

## CHAPTER-VI

### CONCLUSIONS, RECOMMENDATIONS AND MARKETING STRATEGIES FOR HERITAGE TOURISM

#### 6.1 HERITAGE OPPORTUNITY IN JAMMU

State of Jammu and Kashmir has been in the forefront of the turmoil and human loss for more than a two decades now, subjecting its vast resources to vandalism. It has subjected the state into a period of desperation and held hostage the resources that would have shaped its economic and social trajectory as one of the developed states of the Indian Union. The present study deals with the state of the heritage of Jammu region, the region that defined political power and royal legacy of the state being one of the most important princely states that was under enjoying a status above other princely states of the British India and after independence the treachery inflicted on the ruler and the subjects by the imperialists led to the occupation of the considerable part of the state by Pakistan in an attempt to grab the princely state and later ceded away the appreciable part of its territory to China to hold India in the pincer in the Himalayas to ensure that it keeps the conflict alive. In this logjam the area occupied by the aggressor belong to the Jammu region in considerable form and had an adverse impact on the psyche of the people of the region.

In terms of national security the state forms the bulwark of the Indian nation in the Himalayas and its has kept the state on tenterhooks .Jammu region has always been in the forefront of the impacts that have resulted in the devastation of the natural landscape forming the cultural property of the region. Heritage of Jammu region has witnessed the vandalization and destruction due to neglect and apathy of the officialdom and the lack of sensitization among the masses about their cherished legacy. The spate of conflict has diverted the attention of the people away from the developmental activities and kept them hooked with the allied problems emerging from the challenges of political nature. This has led to immense apathy towards heritage. The response of the masses towards their collective memory has been confined to the recitation of the folk songs on the occasion of festivals and family ceremonies of marriage and other allied occasions. Relegating the comprehensive significance of the ritual traditions to

background. The result being the silent deterioration of the heritage both in tangible and intangible forms. The greatest challenge has been the sensitization issue amongst the masses ,who are its prime stakeholders. The challenges to heritage of Jammu are multiple in terms of its magnitude on the canvas of Jammu. Survey of the landscape of Jammu establishes beyond doubt that it has all the elements of heritage as defined by the cultural moorings. The opportunities amidst adversity lies in the scope of developing a comprehensive tourism product to address the viable needs of the niche segment. The tourists visiting Jammu are motivated by the pilgrimage and yet they are indifferent to cultural aspect in terms of heritage. As pilgrimage is the derivative of the religious heritage. This gap in terms of devising marketing strategies is at the root of the marketing problem that should be addressed to bring the vast canvas of Jammu's heritage in the domain of heritage tourism.

## **6.2 CULTURAL COMPONENTS OF JAMMU'S HERITAGE**

All the basic elements needed to define heritage are present in the cultural and social characteristics of Jammu's evolution. Different destinations of Jammu have varied heritage assets in terms of architecture and motivation but are composed of the same basic elements. These elements include :

- *Local history with symbols having resemblance of the past*
- *Language and the different dialects spoken by the locals*
- *Traditions and folklore*
- *Working conditions and tools in the society*
- *Dress*
- *Art forms and music*
- *Architectural styles*
- *Educations system in the Pathshalas*
- *Religious inclination with visible manifestations*

- *Leisure*
- *Handicrafts*
- *Cuisine*
- *Festivals*

When seen in the presence of these elements that are representative of the cultural moorings shaped by interaction with various challenges in space and time, it becomes clear that the physical experiences of the region have tremendous potential for the heritage tourism. If visualized in the backdrop of all these elements of cultural predominance, it can be argued that Jammu is the land of celebrations and colours in terms of its festive expressions on the eve of Basant that was the main stay of its Sanskrit overtones embedded in its quest to show the power of royal insignia to be relevant in the Himalayas that had other equally significant groups. Dogras distinguished themselves not only in valour but proved that culture and heritage favours and blesses the brave. The only paradox lies in the fact that lack of documentation and sense of history in scientific way has found the region wanting. It should make the progeny of the region proud that they have the legacy which is rich to be a marketer's delight and needs scientific approach in terms of sustainability and strategies that respect the heritage conservation principles. The need to be more assertive about these challenges lies in the vandalized state of heritage asset has to be restored first to make its potent enough to bear the competition in the tourism market influenced by the heritage undercurrents.

### **6.3 DECODING JAMMU'S HERITAGE**

Destination in tourism refers to an area that indulges in tourism activity having economic value. What needs to be understood is that the destination is not just one place in the area but may include many cities, towns and rural areas that shape the whole image of the destination (Kiralova et al, 2015). People visiting Jammu though on the premise of pilgrimage cannot remain ignorant to the reality that Jammu is an evolved cultural entity in terms of living habits and daily work. Passing through the lanes and by lanes of Jammu makes it visible to the culturally ignorant visitors that something has

gone into the making of the place called Jammu. The murals and painting on the walls of the buildings in the old city and the interiors depicts that the bygone era that is still peeping to be recognized in terms of the issues of identity. The Old food joints having traditional modes of operation surviving to this day of modernity smells of the taste and aroma that can make a visitor ponder over its presence(Martin et al, 2015). The architectural marvels that have been replaced by semi modern construction due to incompatible material shows the insensitivity and lack of heritage education among the masses. But at the same time brings to the fore the fact that time and man have not been able to stifle the reach and importance of the legacy that is core of Dogra identity shaped by the tides of events on the socio-cultural landscape.

When analyzed in such backdrop, it needs to be understood what is at the root of the Jammu's heritage and how it can be developed into a product that reshapes the image of the region beyond the pilgrimage destination. Especially when it has all the specimens of the heritage that are accepted universally as the catalysts of human innovation.

It is a reality that that globalization has reduced the importance of the traditional ways of looking at tourism but it is also fact that technological advancement has led to the digitization and this has resulted in converging the focus of stakeholders on their roots; even if scattered all over the globe. The internalization of the reality of identity is central to many political and social movements all over the world and Jammu cannot remain absent from that arena for along. If this desire to reclaim the identity is not set on the trajectory that follows the heritage orbit; it may find expression in extreme outburst and that will be exploited by the demagogues who are looking for opportunities to exploit the fragile social landscape of the region.

The policy makers need to undertake introspection and involve various stakeholders to address the long pending issue of neglect of heritage of Jammu region. It should enable them to look at the issue of culture of the region in the segmentised manner and address it exclusively to evolve marketing strategies so that the soul of Jammu is represented in the policy measures. Jammu is a living cultural area that needs the comprehensive evaluation. It is the God sent opportunity for the tourism marketers

and the Tourism Department to market the region that has in its bosom the treasures defined as heritage assets. Once the policy makers realize this ,it will open the gates for the heritage managers who are the key players to shape the destiny of the heritage assets with the inherent component of conservation that is central to any heritage tourism initiatives. General forms of tourism may influence the tourist to consume but the niche sector of heritage tourism infuses a sense of conservation(Song, et al,2012). Basic principle of promoting heritage tourism lies in the intrinsic element to preserve the cultural core. Unique cultural practices and arts that are present in Jammu region as argued elsewhere makes it abundantly clear that tourism development and economic resurgence are inter related to Jammu and can be addressed by focusing on cultural heritage(Vitouladiti,2014).

