

Impact of Crisis Management Strategies on Destination Market Recovery

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Abstract

Purpose : The paper's primary objective was to analyze the impact of crisis management strategies on destination market recovery in the Kashmir region. In doing so, the study answered the question regarding the effectiveness of crisis management strategies in recovering a destination that has experienced numerous crises.

Methodology : A descriptive research design was used in the study. To document the answers from various tourist stakeholders, a standardized questionnaire was created. A total of 318 comprehensive answers were documented. Regression analysis was used to evaluate the hypothesis after the data were processed using SPSS 25.0.

Findings : Strategies were found in six different factors: knowledge exchange, training, security, promotion, communication, and rehabilitation. Prior to analyzing each item separately through regression analysis, all of the crisis management strategy items were first examined as a single component. Regression research revealed that crisis management enhances destination market recovery significantly.

Implications : Policymakers and destination market organizations will be able to better grasp the value and efficacy of crisis management techniques, thanks to the study's findings. Additionally, it would support scholars and researchers in their ongoing studies on the resilience and recovery of destination markets.

Originality : A substantial body of literature has been written about tourism crisis management, but remarkably few studies have focused on the crisis management process itself, which would highlight the recovery of destination markets "during the crisis" and the efficacy of crisis management tactics. By examining the effect of crisis management techniques on destination market recovery, the current study filled this research void.

Keywords : tourism, crisis, crisis management, tourism market, destination recovery

JEL Classification Codes : L8, Z0, Z3

Paper Submission Date: November 29, 2023 ; **Paper sent back for Revision :** January 20, 2024 ; **Paper Acceptance Date :** February 5, 2024 ; **Paper Published Online :** February 15, 2024

Crisis and disasters are nothing new to us because of global advancements and the passage of time (Birkland, 2009; Ibrion et al., 2015; Monteil et al., 2020). They have only increased with time, in the form of natural or artificial disasters, and have significantly impacted the world's economies (Walters et al., 2016). Seldom have the areas with extended negative pictures received much attention (Saqib, 2020). As we transcend with time, the crises and their impacts have grown in severity, which has ultimately been a force of increasing economic losses worldwide and has become a hurdle to tourism development (Seyfi et al., 2023). Over

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DOI : <https://doi.org/10.17010/pijom/2024/v17i2/173326>

the past 10 years, a number of crises have affected tourism, including wars in the Middle East, Europe, Asia, and the Caucasus; civil unrest; terrorist attacks; hate crimes; deadly epidemics and pandemics; and natural disasters (Gurtner, 2016; Liu-Lastres et al., 2020; Ritchie & Jiang, 2021; Zhang et al., 2023). Dar (2019) identified Kashmir as a strategic tourism destination that could draw tourists from across the globe. It needs more crisis mitigation and effective disaster planning, which affects its tourism development. Over the past 30 years, the Kashmir Valley has seen a number of crises (Table 1), with Kashmir tourism bearing the heavy brunt of these losses. According to Habib and Fatima (2017), the crises have had an effect on stakeholders in the tourist sector as well as the number of visitors.

