination and business and to improve infrastructure to the point that a similar event in the future may be less destructive. Marketing contribution to the recovery of tourism potential manifests mainly in the form of its specialized form, as Tourism Recovery marketing (Kulcsár, 2012). Once a situation is identified as a crisis and the crisis mind-set is in place, the gravity of the situation is likely to assure discipline and dedication from the initiation of crisis management activities until full recovery is achieved (Sonmez et al., 1999). In other words recovery from a disaster or negative issue requires planning (Pike, 2016). For any tourist industry disturbance or turbulence in destinations indicates its tourism movement towards crisis, which ultimately stresses upon the normal conduct for tourists, thus harm a destination's reputation as a safest option, its attractiveness and leave it with degraded position in market.

The process of recovery is 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). Zeithaml et. al. (2009) reported that resolving customer/tourist problems (or recovering service failures) through effective recovery strategies has several multiple effects such as increasing tourist satisfaction and loyalty and generating positive word-of-mouth communication (post-visit behavioural). Once a situation is identified as a crisis and the crisis mind-set is in place, the gravity of the situation is likely to assure discipline and dedication from the initiation of crisis management activities until full recovery is achieved (Sonmez et al., 1999). It involves the actions taken by the service providers or destination management organizations to fix these failures (Zeithmal et al., 2013).

Table 2: Summary of Literature on Recovery Marketing

Author	Year	Title of Research Paper	Variable /Sub Variables	Method
E. Kate Armstrong a & Brent W. Ritchie	2008	The heart recovery marketing campaign	Recovery Marketing Crises communication plan Timely dissipation of information Recovery campaign Message consistency	Case study & qualitative

Author	Year	Title of Research Paper	Variable /Sub Variables	Method
Gabrielle Walters & Judith Mair	2012	The Effectiveness of Post-Disaster Recovery Marketing Messages—The Case of the 2009 Australian Bushfire	Recovery Marketing Celebrity Endorsement Past Guest testimonials Festivals and events	Quantitative
Noel Scott , Eric Laws & Bruce Prideaux	2008	Tourism Crises and Marketing Recovery Strategies, Journal of Travel & Tourism Marketing, 23:2-4, 1-13,	Recovery Marketing Crises study Political audit Risk analysis Reconfiguring stakeholders network Joint marketing of stakeholders	Quantitative
Dr. David Beirman -	2011	Tourism Risk, Crisis and Recovery Management Guide PATA	Recovery Marketing Incentives for visitation Benefits for visiting now. Value – added arrangements Familiarisation trips	Mixed
Francesca Granville, Amisha Mehta, Steven Pike	2016	Destinations, disasters and public relations: Stakeholder engagement in multi-phase disaster management	Disaster Situation Disaster Assessment Crisis Management Plans DMO Performance Attribute performance Stakeholders Engagement	Mixed

Research Methodology

Research methodology is based upon the archival sources where in secondary data collection through previous literature. The study is conceptual in nature. The

data has been retrieved from varied articles, journals, magazines and websites and other online sources for the purpose of research.

Conceptual Framework

The main emphasis of this study is laid on the crisis experienced by these destinations; although these destinations possess 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 literature review /scanning towards the states of India especially Kashmir division of J&K. So this study will be having wider scope by evaluating the dimensions of Recovery marketing and to determine its role in recovery of the destination in the conflict situation in terms tourism Outcome like tourist arrivals, tourism revenue, GDP etc.
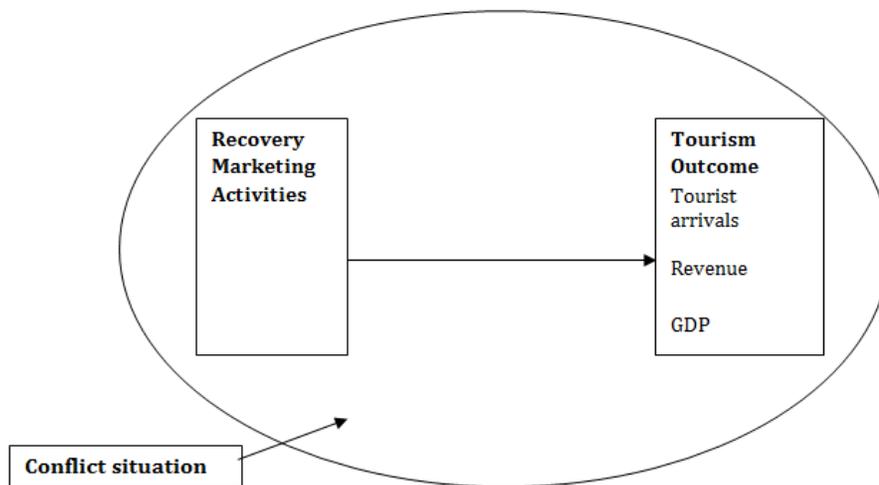