Many states of India like Orissa have their own cultural symbols that differentiate them from other states. It houses various tribes and can claim to be the forerunner of the ethnic or tribal culture in terms of tourism. The arts and crafts peculiar to these tribes add a sense of originality gifted to them by the nature. It may have natural reserves showcasing rare species. But Jammu has its own specialties that have not been brought on the tourist map and has been marketed on the basis of nonexistent policy. Marketing problem seriously hits the tourism of the state. It has not been marketed at all in terms of professional terms but sold to the tourists in the name of the natural beauty and scenery of Kashmir. It has also had adverse impacts on the assets of the state that have heritage value. As tourists derive an impression as if Jammu and Kashmir is devoid of cultural property. It would have been prudent enough if the policy makers would have integrated the cultural heritage element with the beauty of Kashmir. It would have given state a niche as the state has abundance of diverse tourism products. Every region of the state has something unique to offer. The need for segmented marketing approach giving primacy to what a region has to offer will solve many problems of the state in terms of tourism. Revisiting the policy in the present terms is important keeping in view the strife that is eclipsing the state in various districts. The need is to shift marketing focus from strife to normalcy and showcase those areas that represent the rich traditions of harmony. Historical sites that have been excavated with the help of the ASI need the attention of the policy makers, the need is to make them

part of the tourism circuit and make them sustainable. Not only that, urban historic areas like Mubarak Mandi have the tendency to change the dynamics in favour of Jammu. When it comes to depiction of heritage in its living form as the mohallas and localities that are present today and are being dwelled by the people originated when the complex was taking shape. This living heritage has the tendency and capacity to allow Jammu to shape its own image without having any need to embark on the path of pseudo marketing campaigns. The need is to understand that when original is present then what is the need to invent pseudo.

Many issues creep up when we look at the introduction of heritage tourism in the region as the mainstay of tourism economy. Key elements of such a policy require the understanding of destination planning. It should have the elements that restore the heritage identity once it has been documented. Planners need to understand that ‘one size fits all’ does not suit everywhere. It has to be modified and made adaptable to local sensitivities. Resources that define the heritage character of the destination need to be underlined. Its focus has to be cultural regeneration with culture as the subjective term. The prime consideration to develop the marketing strategies on the theme of landscapes, art, traditions, ways of life to promote the region has cultural heritage destination. Heritage is present where there is rich culture. It doesn’t appear of its own and Jammu has the blessings in this regard. Planners should have to be inclusive while dealing with this issue as culture is always inclusive and has the tendency of accommodation, it is the accommodation that makes culture heritage and bears the mark of human excellence (Leonidou et al,2013).

Sustainability issue is inherent to it; it can’t be denied as economics of tourism is the prime driver and so it applies to heritage tourism as well. In case of heritage tourism financial angle is more predominant keeping in view the cost of conservation. The best way to reduce the cost and bring in the element of accountability is to train locals in the conservation practices and use the local wisdom to restore the monuments. Capacity building is central to any heritage management plan. Heritage asset cannot be sustainable if its maintenance is not thought about in the initial phase of the plan.

Community involvement is central and should be the cardinal principle of the sustainability of heritage tourism.

Planning tools should involve the following and Jammu being the part of the shared heritage as defined by ICOMOS has urgent need to adopt them in terms of framing policies and plans:

- *Key informant interviews*
- *Data Bank Generation*
- *Statistical Analysis of Heritage assets*
- *Spatial Analysis with Geographical Information System(GIS) and Global Positioning System(GPS)*

Collaboration and involvement of the professionals led by various think tanks and tourism offices of the government is important to arrive at the decision. It has to be remembered that Intrinsic and extrinsic factors are important to develop marketing strategies for promoting heritage tourism in Jammu region.

Jammu lies in the Himalayan zone and as such it should not be difficult to explore the options to devise the promotional initiatives in terms of marketing strategies as heritage and cultural issues have already been addressed in the Himalayas. And Central Asia. Case studies suggest that tourism is generating the international attention of the visitors in the Himalayas and as such Jammu being the prime mover in this region cannot be a silent spectator. It should take the lead as it forms the bastion of the Indian defense in terms of strategic importance and both strategic imperative and tourism can be a game changer in terms of national security and tourism economy. In response to the developing interest in the Himalayas Norwegian Government had organized an interdisciplinary initiative with UNESCO(Wei,2012). Its aim was to promote co operation amongst the local communities in the Himalayas and generate economic opportunities for them ;with emphasis on home stays and training locals in heritage tourism activities. Such case studies will ensure the development of plans that will evolve the strategies to promote heritage tourism in Jammu region. It has to be

understood that international guidelines suggest that indigenous people have flexible guidelines and as such it involves the incorporation of the aboriginals in the definition. Jammu people have the prime stake and responsibility to be aware of these guidelines if they want to be the part of heritage tourism. The opportunity for heritage tourism circuit for Jammu has to be seen on the lines of the cultural diversity of India that has shaped its policies with special emphasis on the unique social groups. It has made India a marketers delight and enabled to develop Incredible India campaign. It was an ambitious marketing plan that was undertaken to highlight the cultural aspect of India but with the employment of the strategy it dawned upon the marketers that segmented approach under the aegis of the plan has to be realized. Now it is an umbrella name for selling India to visitors that has in it packages of various states.

In the similar vein Jammu and Kashmir needs a segmentised approach to devote a complete segment to market Jammu's heritage and decode it to the tourists and make it a predominant segment of the state's economy.

#### **6.4 ECONOMICS OF HERITAGE TOURISM**

National Trust defines heritage as the travelling to experience places, artifacts, and activities that authentically represent the stories and people of the past and present. It includes cultural, natural and historic resources. Naturally, this movement brings to the mind as to what can be the benefits of heritage tourism to the host population (Dhar, 2008).

It can be argued that heritage tourism is a niche segment that leads to development of the infrastructure of the destination area. This has an added importance for the hosts as it brings to them the facilities that may not be available at the other destinations that have other types of tourism potential. The specialized developmental techniques in collaboration with the international agencies adds to the image of the destination area.

Heritage tourism products have the tendency to be viewed as high end attractions. Commodification is the term usually associated with the tourism products but when seen in the light of heritage tourism it has to be refined. No doubt tourism is

the representative of the change from the routine and accepted norms take the back seat. It involves the short term stay of the visitors at the destination but a rule can be associated with it. That is short stay ,maximum spending. It is a reality that strangeness and familiarity affects the product delivery and shapes the paradigm of economics. Strangeness develops curiosity and this leads to influx to witness this peculiarity. Economic viability can be seen in the backdrop of the tourism and arts industries play a considerable role in shaping the tourism product and give ample opportunities to the locals to make it a game changer.

Jammu has an added advantage that it has heritage assets located in both urban and rural areas and as such dispersion of the economy and the elongation of the circuit will surely increase the length of stay of the tourists; infusing a sense of economic boom for the hosts. The presence of heritage both tangible and intangible make it incumbent upon the policy makers to seek the opportunities to establish the co operative units to manufacture the handicrafts with the involvement of the local Panchayats to make the living heritage sustainable.

Rural historic sites have an added advantage as they pose an opportunity to engage the hosts in its interpretation. Establishment of interpretation centers for heritage with the active involvement of the panchayats and village bodies can be a game changer. Global experience reveals that national trusts work towards the heritage preservation and heritage tourism activities by active support of locals and the administration .