Table 1. Recent Crisis in Kashmir

Crisis	Occurrence	Place	Event	Casualties		Result
				Fatalities	Injured	
Natural	2005, 18 February	Kulgam	Snow Blizzard	175	418	Displacement and Warnings
	2005, 05 October	Kashmir Valley	Earthquake	1,350	6,266	Displacement and Warnings
	2014, 14 September	Central Kashmir	Floods	300	25	Displacement and Warnings
Political	2008	Kashmir	Civil Unrest	46	1,265	Curfew and Travel Warnings
	2010	Kashmir	Civil Unrest	479*	1,047	Curfew and Travel Warnings
	2016	Kashmir	Civil Unrest	383*	8,932	Curfew and Travel Warnings
	2019	Kashmir	Constitutional Change	57	Not Known	Curfew, Travel Restrictions, and Travel Warnings
Militancy/	2004, 23 March	South Kashmir	Militant Attack	31	17	Travel Warnings
Terrorism/	2005, 06 April	Tourist Reception Centre, Srinagar	Terrorist Attack	02	07	Travel Warnings
Border						
Clashes	2007, 11 October	Dal Lake, Srinagar	Suicide Bombing	02	03	Travel Warnings/ Destination Image Deteriorated
	2008, 19 July	Srinagar	IED Blast	10	18	Travel Warnings
	2013, 24 June	Srinagar	Militant Attack	08	11	Travel Warnings/ Destination Image Deteriorated
	2016, 21 February	Pampore	Militant Attack	06	13	Travel Warnings
	2016, 18 September	Baramulla (Uri)	Militant Attack	22	20	Travel Restrictions
	2016, 28 September	Line of Control (Ind-Pak)	Cross Border Retaliatory Action by Indian Army	40	9	Travel Advisory
	2018, 12 February	Srinagar	Suicide Attack	03	02	Travel Warnings
	2019, 14 February	Pulwama	VBIED	41	35	Clampdown, Travel Advisory, Image Deterioration
	2019, 26 February	Line of Control (Ind-Pak)	Air and Land Attacks	36**	17**	Air Space Closure and Travel Warnings.
Medical	2020, 18 March	Jammu & Kashmir	COVID-19 Pandemic	4,792	–	Lockdown & Travel Advisory

Source : Ministry of Home Affairs (2023), Govt of India, and other government and non-government agencies.

Note. * Includes the civilians, armed forces, and militants.

** The figures are not taken from the news portals and have not been personally verified.

Despite becoming a popular tourist destination, Kashmir has seen some negative crises. The continuous conflicts in Kashmir have occasionally had a major impact on tourism. The tourism industry in Kashmir has been badly damaged by a number of crises, including the COVID-19 pandemic, the deadly 2008 earthquake, civil unrest in 2008 and 2010, the 1989 armed insurgency, and the 1999 Indo-Pak conflict. The Kashmir crisis led to the loss of jobs, a decline in the number of tourists visiting, a decrease in revenue, reduced expenditure, restricted movement of individuals, and occasionally, a complete stoppage of supplies. Gani and Singh (2019) claimed that there was constant, substantial harm to the tourism industry. The previous 30 years have seen a number of crises in Kashmir that, in spite of the government's best efforts to downplay their effects on travel, have ultimately clouded the region's reputation as a travel destination. Since the tourism industry in Kashmir sustained significant losses and has recovered surprisingly well, it is critical to investigate the crisis management strategies used by the stakeholders in order to mitigate the effects of the crisis.

Review of Literature

Hosie and Pforr (2009) underlined that the tourism industry is very susceptible to crises, even if the World Travel & Tourism Council recognized it as a powerful force within the global economy in 2019. The openness of tourism as a system makes it significantly reliant on and prone to various external factors (Morrison et al., 2018; Ritchie et al., 2014). Intricate connections within the hospitality and tourist industry, coupled with the inherent openness of tourism, contribute to the sector's vulnerability to crises. Most academics agree that unfavorable events, including a range of difficulties, such as political unrest and health emergencies, have a severe negative impact on travelers, the travel and tourism sector, local populations, and the economies of the host nations as a whole (Mansfield & Pizam, 2005). The repercussions of such incidents extend to altering tourists' risk perceptions, subsequently influencing their travel decisions, particularly regarding destinations grappling with security concerns. A substantial body of literature extensively examines the multifaceted consequences of these impacts (Lepp & Gibson, 2003; Mansfield & Pizam, 2005; Sakr & Massoud, 2003; Seddighi et al., 2001).