Fig 1: Conceptual Model

Tourist destinations, especially those where economic viability depends mainly on tourism, have little choice but to implement crisis management strategies to deal with terrorism. Unless terrorism is viewed as a crisis by the tourism industry, energy and resources cannot be effectively channeled into its management. It is imperative for destinations to augment their crisis management plans with marketing efforts, to recover lost tourism by rebuilding a positive image. There are surprisingly few sources for the tourism industry to turn to for guidance on crisis management. Even more difficult is finding crisis management strategies tailored for terrorism or political violence. Ideas can be gleaned from tourism crisis management manuals geared for natural disasters (Sönmez, Backman, and Allen 1994). General suggestions begin with the organization of a task force, development of a crisis management plan and guidebook (Sönmez, Backman, and Allen 1994), and partnering with law enforcement officials (Tarlow 1998).

Existing Recovery Practices adopted at the time of Crises at Global level

| Country	Disaster	Period of Disaster	Recovery Practices adopted
Jordan	Political Instability	Gulf War 1991 and Israeli-Palestinian Conflict 2000	Marketing Campaigns Introducing Eco tourism Highlighting MICE potential Launched New Festivals. The Global Village Sharahia and Collins (1993) and Kelly (1998)
US	Tower Attack	2001	Tax reduction and subsidies in air travel in Hotels crisis management Team Focusing on Domestic Market Internet Marketing Bierman, (2003)
Israel	Political Conflict	2000	Journalist FAM Tours Upgrading Internet sites Local Market Concentration Israeli and Reichel (2003) and Bierman, (2003)
Fiji Island	Military Coup	1987 and 2000	Crisis management Team Promoting it as MICE destination Discount in Airfares FAM tours Scott (1998) and Bierman, (2003)
Sri Lanka	Civil War ad Conflict	2001	Image Building Campaign Discounted Prices Crises marketing plan Bierman, (2003)
Egypt	Terrorism	1992	Crisis management Plan existing marketing strategy, FAM Tours Trade Shows Publishing Quality Material Bierman, (2003)

Proposed Crises Management Framework for a Destination in Conflict Situation Based on the Literature

The destinations which are in conflict and are striving to recover from the crises should focus on the **Home stay** as the Home stays are appraised to bring tourism revenues directly to the host family without monopolized affluent outside actors (Anand, Chandan and Singh, 2012), and moreover, additional livelihood

opportunities are created (Anand et al., 2012; Pusiran and Xiao, 2013) and more of the secure and safe environment is possible for the guests in the conflict sensitive destinations.. Hence, this concept deems an opportune tool to effectuate a sustainable growth in the country's tourism. Additionally, literature reveals residents' attitudes toward tourism play an important role for sustainable development (Gursoy and Rutherford, 2004; Sharma and Dyer, 2012), strengthening the importance of a locally implemented socio-cultural analysis even more. it gives sense of belongingness and feeling of security in the guests or tourists.

Media Collaboration: The media, Internet and word-of-mouth all are avenues through which the tourism industry communicates with potential customers. In the event of a disaster or even the perception of a disaster, it's all too easy for inaccurate information and negative publicity to spread. This can be a challenge to combat and requires unique crisis communication strategies. IEDC Research Report (2013) Tourism TV commercials (TVCs) are one of the channels (or agents) used to form destination images, yet this channel is rarely researched. The objectives of this study is to identify the relations among visual elements, TVC effects, and destination image formation Steve Pan (2009).