Heritage tourism planning has to be in tune with the economic benefits. The issues pertaining to monitoring and evaluation are becoming important in terms of heritage conservation and these need to be visualized in terms of conservation issues. Heritage tourism should always focus on community goals and these include:

- *To provide the necessary resources for paying the capital and expenditure related to various areas of heritage development.*
- *To generate the public opinion and awareness for the acceptance of heriatge conservation.*

- *To generate employment and create economic development.*

In the light of these issues it is important to go for Heritage Impact Assessment. Wide range of impacts need to be underlined for the effects to be understood in totality. Jammu heritage can be made to achieve the desired goals in terms of marketing strategies if the following employment and economic development benefits are kept in mind. Some of these are:

- *Increased resources for the protection and conservation of natural landscape and heritage assets*
- *Development of local arts and handicrafts*
- *Exploring the cultural potential of the community*
- *Revival of traditional living tradition*
- *Improved infrastructure*
- *Economic development*
- *Increased visibility of the community leading to allied economic development*
- *Enhanced civic pride to develop better aesthetics and environment*
- *Increase tax base on traditional resources*
- *New heritage induced employment opportunities*
- *Increased income from the cultural property and allied heritage assets*

While discussing economics and proper benefits of the revenue generation, it is important to keep disadvantages in mind so that these may not hamper the benefits of heritage tourism. These include:

- *Tourism employment is seasonal*
- *Increased taxes*

- *Not authentic development which may reduce the attraction element and gaze of an heritage area in terms of tourism destination*
- *Employment in this sector is often low yield oriented.*
- *Development can lead to increased costs of land, housing, food and services.*
- *Tourism development can produce inflation*

It must be said that tourism in general has been seen as the harbinger of good economy in terms of multiplier effect. Job creation has been seen as the direct outcome of the whole tourism business and heritage tourism being the niche are of the new tourism can be said to have immense probability for that (Malchovsky et al, 2015). It may also be argued that employment is created as a result of entrepreneurial activity as well as community involvement in terms of training, co-operatives, development boards, and other allied initiatives that are directly associated with the tourism activity (Dhar, 2008). Jammu can be subjected to such initiatives and marketing of the heritage assets has to be made a policy prerogative. Measuring the economic impact and employment opportunities generated from heritage tourism can be done in an integrated way. It can be done by considering the direct and indirect employment creation besides evaluating the overall well being of economic well being of the host community achieved through heritage tourism. Marketing strategies employed for the heritage tourism in Jammu region can delve on these issues by using the techniques like tourism multiplier models. Employment multipliers, input-output analysis and the measurement of direct and indirect impacts (Rendon et al, 2014).

Employment and business development opportunities should be the prime concern of the marketing strategies in Jammu region and these should come into play after the conservation guidelines shape the contours of the intrinsic cultural core. A broader look at the economic impacts shows more areas that can shape the economic dynamics of heritage tourism in the host community. These include:

- *Public sector*
- *Hospitality sector*

- *Service sector*
- *Attraction Managements*
- *Arts and Handicrafts*
- *Working Holidays*

## **6.5 HERITAGE MONUMENTS IN JAMMU**

Cultural landscape in Jammu has dispersed heritage but conveying the meaning of continuity that makes it a subjective issue. It has been extensively argued that identification has to be followed by documentation and then preservation of heritage as the state of heritage in Jammu across all the district is in vandalized state. As such these monuments cannot be subjected to influx of tourists. Tourist gaze can be the subject at the subsequent stage making it the issue of sustainability. What has been witnessed on the part of policy makers is that they have indulged in adhoc measures to reap the fruits of tourism and it has resulted in bursting of the heritage balloon before it could be inflated. Mubarak Mandi is an apt case of this mismanagement. a few structures were restored and then subjected to influx of tourists when the entire complex was either in debris or on the verge of collapse .It resulted in further deterioration of the complex. Besides the main organization, ASI involved in the restoration work had to leave the scene due to administrative and political faultiness leading to a chaos that was evident when the state Tourism Department indulged in an act that lead to the exposure of the fragility of its understanding of the heritage sensitivity in terms of its intrinsic value. It demolished the central platform that was part of living heritage; without realizing the fact that tampering with basic structure of the monument is the case of vandalization(Sankrusmes,2015).

Same is the fate of many monuments belonging to the royal era that defines the cultural heritage of Jammu region. Mubarak Mandi is the representative structure that gives the synopsis of the state of heritage assets in Jammu region. The policy formulations and the kind of vandalization being resorted to; even by the custodians should expose the fault lines that need to be amended or erased while formulating the strategies for marketing Jammu's heritage.

Preservation angle can't be ignored while framing the strategies. Heritage preservation is both historic and scientific process and it cannot be carried out in adhoc manner and implemented like other construction and building processes(Chen et al,2013). The main aim of the techniques is to maintain the time frame in terms of architecture and aesthetics of the monument or the building that is being exposed to the heritage conservation techniques so that the restoration process is able to restore to the asset to certain time frame. But restoration of the heritage monuments has become largely an affair that loses the sheen of professionalism and sensitivity towards the cultural locale of the monument. It is a multidisciplinary issue that cannot be carried out by one set of professionals but requires the expertise of many like conservation architects, historians, conservators, social scientists, tourism professionals and policy makers and when it comes to the preservation and conservation work in the country like India then the Archaeological Survey of India(ASI) has to play a key role keeping in view its role as the sole repository and nodal agency that has stood the test of the time and is the organization having unparalleled expertise in the heritage and cultural preservation and excavation issues.

It is the lack of vision on the part of the policy makers who have most of the times diluted the role of ASI and professional bodies under political pressure to please the vested interests who have no expertise in the heritage issues. It has in turn lead to the delay in the heritage conservation projects and allowed the quacks to take over the highly technical and professional arena. Thus making our progeny the victim of ignorance as they won't be able to look into their past that has rich culture and heritage to be proud of.

Mubarak Mandi complex located in the heart of the Jammu city is not an ordinary heritage asset. It signifies the development of Jammu region as the nucleus of the state's political power and social development index that defined the geo political importance of Jammu and Kashmir by the ruling Dogra dynasty. It is an urban historic city area that house ten palaces around which came up the city dwellings and exit to the present day. It is matter of serious research as to how this area shrunk over the decades and squeezed it to just the palace complex only. Many heritage structures located in the

Panjthirthe area Pacca Danga, Kachi Chawni were integral to it which were raised down ,vandalized, left in isolation so that they erase with the passage of time. The Mubarak Mandi Complex, which is the core and nucleus of this urban historic city area has itself been the victim of nearly 35 major and minor incidents of fire, which can be matter of further research and investigation as to who was going to be the beneficiary of these fire incidents-when the civil societies around the world leave no stone unturned to project such heritage assets as the brands and landmarks to preserve and showcase their rich legacy and identity.

The fate of this urban historic city centre has been peculiar. Peculiar in a sense that in spite of being the complete symbol of evolution of the Jammu's rich cultural legacy it has received least attention not only from the policy makers but the real stakeholders that is the local people; who allowed it to be misused first by the Government department and then the vandalization thrust upon these structures by the nature and man both by subjecting it to isolation (Daniel et al, 2012). This isolation has been both due to lack of historic sensitivity towards it and indulgence of vested interests in subjecting it to vandalization to suit their nefarious designs.

The conservation work that is carried all over the world in the places of historical importance having heritage value needs utmost sensitivity(Kaul,2014). By demolishing the edifice that had been constructed at a particular period of time has aesthetic value and cannot be altered as it violates the ambience of the whole complex of which it was a part(Murdy et al,2012).

International Council on Monuments and Sites (ICOMOS) has clearly identified this issue and made clear in its Charter how to deal with the monuments of historic significance and having heritage and cultural value. At the second International Congress of Architects and Technicians of Historic Monuments, Venice, 1964.This Charter was adopted in 1965.It is an irony that the policy makers and the so called experts have not paid heed to this Charter while demolishing the platform at the historic Mandi Mubarak complex(Kaul,2014).

As mentioned above Mandi Mubarak is an urban historic city area and encompasses the habitation besides the complex that has evolved in tune with it. To

treat any of these in isolation is tantamount to the violation of the heritage value of the complex and leading to its shrinking, which has already taken place. As the peripheral buildings and structures in the outskirts of the complex that evolved with it have either been demolished or altered. To take care of this kind of situation the very first article of the Charter states “The concept of a historic monument embraces not only the single architectural work but also the urban or rural setting in which is found the evidence of a particular civilization, a significant development or a historic event. This applies not only to great works of art but also to more modest works of the past which have acquired cultural significance with the passing of time(Kaul,2014).”