This study, however, directs its focus specifically toward understanding the effects of crises on destinations, delving into the intricate economic ramifications stemming from the reduction in tourist arrivals. The exploration extends to evaluating the potential influence of crises on the broader tourism destination market. Instead of solely scrutinizing the consequences on tourists, this research aims to unravel the intricate dynamics of how crises reverberate through the destinations themselves, shedding light on the nuanced interplay of economic factors, local communities, and the tourism industry within the context of crises. Tourist arrivals are frequently significantly reduced as a result of crises. Because of the crisis's inconveniences or safety concerns, travelers may change their plans (Mansfield & Pizam, 2005). The tourism industry, being highly dependent on visitor spending, experiences economic losses during crises. This includes revenue loss for accommodation providers, tour operators, and local businesses (UNWTO, 2020). People who work in hotels, restaurants, transportation, and similar services may lose their jobs as a result of a decline in tourism (Ghosh & Chakraborty, 2020; Gössling et al., 2020). The reduction in tourist arrivals leads to a change in tourist preferences and behaviors. There may be a shift toward safer or less crisis-prone destinations, impacting the competitiveness of affected regions (Ritchie & Jiang, 2019). When it comes to natural disasters, the issue affects not just the destination's economic structure but also other facets of the economy. Natural catastrophes and emergencies have the potential to physically harm traveler infrastructure, such as hotels, airports, and attractions, resulting in disruptions and difficult long-term recovery situations (Faulkner & Vikulov, 2001). This does not stop at the economic or infrastructure losses but the destination image, mainly when political instability or armed conflict prevails at a destination. Crises can tarnish the reputation of a destination, making tourists hesitant to visit even after the crisis has subsided. Building trust and positive perception can be lengthy (Sigala, 2020). When such a crisis hits the destination, the state

administration administering the destination takes steps to minimize the impacts of the crisis at a destination. In that process, specific changes in rules and implementation take place. Faulkner (2001) argued that crises often prompt governments to implement new policies and regulations related to safety and security in the tourism industry, affecting operations and planning.

Crisis management in tourism refers to the strategic planning, coordination, and response mechanisms implemented by destinations, businesses, and relevant stakeholders to mitigate the impact of unexpected and disruptive events on the tourism industry. The overarching goal of crisis management in tourism is to minimize the negative consequences of crises, ensure the safety and well-being of tourists, preserve the destination's reputation, and facilitate a swift recovery (Coombs, 2007). This multifaceted process involves proactive measures such as risk assessment, development of emergency response plans, effective communication strategies, and reactive actions to address and contain the crisis when it occurs (Blackman & Ritchie, 2008; Faulkner, 2001). Tourism-oriented crises can take various forms, including natural disasters, health pandemics, political instability, and security threats. Effective crisis management in tourism necessitates a comprehensive understanding of the specific challenges these events pose and tailored strategies to address them. Coordination among stakeholders, including government bodies, tourism boards, local businesses, and emergency services, is crucial for a cohesive and efficient response (Blackman & Ritchie, 2008; Faulkner, 2001; Shiri, 2014). The tourism industry's adaptability and resilience during crises contribute to its long-term sustainability and the ability to rebound from adverse events (Jamgade & Joshi, 2022). In the tourism industry, crisis management is an evolving field that recognizes the dynamic nature of risks and challenges. The significance of continuous research and creative approaches to improving readiness and reaction capacities is highlighted by the complexity of crises and their propensity to affect different parts of the tourist system (Blackman & Ritchie, 2008; Faulkner, 2001). The significance of continuous research and creative approaches to improving readiness and reaction capacities is highlighted by the complexity of crises and their propensity to affect different parts of the tourist system (Blackman & Ritchie, 2008; Faulkner, 2001).