Recovery Message Campaign: The literature explains that a marketing message endorsed by a well-known and well-associated celebrity is likely to be most effective in encouraging tourists to return to or visit a disaster-affected destination 12 to 24 months following the event. It further revealed a significant relationship between past visitation and the time frame in which visitors will visit a disaster-affected region, Gabrielle Walters & Judith Mair,(2012).
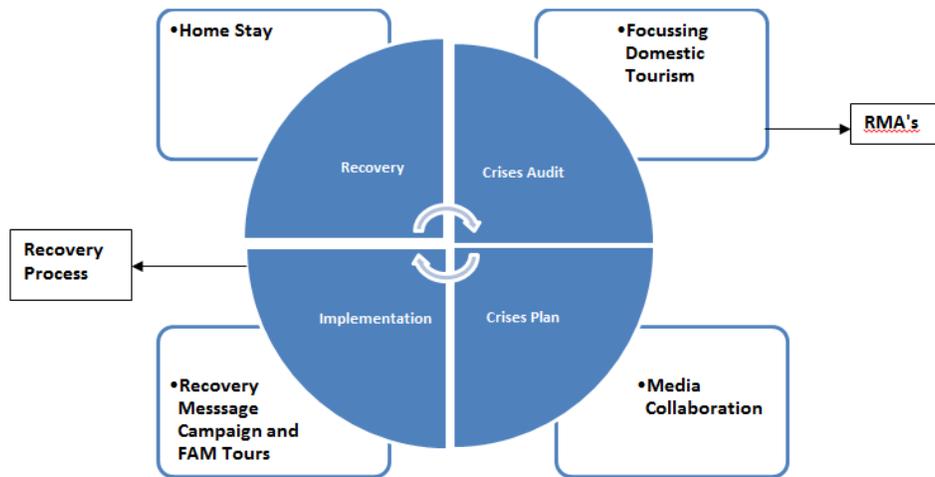
Proposed Crises Management Framework

Crises Audit

The first thing a tourism organization must do after a disaster is assess damage to its own facilities and the disaster's impact on its employees and destination. It may need to secure a temporary location if its offices or visitor centre have been damaged. This space could be a vacant storefront downtown or in a shopping center

RMA'

or mall; a place in a hotel, arena or other event space; a trailer in a parking lot, or office space that was not damaged by the disaster. The new location and the services available will need to be well publicized. IEDC Research Report (2013)pg 8. Assessing the extent of the damage to tourist infrastructure is a critical task immediately following a disaster. This may be done most effectively with a brief survey – using broad questions and no more than a page in length – that asks whether and how any staff or visitors were impacted by the disaster; what the operational issues are post-disaster; and what (if any) services or products the stakeholder could offer to assist with the recovery (e.g., hotel rooms, meeting space, volunteer labour). Survey recipients should include all stakeholders mentioned in the community's tourism industry crisis communication plan.

Create and Update a Crisis Communication Plan

The tourism industry's recovery depends significantly on communications with external customers, so a crisis communication plan will help it be prepared for future disasters. The tourism industry's plan is different than a regular community crisis communication plan in that it is externally focused. As per the IEDC Research Report (2013) it is done as Step 1: In advance of a disaster, convene organizations that can play a role in post disaster business recovery. Step 2: Identify how economic recovery partner organizations will communicate with each other after a disaster and what their roles will be. Step 3: Designate one group to take the lead in coordinating communications in a post-disaster situation. Step 4: Create a web page to serve as a post-disaster economic recovery portal. Step 5: Ensure that economic recovery partner organizations are prepared to function effectively in a post-disaster situation.

Conclusion

The destinations which are in the conflict should focus on the security issues in order to tackle the decline in tourism economic outcome. The security issues can be dealt with the number of aspects of the recovery cycle mentioned above which starts with audit of political instability and ends with recovery after passing through planning and implementation stages. With Accepting the permanence of terrorism and regional political problems is a requisite to managing them. This is pertinent not only for governments of nations afflicted with terrorism or political disturbances and tourist generating nations but also for the international tourism industry. The research also suggested continuing promotional activities during conflict so that tourist footfall may be managed in a proper manner. The literature review identified that there were few studies which had investigated the impacts of conflict on the tourism outcome while as this study focused on the issue of recovery marketing Activities and their role in the recovery of destination, it has been revealed by the literature that the Homestay, media collaboration, recovery campaign and focusing on the domestic tourism has a very good impact on the recovery of the tourism outcome from negativity of the destination. This is possible if the crises audit and communication plan is formulated in such a way, that it can be implemented in the situation of conflict and recover the destination from this negativity. However, the messages about the importance of different activities employed may need to change with the situation of the destination.

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