The demolition of the platform that has historical significance comes under the ambit of the article 8 of the Charter .It states “Items of sculpture, painting or decoration which form an integral part of a monument may only be removed from it if this is the sole means of ensuring their preservation.”As it represents the decorative value of this platform for the whole complex. The addition or alteration of the structure is also prohibited in the article 13.It reads,” Additions cannot be allowed except in so far as they do not detract from the interesting parts of the building, its traditional setting, the balance of its composition and its relation with its surroundings.”The demolition of the structure of the platform has detached it from the aesthetics of the complex and leading to its alteration and violating its heritage structure(Kaul,2014).

This has been further clarified by ICOMOS in the historic Florence Charter of 1981.It emphasizes the need for the total safeguard of the historical gardens and structures by treating them as one organic unity and forbids to treat the various structures in isolated manner(Kozak et al,2012). The clear meaning of these charters when applied to the Mandi Mubarak complex lays emphasis on treating every minute structure as integral to the main palaces.

The policy makers need to work and devise policies in letter and spirit of the ICOMOS charters on Conservation and preservation of the Mandi Mubarak Complex as it represents the evolution of Jammu region as the epicenter of cultural renaissance.

## **6.6 POLITICS OF HERITAGE**

When vacuum prevails issues tend to assume proportions that can endanger the long term opportunities. Heritage is an issue of identity. It can trigger a conflict and lead to exploitation of the situation to enormous level. Personal experience of working for the study amongst the society members has revealed that issue of cultural identity is assuming alarming proportions. Civil society has started exploring the options of expression of their discontent towards the policies of the government .But the area of concern is that these groups have not been approached by the heritage management professionals who can sensitize the groups about the interpretation of heritage. It is a common way among the developing nations and their societies the areas of discrimination are addressed by the political people and organizations, who don't have the understanding of the gravity of such issues. And tend to address them as issues of discrimination rather than neglect. This fault line can be exploited to the hilt as in many cases the heritage involves religious heritage as well. Policy makers should address this challenge and intervene at the very outset. For that the policy makers need the collaboration with the international agencies that are working for the shared heritage of the world. UNESCO, ICOMOS and ICCROM that are leaders in heritage issues need to be brought on board with the aid of central government and involved in defining the heritage landscape of Jammu region. Locally available professional resources need to be utilized to streamline the things (Brito et al ,2015).

## **6.7 HERITAGE PRODUCT DEVELOPMENT**

As it has been established that heritage assets represent the products that have immense tourism value in terms of tourism. The only feature in terms of its development that makes heritage unique is the conservation aspect that should be made integral to its development. Innovation plays a key role in shaping the product development in heritage(Dhar,2008). Modification is the prerequisite to make it consumer friendly. Its essential features have to be communicated to the users or consumers. Product life cycle has been the major concern of the marketers i the domain of the promotion process. Jammu's heritage has to be recognized to be the innovative challenge for the marketers to devise heritage tourism product. Traditional products are

governed by the growth, maturity and decline as the major steps that concern the marketers. What makes heritage different from other available products is its all time relevance provided the element sustainability is maintained in the market and that property is inherent in the cultural aspect of the heritage.

Jammu’s cultural heritage needs the following features to be developed to be transformed into heritage. And these elements are present in it. The only difference lies in the fact that policy makers have overlooked them. The focus should be laid on the following areas while initiating the process of product development:

- *Develop an authentic description of the asset about its historicity*
- *Outline the asset to make it visible*
- *Make this process participatory and co creative*
- *Experience should be made relevant to the visitor*
- *Quality should be maintained.*

There are marketing benefits in standardizing, commodifying and modifying the heritage tourism product. These have been enumerated below:

<b>Benefits to the Tourist</b>	<b>Benefits to the Tourism Industry</b>	<b>Benefits to the Heritage asset</b>
Safety/Risk Reduction		
Increased safety, reduced physical risk while travelling	Control the actions of the visitor	Control the actions of the visitor
Greater personal and psychological security	Control experience that reduces real risk	Control experience that reduces real risk
Optimize use of time	Optimize limited time use by showing highlights	Optimize limited time use by showing highlights
Overcome inhibitions or distractions that may hinder participation	Make the product more accessible	Make the product more accessible
Thrill over skill(make it accessible)		Greater ability to manage the asset by controlling tourist actions

Highlight novelty of experience		
Observe without experiencing in an uncomfortable way		
Easier to consume, lower involvement purchase decision		
Satisfaction /Experiential		
Explain key message or core benefit more easily	Explain key message or core benefit more easily	Explain key message or core benefit more easily
More confidence in buying a packaged, known product	Value added by being able to change for knowledge and skill	Value added by being able to change for knowledge and skill
Guarantee a quality experience as often as possible, thus enhancing customer satisfaction	Guarantee a quality experience as often as possible, thus enhancing customer satisfaction	Guarantee a quality experience as often as possible, thus enhancing customer satisfaction
Ease of competition	Ease of competition	Ease of competition
Facilitate consumption of more experiences	Ordered ,predictable experience	Ordered ,predictable experience
Satisfy latent need by actualizing the product	Provide experiences demanded by the visitor	Provide experiences demanded by the visitor
Overcome cultural distance problems		
Ability to place the experience within the visitor's own frame of reference		
Business Considerations		
	Efficient processing of clients and the ability to produce more clients	Efficient processing of clients and the ability to produce more clients
Cheaper	Achieve economies of scale in product delivery	Achieve economies of scale in product delivery
Wider market appeal	Make the product accessible to more people	Make the product accessible to more people
	Enhanced profitability, increased income and reduced costs	Enhanced profitability, increased income and reduced costs

Table 6.1 Source: (McKercher, B. & Cros,H.,2002)

Analyzing these factors above makes it amply clear that sustainable infrastructure facilities, geographical factors of Jammu will shape the viability of heritage assets as products of tourism. Control of experience is the underlying mantra of the product development in heritage tourism. Marketing strategies should be developed on the above basis to promote heritage tourism.

## **6.8     MARKETING HERITAGE OF JAMMU**

American marketing Association while introducing the 21<sup>st</sup> century definition of marketing termed it as an organizational function that includes a set of processes for creating, communicating and delivering value to customers and for managing customer relationships that benefit both the organization and stakeholders.( Brito et al,2015)

It must be said at the outset that marketing is anticipation, satisfaction and management of the demand through exchange process involving goods ,services, organizations, people, places and ideas. Thus what should set the marketers on job in Jammu is to work out the measures to develop demand for the heritage assets and this is not difficult when the cultural properties are already present in substantial amount besides the religious aspect of heritage that is pilgrimage is already being practiced on a vast scale(Dolnicar et al, 2014). The need is to set the marketing goals towards the heritage by employing the stimulation required to capture this virgin market.

Potential driven and customer oriented being the focus of marketing makes it totally an innovation that should be based on the following aspects:

- *Consumer oriented*
- *Market driven approach*
- *Goal orientation*
- *Value based philosophy*
- *Integrated mechanism*

Heritage tourism can use this paradigm to shape the strategies to evolve a product that has the touristic approach with market driven essence; eyes set on the goal of heritage tourism product. Its core philosophy is value based that blasts the myth that marketing is hype driven. In fact this philosophy stands true to the intrinsic values of the heritage. Integrated mechanism can be used to integrate the tourist, host and the asset in the conservation web so that violation of the intrinsic cultural is nipped the bud.