A wide range of involved parties with distinct interests in the tourism industry contributes to the complexity of the industry (Pike, 2005; Sheehan et al., 2007). Flourishing in a competitive terrain necessitates destination stakeholders, encompassing entities such as destination marketing organizations (DMOs), accommodation providers, and tour operators, to embrace a cohesive strategy within a particular destination (Shankar, 2020; Sheehan et al., 2007; Singh et al., 2023). The hotel industry has been focusing more on keeping existing customers happy and satisfied than on spending more to attract new ones (Konwar & Chakraborty, 2015). This approach has proven to be profitable and successful in fostering customer loyalty (Hussain & Khanna, 2016). This collaborative approach is imperative for sustaining these entities amid heightened challenges within an increasingly competitive landscape. Freeman (1984) highlighted that the term “stakeholder” first appeared in an internal communication published by the Stanford Research Institute in 1963. Stakeholders are now the center of the business, and they are primarily involved in decision-making. Freeman (1984) is often cited for presenting a widely accepted definition that seamlessly integrates stakeholder theory into modern management discourse. According to Freeman, a stakeholder is defined as: “any group or individual who can affect or is affected by the achievement of the organization's objectives.”

Although Miles (2012) stressed that the term stakeholder has become very contested when we see it through the prism of business processes, the government, with the help of other stakeholders, is always in the process of putting forward strategies and policies to overcome the negative impacts of the crisis and mitigate the losses incurred due to the same. Stakeholders sometimes differ in handling the crisis at the destination and learning from it (Ghaderi et al., 2014; Ivanov & Webster, 2017). It has been found that a business that has been running for a long time tends to handle crises effectively compared to those that have been in business for a shorter period (Yasuda, 2005). A common tactic used by businesses during times of crisis is to cut costs in an effort to draw

customers, a move mostly observed by travel agencies. Other tactics include endorsing and promoting well-known public figures (Ivanov & Webster, 2017). In the context of Kashmir, it has been the norm to go for the pricing and aggressive publicity to attract tourists. After the recent crisis of COVID-19, the strategies implemented by the government and non-government agencies in Kashmir have yielded promising results and attracted the maximum number of tourists in a decade (Ashiq, 2023).

The destination market benefits greatly from Kashmir's tourism industry's crisis management tactics. Tourism stakeholders employ diverse crisis management tactics to alleviate the adverse effects of the crisis on the industry (Avraham & Ketter, 2017). We have assessed crisis management techniques such as knowledge sharing, training, security, promotion, communication, and rehabilitation (Israeli et al., 2011; Israeli & Reichel, 2003; Perl & Israeli, 2011). This yields the following hypothesis:

✎ **H1** : Crisis management strategies positively affect the destination market recovery.

Research Methodology

This descriptive research aims to measure the impact of crisis management strategies on the destination market recovery. This study used a systematic, two-part questionnaire for its investigation. The study's scales are modified from previously published research (Israeli et al., 2011; Israeli & Reichel, 2003; Perl & Israeli, 2011) to assess how crisis management techniques affect the travel and tourist sector. As the scales were to be employed in Kashmir, they were tested for validity and reliability, and as a result, certain modifications were made to the instrument. A 5-point Likert-type scale was employed, with possible responses ranging from 1 *strongly disagree* to 5 *strongly agree*.

The first section of the questionnaire examined the demographics and affiliations of the stakeholders, and the second section examined the crisis management strategies using 29 items. The items of the questionnaire have been adapted from various studies (Israeli, 2007; Israeli et al., 2011; Israeli & Reichel, 2003; Perl & Israeli, 2011) on tourism crisis management. Four items were added to the questionnaire to cover the whole tourism industry and its stakeholders in Kashmir, especially the “presence of tourist police,” “accessible trauma and health care,” “coordination between tourism stakeholders and academics,” and “project funding.” Later on, two other items were added from the study by Okumus and Karamustafa (2005), which are “funding” and “reducing taxes,” as these are important for the tourism business to cope with financial losses during the crisis. The crisis management tactics of other tourism-related businesses have already been studied using the same scale as this one. It was utilized by travel companies (Perl & Israeli, 2011) and hotels (Israeli & Reichel, 2003). Given that the study encompasses travel companies, hotels, and houseboats, the scale is quite appropriate.