Before devising the marketing strategies for promotion of heritage tourism in Jammu region, heritage marketers and managers will have to ponder over the followings things to arrive at the desired outcome:

- *Create the tourist focus throughout the market*
- *Listen to tourists*
- *Define and cultivate the distinctive competencies*
- *Define marketing as heritage intelligence*
- *Target heritage tourist precisely*
- *Manage for profitability with focus on conservation*
- *Make the heritage tourist the focus of policies*
- *Let the tourist define quality in terms of conservation*
- *Measure and manage customer expectation*
- *Build customer relationship and loyalty*
- *Define heritage as service product*
- *Commit to continuous improvement and innovation*
- *Manage the heritage paradigm with culture as the prime mover of strategy*
- *Collaborate with heritage managers*
- *Erase marketing bureaucracy.*

Marketers have to be aware that while marketing the heritage product focus should be on integrated marketing and just on selling. It will commodify the product and lead to immense damage to the assets as heritage is not like others products that can be just based on supply and demand(Buhalis, et al 2015).In fact it has to be a two way track just like the complete communication model having starting and end point besides the proper mechanism for feedback; giving credence to input and output. Heritage tourism also needs the overall customer satisfaction but it has to be a case guided by the prior sensitization of the conservation issues.

Before arriving at the marketing strategies total marketing effort has to be understood and fructified for the complete marketing success in terms of the conservation, preservation, stakeholder stakes, tourism business and the heritage managers issues. Again the heritage issue needs a sensitive handling after the product development or during the process of its evolution so that foundations are laid with enough vigour and vitality to withstand the pulls and pushes of this specialized areas.

Following marketing functions need to be borne in mind for this situation;

- *Environmental analysis and marketing research for the cultural heritage*
- *Broadening of the scope of the marketing to include both tangible and intangible aspects of heritage*
- *Heritage tourist analysis*
- *Distribution planning during the marketing phase*
- *Heritage promotion and planning*
- *Price planning*
- *Marketing management*

Apart from these it has to be internalized that marketing for heritage has to be consistent with delegation of authority for the performers of the marketing functions. It is a tricky situation when it comes to heritage. The basic market performers in this whole process may be the following:

- *Service provider*
- *Tourist*
- *Marketing specialists having heritage managers as professional consultants*
- *Organizational consumers like NGO's*
- *Wholesalers and retailers in terms of tour operators and travel agents*
- *Developers include the site managers*

## **6.9 DEVELOPING MARKETING STRATEGIES FOR JAMMU'S HERITAGE**

Having cited the potential of Jammu's heritage to be qualified for the heritage tourism product; it needs to be understood now as to how we can arrive at developing strategies for its promotion(Kiralova et al,2015). Marketing strategy is the means by which a marketing goal is achieved ;specified by a target market and marketing program to reach it. It includes both target market(end sought) and marketing program(the means to achieve it).

It becomes amply clear that heritage tourism fits this scheme if the target market of niche segment is well understood in terms demographics and other characteristics and the focus is maintained on the mechanism of the marketing program that incorporates the characteristics of the heritage in terms of its intrinsic cultural core(Leonidou et al,2013).Besides this mechanism has to be responsive to the conservation principles that advocate the community involvement(Kozak.

Marketing strategies to achieve the desires goal of establishing the Jammu's heritage in the prescribed market cannot be achieved by just naming it(Stefko et al, 2015). It can be realized when the basic paradigm of the steps leading to marketing strategies is internalized by the organizations that are in the forefront its implementation(Gulbahar,2015).

Basically marketing strategies are the part of the strategic planning process in any marketing concept(Hasan et al, 2015).Strategic planning process usually constitutes

of seven steps that are interrelated and need to be spelt out to understand the marketing strategies in totality so that the policy makers are benefited by their implementation (Line et al, 2014). These are as follows:

- 1) *Defining organizational mission*
- 2) *Establishing strategic business missions*
- 3) *Setting marketing objectives*
- 4) *Performing situation analysis*
- 5) *Developing marketing strategies*
- 6) *Implementing tactical plans*
- 7) *Monitoring results*

It becomes abundantly clear that marketing strategies outlines the way in which the marketing mix is used to attract and satisfy the target market to achieve the organizational goals. It has to be defined in clear cut terms.

The concept of the marketing mix is central to marketing strategies and when it is to be employed then the marketers have to be clear about the heritage mix that will underline the conceptual clarity in terms of its implementation (Murdy et al, 2012). Defining the marketing and devising it is essential feature of a successful marketing mix.

It needs to be seen in the backdrop of the market creation for the heritage. Marketers have to be clear about the visitors they want to bring to Jammu and for this the simple thing is the ability to ask questions revolving around this (Gulbahar et al, 2015). Asking questions that generate the perception of the tourist who may be interested to visit Jammu for the reasons of heritage. Challenge before the marketers in Jammu is that they have to first work in tandem with the heritage professionals and internalize the spirit of conserving it and then identify the market and afterwards indulge in product development in terms of the marketing mix.

Marketing mix is a specific combination of the marketing elements used to achieve objectives and satisfy the target market(El-Gohary,2012). It includes the appropriate mix of the variables known as P's in marketing parlance. In comparison to usual marketing practice, P's in tourism marketing mix are more in number keeping in view the intangibility of the tourism products but heritage being both tangible and intangible is a marketing challenge. The following P's are used in marketing mix of tourism:

- 1) *Product*
- 2) *Price*
- 3) *Promotion*
- 4) *Place*
- 5) *People*
- 6) *Planning*
- 7) *Programming*
- 8) *Physical Evidence*

In case of heritage tourism their mix has to be achieved by keeping in view the intrinsic cultural core as well. These can be well realized and internalized by going through the five principles of heritage tourism adopted worldwide. It can have comprehensive impact on framing the marketing strategies for Heritage tourism in Jammu region. These are:

- 1) *Collaboration*
- 2) *Fit between the community and tourism*
- 3) *To make sites and Programmes lively*
- 4) *Focus on Quality and authenticity*
- 5) *Preserve ,Protect and Conserve Resources*

Once these principles are adhered to P's used for the marketing mix will marketing strategies that will shape the contours in terms of intrinsic cultural goals of the heritage (Daniel et al, 2012).

## **6.10 CONCLUSIONS AND SUGGESTIONS**

The state of Jammu and Kashmir is the frontline Himalayan state of India in the Northern Frontier. It has both strategic and cultural importance in terms of its position. The turmoil of last 25 years and the ethno religious conflict has rendered the social fabric of the state asunder and added as a catalyst to exploit the socio-political faultlines. It has affected almost every sphere of the social domain posing multiple challenges to the heritage or cultural heritage (Eavans et al ,2007). As the interpretation of heritage has undergone considerable deterioration leading to lack of sensitization among the stakeholders. Jammu region of the state has rich heritage has been subjected to vandalization and is facing the threat of extinction as more and more heritage structures are being erased from the ground. It is posing a threat to heritage as a whole. The study has demarcated the types of the heritage as tangible and intangible besides termed the living traditions as living heritage. An attempt has been made to delineate heritage from culture for the sake of understanding its maturity after being evolved as the crystallized form of culture on the cultural landscape (Malchovsky et al ,2015).

Identification and documentation of heritage in Jammu region is the major concern that should be addressed on priority. As the lack of heritage sense has led to the deterioration of the heritage assets making it a multi pronged challenge. Both at the level of stakeholders and the policy makers.

The study was based to access the sensitization of the stakeholders and primarily the tourists who visit Jammu region about heritage. The analysis of the study revealed that the stakeholders are not in a position to appreciate the heritage value that Jammu has in terms of its rich cultural landscape. While conducting the study it appeared to be paradoxical to understand as to how a place like Jammu can face the neglect in terms of the heritage assets when these are clearly visible on the socio-cultural landscape (Rendon et al ,2014). Lack of capacity building and segmented approach blended with the myopia of policy paralysis at the highest level is the major area of

concern as the Tourism Department and its allied agencies are manned by bureaucracy who lack professionalism and training to cater to the demand of the tourists(Daniel et 2012).

Study revealed that the state of the heritage is dismal even at the prime locations. Leave aside the fate of the heritage assets in other districts and rural areas of Jammu region. Mubarak Mandi, an urban historic area located in the heart of Jammu city is facing the worst form of vandalization in spite of the hype its deterioration generated after the PIL filed by a Jammu based NGO,PATH comprising of multidisciplinary professionals. It could have acted as the model of restoring the heritage assets to their pristine glory but the story is reverse. It is facing multiple conservation and preservation problems as the structures like historic Gol Ghar in the complex has been completely destroyed in spite of the so called conservation work that was carried out to a lesser extent and then stopped (Buhalis et al, 2015).

Bodies like ASI who have the core competence are facing hurdles due to the political status of the state. The spirit of the international guidelines as devised by the organizations like UNESCO,ICOMOS and ICCROM to deal with the threats to shared heritage in any corner of the world are out of reach in this region(Martin,2015).

The challenge does not stop here but it magnifies as the parameters studied in the study to decode the threats to heritage multiply. The factors that emerge from the analysis bring to the fore the mismatch between the various facilities being provided to the tourists .Multiple regression analysis on application to the factors-Heritage Tourism Administration (HTA),Heritage Tourism Facilities(HTF) and Heritage Tourism Infrastructure(HTI) being the predictors were seen in terms of Heritage Tourism Promotion Strategies(HTPS),which was taken as the dependent variable. The value of  $R^2$  is 0.507.Its value suggesting the positive correlation.

Major concern is that a region of the state having rich heritage is not having any marketing strategy to cater to heritage tourism(Pike et al,2014),.The study revealed that when people are not aware at the significant level about the heritage then how come the heritage tourism can exist,inspite of the presence of the assets?

To access the state of heritage and heritage tourism in a comprehensive manner; the following factors were identified for the study and were analyzed :

$F_1=HTPS=Heritage\ Tourism\ Promotion\ strategies$

$F_2=HTA=Heritage\ Tourism\ Administration$

$F_3=PCHT=Preservation\ and\ Conservation\ of\ Heritage\ Tourism$

$F_4=SAHT=Sensitization\ About\ Heritage\ Tourism$

$F_5=HTF=Heritage\ Tourism\ Facilities$

$F_6=GRM=Grievance\ Redressal\ Mechanism$

$F_7=GARHT=General\ Awareness\ About\ Heritage\ Tourism$

$F_8=Heritage\ Tourism\ Infrastructure$

These factors gave an insight on the range of issues that need to be focused upon and addressed. These factors were derived from the instruments that were utilized to check the public perception about the heritage tourism and the heritage of Jammu region in totality.

Multiple Regression analysis has been used in which the factors – ‘**Heritage Tourism Administration**’ , ‘**Heritage Tourism Facilities**’ , and **Heritage Tourism Infrastructure**’ have been considered as the predictor and **Heritage Tourism Promotion Strategies**’ as the dependent variable. The summary table provides the value for R and R<sup>2</sup>. R has a value of 0.507, which represents positive correlation between Heritage Tourism Promotion Strategies and Heritage Tourism Administration and Facilities .

The regression equation that emerges out of the analysis is

$$HTPS = \beta_0 + \beta_1(HTPS) + \beta_2(HTA) + \beta_3(HTI)$$

$$HTPS = 1.373 + 0.307HTPS + 0.075HTA + 0.198HTI$$

The responses of the tourists to the questions related to the rich historical traditions, monuments, cuisine and festivals have shown the steady ignorance. It has

been revealed in the predictor analysis of the Heritage Tourism Facilities(Song et al,2012).It shows that tourists feel Jammu has no such tourism activity and the reason being the non availability of the promotional strategies that can shape the perception of the visitors. The significant values that show the variation in the perception is the reflective of the policy paralysis of the policy makers compounded by the non existent heritage arm of the Tourism department(Line et al ,2014). Heritage Act that has been enacted has failed due to the same reasons as the policy makers have failed to even address the bare minimum requirement of the Act to set up the mechanism for the development of heritage tourism.

Data analysis show that the awareness level of the tourists is representative of the services that are being provided to them. The mindset that emerges from the analysis is that infrastructure is nonexistent and this makes an important impact on the minds of the visitors. After all tourism is about leisure and needs the infrastructural back up to cater to the demands of the tourists.

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Heritage cannot exist only on the bases of restoration and thus, needs sustainability to generate the resources and as such heritage tourism has to be the tool to guarantee it. The factor Heritage Tourism Promotion strategies indicates the same with predictor value of 18.105% suggesting the importance of strategies that should cater to the sensitization of the visitors in terms of preservation and conservation to guarantee the sustainability and restoration; both have to move in tandem. Setting heritage tourism part from other tourism segments that are least based on intrinsic value and have more thrust on physical value(Dolnicar et al 2014).

Sensitization About Heritage Tourism should be seen as the policy imperative as this factor suggests that there is no presence of strategy in terms of heritage tourism. The factor value of 11.263% suggest that this segment needs abinitio consideration for the business imperatives and the heritage value that makes it the cause of concern.

The main thrust on the study has been to work out the ways for heritage tourism promotion in Jammu region and establish the findings in the perspective of preservation and conservation and then integrate them in the marketing strategies. Eight dimensions analyzed through factor analysis were analyzed as shown in Table 5.3 .These include the following:

- 1) *Heritage Tourism Promotion Strategies(HTPS)*
- 2) *Heritage Tourism Administration(HTA)*
- 3) *Preservation and Conservation of Heritage Tourism(PCHT)*
- 4) *Sensitization About Heritage Tourism(SAHT)*
- 5) *Heritage Tourism Facilities(HTF)*
- 6) *Grievance Redressal mechanism(GRM)*
- 7) *General Awareness Regarding Heritage Tourism(GARHT)*
- 8) *Heritage Tourism Infrastructure(HTI)*

Out of these factors, four dimensions:

- 1) *Preservation and Conservation of Heritage Tourism(PCHT)*

- 2) *Sensitization About Heritage Tourism(SAHT)*
- 3) *Grievance Redressal mechanism(GRM)*
- 4) *General Awareness Regarding Heritage Tourism(GARHT)*

Have mean scores ranging between 2.83 to 3.17. It is amply clear that the issue of sensitization raised in the hypotheses framed for the study has been established and it makes the ground reality vivid and clear that heritage issues are not prominent in the public domain at the level of the tourists. They are not clear about the intrinsic value that should define the heritage assets and give them the value. On the part of the policy makers there is lack of delivery mechanism and tourist outreach is not visible. It creates a great fluidity in the market and vacuum as well. It leads to varying interpretations, if these exist at all.

Findings of the study advocate the promotion of heritage tourism in Jammu region on the basis of the strategies that have inherent mechanism to deal with the intrinsic value of cultural heritage. With an emphasis of heritage conservation and preservation. Strategies that need to be evolved have to focus on these four dimensions and relate them with the remaining four. To substantiate the issue raised in the second hypothesis about the scope of heritage tourism in Jammu region identification and documentation(Sankrusmes,2015) has to be initiated as is evident from the review of literature that puts Jammu in the forefront as the main player of heritage tourism business in the state; yielding the desired economic and cultural benefits(Stefko et al,2015).Heritage tourism is the front runner of responsible tourism as it has inherent in it the sustainability in terms of preservation and conservation principles developed by the organizations like UNESCO,ICCROM and ICOMOS.

Strategies have to be evolved on the facts generated by the factor analysis and ANOVA in the study that suggests that integration of the issues raised in the objectives and presented by the hypotheses in terms of heritage sensitization among the stakeholders and the scope of the heritage tourism niche market is the urgent need to explore the facets that have been relegated to background(Song et al ,2012).