The data were collected from June 2023 to August 2023. It was done when the tourism industry of Kashmir started to perform very well, surpassing the previous records and the crisis period, which included COVID-19. Five hundred forty-four questionnaires were given to the respondents, including hotel managers, travel agents, and houseboat owners. Only 339 questionnaires were received, out of which 318 were usable for the analysis, as 21 were found to be incomplete. Descriptive statistics, parallel tests, exploratory factor analysis, correlation analysis, and regression analysis were used to analyze the data using SPSS 25.0.

Sampling

Before conducting the survey, you must clearly understand the target population. The term used to refer to all individuals is “generalized” when applying the survey results. It is crucial to avoid selecting a sample that is either too small or too large. The research relies on the selection of a suitable sample size. This empirical research relies heavily on the determination of sample size due to its importance in representing the entire population. The study

Table 2. Sample Frame

Stakeholders (Non-Government)	Population	Sample Size
Hotels	595	110
Houseboats	910	169
Tour/Travel Agencies	210	39
Total	1,715	318

employed random probability sampling, drawing the sample from the stakeholders (hotels, houseboats, travel, and agencies/agents). The population size is 1,715, per the Department of Tourism Kashmir data. Therefore, according to Krejcie and Morgan's sampling method, which represents the population, the sample size is 313. Krejcie and Morgan (1970) stipulated that, for a population of 1,715, a figure of 313 participants is sufficient with a 95% confidence interval (Table 2).

Data Analysis and Results

Respondents' Profile

The hospitality sector, which includes hotels and houseboats, accounted for 86.7% of all respondents from the tourism business. The travel trade came in second with a rate of 12.26%. Male respondents made up 90.25% of the sample, while female respondents made up 9.74%. A noteworthy finding is that the majority of respondents had higher levels of education, with graduates leading the pack with a sample percentage of 54.08% (Table 3).

Table 3. Demographic Profile of the Respondents

Demographics	Category	Frequency (n)	Percentage (%)
Gender	Male	287	90.25
	Female	31	9.74
Age	Less than 30	138	43.39
	31 – 40	90	28.3
	41 – 60	87	27.35
	61 or above	3	0.94
Educational Qualification	Up to school	67	21.06
	Graduation	172	54.08
	Masters or above	79	24.84
Business Duration (Years)	Up to 10	38	11.94
	11 – 20	108	33.96
	21 – 30	93	29.24
	31 or above	79	24.84
Stakeholder Category	Hotel	110	34.59
	Houseboat	169	53.144
	Travel Agency	39	12.26
	Others	–	–

Reliability

Reliability refers to the extent to which constructs can be consistently relied upon and are dependable. There are several ways to verify the reliability of a scale. This study used the alpha coefficient of Cronbach to verify reliability. The method most frequently used to assess the reliability of measurement scales with multi-point items is Cronbach's alpha coefficient. Table 4 shows how Cronbach's alpha, a metric commonly used to represent internal consistency, is typically applied.

Crisis Management Strategies : Factor Analysis

Exploratory factor analysis (EFA) was performed on 29 items to define the crisis management strategy (CMS) dimensions and their values. The reliability and construct validity of the scales were also evaluated. Regarding reliability, Cronbach's Alpha values were 0.82 for the CMS scale. As stated by Nunnally (1978), these satisfy the 0.80 minimal standard. In order to assess the construct validity of the scales, Horn's (1965) parallel analysis was used to calculate the number of factors. The EFA generated a six-factor answer for the CMS scale based on this investigation. Kaiser–Meyer–Olkin (KMO) was used to test the excellent fit for the factor analysis data. Using a Promax rotation, the KMO value was 0.78 for the CMS scale, which is within acceptable limits (Hair et al., 2013). Since the data were normally distributed, the maximum likelihood method was used (Fabrigar et al., 1999; Fabrigar & Wegener, 2012). The Promax rotation approach was applied because the factor components have a link with one another (Hair et al., 2013; Mvududu & Sink, 2013). A total of 87% of the variance was explained by the five factors that were formed from the 29 variables (Table 5).