The 8 factors act as the cardinal principles that should define the extent and intent of the marketing strategies in terms of the areas having impact on the overall extent of the heritage tourism market in Jammu region(El-Gohary,2012). Dimensions discussed in the Table 5.2 suggest that any marketing strategy should be grounded and defined on the following parameters:

- *Historical tradition*
- *Heritage sites and monuments*
- *Art forms, handicrafts, music,drama*
- *Architecture, traditional localities*
- *Oral tradition and folklore*
- *Conservation and preservation*
- *Infrastructure*
- *Sensitization of civil society involving stakeholders*
- *Heritage tourism administration*
- *Heritage tourism facilities*
- *Redressal of grievances*
- *Transportation leading to heritage destination*
- *Recreation facilities at the destination area with interpretation centers*
- *Marketing initiatives of the state government*
- *Sensitization of the stakeholders*
- *Marketing of heritage in terms of national appeal*

These parameters identified while conducting the study shows that Jammu is not even in infancy in terms of heritage management but it has the immense heritage assets that qualify as the products for heritage tourism marketing; paradox being that in

spite of such rich tangible and intangible heritage Jammu has not been able to arrive at devising the heritage tourism product and then selling it through proper strategies (Hasan et al, 2015) .The reason being a comprehensive mechanism is lacking that should have indulged in multidisciplinary approach involving professionals from the field of tourism, conservation, anthropology history, social sciences, hospitality(Dhar,2008). The onus lies on the Department of Tourism and the state government that should have indulged in segmentised marketing of the different regions of the state and given primacy to the heritage of Jammu region as the shared heritage of the state but it is not the case(Stefko,2015).As a result it has deprived the state and Jammu region of the identity that should have helped to image building as heritage hub.

## **6.11 OVERVIEW OF THE CHAPTERS DISCUSSED IN THE STUDY**

### **Chapter-I: Introduction and Heritage Concepts**

This chapter deals with the evolution of the heritage concept and deals in detail the various technical terms and principles as laid down for the heritage management by the international bodies like UNESCO, ICOMOS and ICCROM. The chapter lays focus on various factors and elements that define heritage and heritage tourism. Emphasis has been laid on the difference between heritage and cultural tourism. Effort has been made to delineate the heritage and cultural tourism as both these forms of niche tourism are used interchangeably by professionals without taking into consideration the difference between the two although the two are closely related as presence of one leads to another. A detailed study has been made with an analysis of various forms of heritage which includes intangible and tangible with a special emphasis on the heritage in making. The chapter argues that the heritage is core around which the policies pertaining the heritage tourism should evolve. Equal emphasis is given to the heritage in terms of tourism, marketing and conservation besides the role of technology in defining the heritage concepts. An attempt has been made to situate the term heritage in right concept and delineate heritage from culture as at times the two terms are used interchangeably. Besides the vandalization of heritage has

been termed as heritage holocaust as it is the representation of the complete evolution of humankind.

## **Chapter-II: Review of Literature**

Extensive review of literature has been made keeping in view the study area ,scope and dimensions of the heritage tourism, market segmentation, various conservation and preservation policies and charters adopted and implemented by the national and international bodies like ICCROM,UNESCO,ASI etc. It also includes the review of case studies, manuals, charters, books, websites of the national and international organizations associated with heritage and culture. It suggest that there exists a research gap in terms of the preservation and conservation of heritage. Besides it can be easily established from the review of literature that heritage tourism needs an integrated multidisciplinary approach to be seen as the niche segment. Heritage tourism in Jammu region cannot be established till it has marketing strategies to situate it on the lines of conservation principles. Heritage tourism has to be a tool for the restoration of heritage and safeguard living traditions. And this approach is missing and provides an ample scope to work upon it in terms of developing a suitable marketing mix.

## **Chapter-III: Research Design and Methodology**

The chapter discusses in detail the hypotheses, objectives, scope, study area and justification of the research work. The chapter deals with the sampling, questionnaire design, pilot survey, data collection, tabulation. The formulation of the research techniques have also been analyzed in this chapter. Keeping in view Jammu's requirements various techniques were amended to be suitable to the requirements of the region. So that results are obtained in tune with the challenges being faced by both tangible and intangible forms of heritage. Methodology was devised by keeping in view the policies employed by international players to protect heritage while giving it the sustainability element by encouraging the heritage tourism at the destination but under the preservation guidelines. The emphasis being on sensitization of the stakeholders. Role of various departments like tourism, art, culture, hospitality and other allied organizations is of prime concern while studying the promotional aspects of heritage in terms of tourism. Challenge becomes immense when the heritage in

question is neither properly documented nor preserved. This immensely affects the perception of the tourist visiting the region. While framing the methodology, it has been observed that the thrust is on the pilgrimage tourism; neglecting the other allied areas of the core area of culture that sustains it. Use of incompatible material to renovate the monuments has changed the socio-cultural landscape of Jammu. The tourists visiting the region are unaware of the rich heritage. It makes difficult to involve them in the survey schedules and get the responses. The challenge doesn't stop here but enlarges as the tourism officials who are supposed to be in the forefront of this whole business are found be lacking in terms of sensitization. The reason being the non professional approach towards the sector. Treating it as just another public sector department.

To study the scope for developing marketing strategies for promoting heritage tourism in Jammu region a questionnaire was devised to conduct the survey. The questionnaire were devised to reflect the objectives of the study pertaining to heritage sensitization, preservation and conservation aspects and the scope to develop Jammu as heritage tourism destination.

#### **Chapter-IV: Heritage of Jammu Region-Its Preservation, Conservation and Documentation**

This chapter deals in detail with the history, culture, heritage, geography, customs, rituals and aesthetics of the Jammu regions over all evolution as the cultural bulwark of the Himalayan frontiers in India upholding the cultural moorings of the people who inhabit the Shivaliks in the Himalayas. The chapter argues that Jammu has evolved in unison with the overall developments in the entire Indian nation and historical material has been used to substantiate the evolution of Jammu region in tune with the developments with the rest of India. The role of Jammu ruling dynasties and families in making Jammu a game changer in the sub continental decision making in the Northern frontiers has been discussed keeping in view its impact on the local populace. The folk lore and traditions which serve as the soul of Jammu's heritage in terms of its intangible value have been analyzed with focus on monuments, palaces ,temples besides other places of worship have been interpreted keeping in view their heritage character. Over the years the lack of comprehensive policy in terms of tourism and more precisely

the heritage tourism has resulted in abandoning the tangible and intangible heritage of the region which has resulted in the vandalism and depletion of these assets which bear testimony to the role of Jammu and its people in shaping the Northern frontiers of Jammu and the state of J and K as well. The emphasis is laid on the preservation, conservation and documentation of the heritage assets of the region so that a heritage tourism product is evolved and segmentised as per the requirements of the high valued heritage tourist with an emphasis on infrastructural development, sustainability, employability, positive guest host-relationship and a sense of carrying capacity to maintain the aesthetic value of the destination.

### **Chapter-V: Data Analysis and Interpretation**

The chapter deals with the analysis of the data collected for the study of the research as per the designed framework. The chapter discusses and analyses the data by using various statistical techniques which includes ANOVA, Factor Analysis. Analysis has been done from the primary data obtained. Analysis of data for the study has addressed the problem at two levels. One at the level of sensitization of the tourists and stakeholders. Two at the level of the policy makers who have the to work for the development of heritage tourism product development as it is they who have rope in the heritage tourism professionals to address the issue of preservation and conservation. Heritage cannot be transformed into a tourism product till it has the elements of its safeguard inherent in it(Wei,2012).The integration of heritage sensitization in terms of preservation and conservation with the scope of heritage tourism in Jammu region was the main aim of this study that has been presented in terms of the objectives of the study and in the essence of the hypotheses. The study has revealed that Jammu region has rich heritage based on its culture that acts as the intrinsic core to validate the heritage. Chapter focuses on the data interpretation and analyses the outcome to devise the marketing strategies for promotion of the heritage in Jammu region with focus on conservation and preservation issues. Marketing Strategies have been developed as per the analysis of the data and the ground work based on heritage issues.

## **Chapter-VI: Conclusions, Recommendations and Marketing Strategies for Heritage Tourism**

This chapter deals in detail with the findings and analysis of the research and delves on the recommendations, marketing strategies meant to integrate the heritage, conservation and marketing of the product into a comprehensive and sustainable manner so that Jammu evolves as a heritage tourism destination with an inherent policy of infrastructural development and a sense of conservation for the heritage assets which can be emulated by other interest groups by involving all the stakeholders besides the community involvement and sensitization.

### **6.12 MAJOR FINDINGS OF THE STUDY**

The study reveals the research gap in terms presenting heritage as the niche segment and lack of sensitization among the stakeholders about the heritage value. It brings to the fore the official apathy and the lack of human resource in the Tourism Department to address the tourism issues in general and heritage issues in particular. Study identifies that there is an urgent need to develop heritage education in the society of Jammu. The study reveals that there is no significant sensitization in the local population about heritage sites and assets in the region. Those having knowledge about the heritage and cultural aspects of tourism is low even among the educated population in spite of the significant income level. Treatment meted out to heritage in Jammu region is like heritage holocaust as it is posing a threat to the shared treasure of humankind(Pike et al 2014).

While working on the marketing mix, it was felt that the 8Ps of marketing mix used in tourism promotion and segmentation need a value addition while dealing with heritage tourism. Thus study has suggested the incorporation of 9<sup>th</sup> P for its marketing mix to be designated as “Preservation”.

The main thrust on the study has been to work out the ways for heritage tourism promotion in Jammu region and establish the findings in the perspective of preservation and conservation and then integrate them in the marketing strategies. Eight

dimensions analyzed through factor analysis were analyzed as shown in Table 5.3. These include the following:

- 1) *Heritage Tourism Promotion Strategies(HTPS)*
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- 8) *Heritage Tourism Infrastructure(HTI)*

Out of these factors, four dimensions:

- 1) *Preservation and Conservation of Heritage Tourism(PCHT)*
- 2) *Sensitization About Heritage Tourism(SAHT)*
- 3) *Grievance Redressal mechanism(GRM)*
- 4) *General Awareness Regarding Heritage Tourism(GARHT)*

### **6.13 MARKETING STRATEGIES DEVELOPED**

Marketing strategies that emerge for the promotion of heritage tourism in Jammu region as per the study conducted are the following based on the data interpretation:

- 1) *Jammu region needs the sensitization of the stakeholders that includes local community, tourists, officials, heritage conservation professionals with multidisciplinary approach in terms of the intrinsic value of heritage. Goal should be to develop an image of the region that is addressed in the marketing functions.*
- 2) *Heritage of Jammu region both tangible and intangible; needs to be evolved into cultural representative of the Jammu's identity. That addresses the evolution of*

*the regions identity. Every marketing plan should have inherent understanding of this aspect.*

- 3) *Product development in terms of heritage promotion should incorporate the tourism facilities that are meant to be amalgamated during product development keeping in view the needs and profile of the heritage tourist.*
- 4) *To make heritage tourism process accountable for delivering the desired goal of sustainability; its marketing initiatives should have the inherent grievance redressal mechanism that deals both at the tourism service level and intrinsic cultural level.*
- 5) *Local population of Jammu region should be made aware about the heritage at the conceptual level. It will develop heritage sense in the community that is the prime stakeholder. Marketing plans have to be conscious of the awareness level of the local people as it is the host population whose identity is being promoted by heritage product development.*
- 6) *Infrastructure of Jammu region that involves the comprehensive availability of facilities in terms of roads, electricity, water supply and other allied services like accommodation have to be upgraded within the periphery of heritage sites and monuments by following the guidelines of the organizations like ASI,UNESCO,ICOMOS,ICCROM.*
- 7) *Marketing of heritage of Jammu region should be devised in terms of the essential features of tangibility and intangibility keeping in view the living traditions as these are the working definitions of the heritage interpretation. Maintaining living traditions means the preservation in continuity.*

#### **6.14 RECOMMENDATIONS AND SUGGESTIONS**

Heritage tourism has to be situated in terms of its cultural value in Jammu region. International guidelines devised by the organizations like UNESCO,ICOMOS and ICCROM have to be followed in devising marketing strategies for promoting heritage tourism in Jammu region. The major recommendations and suggestions that emerge

from the study and the interactions with various stakeholders besides officials are the following :

- *Setting up of the heritage interpretation centers and evolving sensitization campaigns for capacity building for the heritage tourism are needed to galvanize the stakeholders to seek value for their heritage assets.*
- *Lack of heritage sensitization has led to vandalization of heritage and it is a challenge to the whole society. Both in terms of cultural loss and economic loss. A generation has been lost in wilderness that could not seek the value of heritage and situate it in proper cultural perspective. There is an urgent need to introduce heritage education at the primary school level. So that the new generation is made conscious of the value of heritage assets in terms of preservation and conservation and in future are made to seek employment opportunities by taking heritage tourism as the career avenue.*
- *Tourism Department lacks professional human resource having training in tourism in general and heritage tourism in particular. Recruitments are made on the basis of bureaucratic hierarchy. It should be manned by heritage tourism and hospitality professionals having specialization in heritage.*
- *There is a need to create Tourism services on the same lines as there are administrative services. Heritage tourism needs specialized treatment and only professionals from the sector can change its complexion.*
- *Various heritage management experts need to be taken on board while devising marketing strategies for heritage tourism. These include conservators, architects, historians besides other allied professionals including tourism professionals. It is an interdisciplinary issue and as such heritage cannot thrive in isolation.*
- *Jammu and Kashmir Heritage Conservation and Preservation Act enacted in 2010 is vaguely defined .It needs to incorporate the issue of heritage education and creation of multidisciplinary mechanism as defined by international*

*guidelines. Government has failed to implement it as there is no authority that can implement it.*

- *Marketing strategies need to be developed keeping in view the heritage values and need to define the cultural core in terms of its intrinsic value. Integration of internal and external aspects of heritage need to be considered in tandem.*
- *Heritage marketing mix cannot be achieved in terms of only 8Ps of tourism. The cultural core that defines it needs the incorporation of the 9<sup>th</sup> “P” as developed by the present study. This P stands for preservation.*
- *Jammu region has vast heritage resources whether tangible or intangible that are in a vandalized state and crave for the restoration in terms of conservation and preservation so that these are converted into a tourism product with heritage as the core policy making element keeping in view the community sensitization and by involving all the stakeholders as in case of heritage tourism multiplier effect is not only in terms of economy but shared cultural values as well.*
- *The situation of heritage in Jammu region can be defined as Heritage Holocaust or Genocide as it is the vandalization and process of extinction of shared legacy of human kind.*
- *There is an urgent need to develop a segmented marketing approach by positioning the rich heritage assets of Jammu region in the niche market. The case in point being the forts, palaces, monuments of historical significance besides temples and other places of worship including folk art so that heritage tourism segment is developed without being subservient to the other forms of general tourism.*
- *The need is to formulate the heritage tourism mix that caters to the varied need of the tourists who visit the Jammu region. Not only policy makers but the private tourism players have failed to create the demand for heritage tourism in spite of having rich tourism resources in the region.*

- *The state government has failed to address the need of heritage conservation and preservation in the Jammu region in particular and the state in general keeping in view the ethno religious conflict in the state and besides the vagaries of the weather which pose a constant threat to the heritage.*
- *The state government should prepare an inventory and document the heritage with focus on conservation by involving the bodies like ASI who have an expertise in the subject and seek the involvement of the Ministry of Culture and Tourism, Government of India as the region is a part of the Himalayas in the Northern frontiers in the Shivaliks that houses rich civilisational heritage.*
- *The study gives a blueprint and policy framework connecting heritage , conservation and marketing with a holistic multidisciplinary approach having focus on various marketing strategies.*

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