Table 4. Reliability Statistics for Pilot Study

Construct	No. of Items	Cronbach's Alpha
Communication	5	0.83
Promotion	5	0.87
Rehabilitation	5	0.79
Security	5	0.89
Training	5	0.81
Knowledge Sharing	4	0.77
Crisis Management Strategies	29	0.82

Table 5. Factor Loadings, Eigenvalues, Variance Explained, and Means: EFA for the CMP Scale

Factor	Factor Loading	Eigen Value	Variance Explained	Alpha-value
Communication		7.43	16.22	0.83
Keeping updated with the happenings within the destination.	0.742			
Maintaining regular communication with the administration.	0.738			
Distributing important communication within the workforce and visitors.	0.745			
Acting against rumors and fake news regarding any event at a destination.	0.692			
Conducting meetings with stakeholders.	0.688			
Promotion		5.82	14.64	0.87
Publishing promotional material in various languages.	0.872			

Organizing events that would ensure the participation of locals and visitors (Winter/Autumn/Cuisine).	0.866			
Sponsoring trips of popular social media influencers/celebrities.	0.861			
Inviting and allowing people to organize meetings, conferences, and exhibitions.	0.857			
Organise roadshows and exhibitions outside of UT.	0.831			
Rehabilitation		4.58	13.80	0.79
Providing financial help for tourism stakeholders.	0.802			
Reduce taxes and charges.	0.791			
Create an advance plan and fund for helping stakeholders in times of need.	0.788			
Dedicate a team for the quick response when the need arises.	0.779			
Roll out financial schemes to benefit the tourism business.	0.768			
Security		4.20	12.56	0.89
Provide continuous updates related to safety and security.	0.828			
Increase the presence of tourist police at a destination.	0.823			
Quick and timely redressal of the issues faced by stakeholders and visitors.	0.816			
Accessible trauma and healthcare centers.	0.811			
Keep an eye on scammers and ensure quick action.	0.805			
Training		3.91	11.43	0.81
Provide training to the tourist police wing of J&K police.	0.896			
Organize tourism workshops for people involved in the tourism industry.	0.892			
Train teams for emergency and rescue.	0.884			
Increase in the number of trained tourism officials at helpdesks.	0.881			
Organise outreach programs to address locals at tourist destinations.	0.879			
Knowledge Sharing		3.47	10.27	0.77
Close coordination between tourism stakeholders and academics.	0.931			
Providing counseling services in times of need.	0.917			
Organizing meetings between tourism experts, policymakers, and stakeholders.	0.903			
Funding projects regarding tourism issues and promotion.	0.897			

Table 6. Regression Analysis

Crisis Management Strategy Items	Standardized Beta Coefficients (β)	Multiple R	R^2	t	Sig.
Communication	0.38	0.52	0.32	7.842	$p < 0.05$
Promotion	0.52	0.56	0.28	9.265	$p < 0.05$
Rehabilitation	0.31	0.54	0.17	8.331	$p < 0.05$
Security	0.32	0.50	0.24	7.653	$p < 0.05$
Training	0.25	0.43	0.37	5.432	$p < 0.05$
Knowledge Sharing	0.27	0.46	0.32	5.981	$p < 0.05$

Regression Analysis

The independent variable for the study is crisis management strategy, whereas destination market recovery is a

dependent variable. Analysis was run in SPSS to calculate regression analysis to determine the impact of crisis management strategy items on destination market recovery (Table 6). Initially, all the crisis management strategy items were analyzed as a single factor before proceeding with the separate regression analysis of every item. The regression analysis showed that destination market recovery is most strongly affected by “Promotion” ($p < 0.05$ and $\beta = 0.52$), followed by “Communication” ($p < 0.05$ and $\beta = 0.38$), “Rehabilitation” ($p < 0.05$ and $\beta = 0.31$), and “Security” ($p < 0.05$ and $\beta = 0.32$). “Training” ($p < 0.05$ and $\beta = 0.25$) and “Knowledge Sharing” ($p < 0.05$ and $\beta = 0.27$) have medium-sized effects on destination market recovery. According to regression analysis H1, the CMS has a positive effect on the destination market recovery, which is accepted.

Discussion

Since Kashmir has been known for its natural beauty and attractions, its tourism activity has occurred for decades. During these last three decades, it has also undergone a series of crisis events ranging from military events, natural calamities, and political instability (Shah et al., 2013) and, of late, COVID-19 (Ashiq, 2023). As the crisis has hampered the development of the tourism industry and the progress within the businesses associated with it, the stakeholders have always tried to enforce the practices/strategies and implement them from time to time to mitigate the impact of the crisis (Ahmad, 2022). The crisis events result in business losses, and it takes time to recover from such losses. Many researchers in the past have studied the impacts of crises concerning different domains but have yet to analyze the effect of crisis management strategies on destination market recovery. The effect of crisis management techniques on destination recovery in Kashmir is being examined for the first time in this research. The findings demonstrate that crisis management techniques have a major influence on the rebound of the destination market. The tourism industry in Kashmir has benefited from the following measures, which have helped it overcome losses caused by the crisis at the destination: communication, promotion, rehabilitation, security, training, and information exchange.

During a crisis, the stakeholders must rely heavily on marketing and promotion, as severe crises most damage the destination's image. The marketing and promotional strategy incurs high costs but has been described as an excellent response to cope with the damage to the destination image (Avraham & Ketter, 2017; Gurtner, 2016; Mair et al., 2016); such strategies are utilized by stakeholders in the Middle East and South Asian stakeholders (Avraham, 2015; Avraham & Ketter, 2017). Additionally, it is believed that stability and security at a tourist location are crucial to attracting tourists and that any political unrest or security concerns there have a negative influence on the number of visitors. It may have a more substantial effect on the travel and tourist industry. The crucial conclusion of this study emphasizes the importance of security, which stakeholders view as a necessary first step toward destination rehabilitation. This was already evident after 2021 since Kashmir had record numbers of visitors during the previous 10 years (Fazili et al., 2023). Stakeholders in business tend to overcome the crisis impacts due to their previous experiences using the resilience they gained by facing several crisis events (Walters et al., 2019). This implies that more focus should be given to the newly formed businesses to recover from the crisis at a pace that matches resilient tourism businesses.

Training is a valuable strategy to enhance the learning among the stakeholders and the workforce in any business. In times of crisis, it acts as a vital strategy to handle the crisis and minimize the negative impacts (Bompoulakis et al., 2022). It was found that the training as a crisis management strategy has significantly impacted the destination market recovery. The government has been organizing training programs to cope with the challenges faced by the tourism stakeholders, workforce, and people associated with the tourism businesses, and it has proved vital for recovery. The government, at times, would provide financial aid to businesses to overcome the losses suffered during a crisis (Hussain et al., 2020; Shubtsova et al., 2020). It was found that the tourism stakeholders highly agreed with supporting the people associated with the tourism business with financial help,

which includes funding and reduction in taxes and other charges. The stakeholders in Kashmir have been actively working to move the tourist sector forward and grow it, as seen by the government's 2016 promotion of the region as “The Warmest Place on Earth” and “*Kashmir Chalo*.” These tactics are among the crisis management plans for destination market recovery that the players in the Kashmiri tourist sector have implemented.

Conclusion and Recommendations

Generally, crises are temporary and lead to business loss. The losses may be in the shape of finances, staffing, image, and customers, and to overcome such situations, the stakeholders should frame the CMS and take a serious and proactive approach. The stakeholders should create a crisis fund by allocating a part of the budget, and the government should take the lead. Unnecessary expenditures during and after crises should be minimized rather than reducing the workforce. Stakeholders should look for alternatives during the crisis, which may help their profitability. Tourism stakeholders should take benefit of social media since it has a higher reach and is a very cheap marketing tool. Since celebrity endorsement is a trend and people are very much into following the trends, the independent and other stakeholders should conduct promotional activities in collaboration with celebrities and established service providers (Avraham & Ketter, 2017; Walters et al., 2019).

It is observed and reported that tourists sensitive to security issues do not travel to the destination, so it becomes essential for stakeholders to focus on safety and security at a destination (Fuchs et al., 2013). Therefore, the government should prioritize safety and security at the destination and implement strategies that would ensure a safe and peaceful environment prevails at the destination. The improved safety and security at the tourist sites this year in Kashmir demonstrated the results of this policy, as a record number of visitors visited. The destination's stakeholders must adopt a proactive stance in order for the businesses to succeed. To address any issues that may arise following a crisis incident, they ought to put into practice efficient crisis management strategies.

Implications of the Research

Destination managers in Kashmir must prioritize developing and implementing effective crisis management strategies, including comprehensive plans to target numerous crises, political unrest, natural disasters, or health emergencies. The research highlights the benefits of timely and clear communication during crises. Managers must enhance communication and training to ensure effective and transparent communication with visitors, stakeholders, and the general public. To improve recovery, managers must consider diversifying tourist offerings. This could entail promoting alternative attractions, creating brand-new experiences, and targeting niche markets where specific crises could have much less impact. Collaboration between stakeholders, including local communities, businesses, and government bodies, is essential. Crisis managers must create and strengthen joint ventures to guarantee a coordinated response and recovery work during crises.

The research analysis contributes to crisis management theory by providing empirical evidence of the effectiveness of certain practices. This could further inform theoretical frameworks and models related to location crisis management. The study supports the resilience theory (Hall, 2018) by demonstrating how crisis management strategies help with the resilience of a tourism location. This could help the sophistication and advancement of the resilience concept in tourism. The analysis results may be integrated into current tourism recovery models, enriching theoretical frameworks that guide researchers and practitioners in comprehending the recovery process of tourist destinations post-crisis. Theoretical frameworks regarding stakeholder theory could be put on understanding and controlling stakeholders' diverse interests and roles during crises.

Limitations of the Study and Suggestions for Further Research

The current study has contributed to establishing that the crisis management strategies significantly impact the destination market recovery in the context of Kashmir, but the study is not free of limitations. The study focused only on the region of Kashmir and left out the Jammu Region. This was because the crisis events have taken place in the region of Kashmir and impacted it the most. Also, Kashmir has experienced many natural, political, and armed crises. Another limitation of the study is that it examined only three types of stakeholders, i.e., hoteliers, houseboat owners, and travel agents. The other stakeholders, such as DMOs, government officials, and the local community, were not included because of the time constraints and lack of funding. These stakeholders may be considered for future research. A qualitative study assessing the stakeholders' perspective could also be taken up for future research to interpret participants' experiences during the crisis.

Authors' Contribution

The conceptual framework for the empirical study was developed by Firdous Ahmad Shah, who also created the quantitative and qualitative designs. Simultaneously, Professor (Dr.) Sarah Hussain carefully selected and categorized reliable research papers, used pertinent keywords that complemented the study's concept, and carried out an extensive literature analysis. Then, Firdous Ahmad Shah assumed responsibility for the data gathering and carried out complex data analysis using SPSS 25.0. Professor (Dr.) Sarah Hussain carefully proofread the work at the end to make sure it was coherent and of high academic standing.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial or non-financial interest in the subject matter or materials discussed in this manuscript.

Funding Acknowledgment

The authors received no financial support for this article's research, authorship, and/or publication.

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