



Strategic Marketing Approaches For Enhancing The Competitiveness: A Review Study Of Jammu, Kashmir And Ladakh's Tourism Industry

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ABSTRACT

The state of Jammu & Kashmir is renowned globally as a preferred tourist destination, offering a multitude of attractions and resources, both natural and manmade. These resources facilitate various forms of tourism, including adventure, cultural, religious, and heritage tourism. Given the global rise of the tourism industry and J&K's significant potential in this sector, the region stands out as a premier tourist destination. This paper aims to conduct a strategic analysis of the tourism industry in J&K. The research will encompass a comprehensive review and highlight a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) and a PESTEL Analysis (Political, Economic, Social, Technological, Environmental, and Legal factors) specifically in the context of J&K's tourism industry.

Keywords: Strategic Analysis, Competitive advantage, PESTEL, SWOT, Tourism.

1. Introduction

The state of Jammu and Kashmir (J&K) is one of the largest states in India, situated in the lap of the Himalayas. Geographically, J&K is located near the Karakoram and the westernmost Himalayan mountain ranges. The southern region borders Punjab and Himachal Pradesh, while the northern part shares international borders with China and the autonomous region of Tibet to the east. Additionally, J&K shares the Line of Control with Pakistan-occupied Kashmir (POK) in the west and borders Gilgit-Baltistan to the northwest.

Jammu, Kashmir, and Ladakh, covering a total geographical area of 222,236 km², which constitutes 6.93% of India's total territory. The land distribution is as follows:

- Total geographical Area of J&K: 222,236 km²
- Area considered as illegal occupation of Pakistan: 78,114 km²
- Area considered as illegal occupation of China: 37,555 km²
- Area illegally handed over by Pakistan to China: 5,180 km²

(Department of Ecology Environment and Remote sensing and annual administration report, J&K forest 2014, J&K)

The remaining area of 101,387 km² is divided into 22 districts: 10 each in Jammu and Kashmir, and 2 in Ladakh. According to the 2011 census, the total population of J&K was 12,548,926, with an estimated growth to 14,280,373 by 2017.

J&K's landscape is predominantly characterized by dense forested mountains, waterways, lakes, terraces, plains, and meadows. The state's physical features are significantly influenced

by its culture, climate, scenic beauty, and religion, all of which are essential for tourism. Given the substantial potential and numerous resources for tourism, it is crucial that the tourism sector in J&K is strategically planned and developed.

1.1 Tourism Industry of Jammu, Kashmir and Ladakh

Kashmir, situated in northern India and encompassing the regions of Jammu, Kashmir, and Ladakh, is sustained by agriculture, horticulture, animal husbandry, forestry, and tourism. Tourism plays a vital role in the economy of J&K, especially given that the mountainous terrain restricts industrial development. The region is particularly favored by Asian tourists due to its diverse offerings. J&K attracts visitors with its hill stations, backwaters, and varied topography. The state is further distinguished by its historical monuments, forts, religious sites, and highland resorts, all contributing to its magnificence and appeal as a tourist destination.

Foreign tourists frequently visit Jammu and Kashmir (J&K), contributing to the booming tourism industry. This sector is labor-intensive, providing employment for many in roles such as hotel managers, receptionists, guides, tour operators, travel agents, and photographers. There is significant potential for J&K to excel in medical tourism if leveraged by the government. The state is abundant in lakes, forests, and freshwater resources, and is renowned for its stunning valleys, lakes, snow-capped mountains, cool climate, and opportunities for trekking, fishing, skiing, as well as its archaeological, historical, cultural, and religious attractions, alongside its hospitable population.

J&K has diversified tourism in the Kashmir Valley, incorporating adventure, medical, rafting, skiing, and religious tourism. The unique cultural fabric of Kashmir, which integrates diverse religious and philosophical traditions with a rich artistic heritage, stands out. The state hosts followers of Christianity, Buddhism, Islam, Hinduism, and Sikhism. Significant religious sites such as Amarnath and Vaishno Devi attract millions of Hindu pilgrims, highlighting the state's appeal as a pilgrimage destination. Furthermore, forts, museums, and historic sites preserve J&K's rich history, emphasizing the importance of embracing both tangible and intangible heritage in promoting tourism.

The three regions of J&K—Jammu, Kashmir, and Ladakh—collectively attract a wide array of tourists. The tourism industry impacts transport, hospitality, horticulture, crafts, and small-scale industries. Often referred to as "Paradise on Earth," Kashmir is celebrated for its natural beauty and is often compared to Switzerland for its trekking, rafting, skiing, and mountaineering opportunities. Notable attractions in the Kashmir Valley include Dal Lake, Mughal Gardens, Nishat Bagh, Gulmarg, Yusmarg, and Pahalgam, which are particularly favored by South Asian adventure tourists.

Jammu is known for its ancient Hindu temples, gardens, and forts. The Maha Kali Temple at Bahu Fort rivals the spiritual significance of Mata Vaishno Devi, both established by Maharaja Gulab Singh following his coronation in 1822. Other notable temples in Jammu include Gauri Kund, Shudh Mahadev, Shiva, Peer Khoh Cave, Ranbireshwar, and the Parmandal Temple Complex, showcasing a rich blend of Hindu-Islamic architecture.

Ladakh, known for its adventure tourism, was historically a crucial part of the Silk Route connecting the Indian subcontinent to Asia, with its dramatic peaks and steep valleys earning it the moniker "Moon on Earth." Ladakh's predominantly Buddhist population maintains an ancient cultural heritage, with attractions like Leh Palace, Namgyal Tsemo, Soma, Shanti Stupa, and Sankar Gompa drawing visitors. The region's distinct religious, cultural, and geographical attributes contribute to its unique appeal.

Modern tourism in Kashmir began in 1846, with initial visitors including sages, seers, missionaries, traders, and explorers. By 1885, British authorities had enough influence to implement several tourism advancements, such as establishing a road between Jammu and Srinagar, setting up telephone links, and the first airplane landing at Srinagar airport in 1925. The State Government aimed to position Kashmir as an international resort destination. However, political turmoil in 1989-90 severely impacted tourism, causing a significant decline in visitors and revenue.

In 1987, India welcomed 1.164 million tourists, with J&K receiving 721,000, of which 511,000 visited the Kashmir Valley. The political instability in 1989 led to a sharp decline, with tourist numbers dropping to 8,520 in 1995, 9,980 in 1996, and 16,130 in 1997. This trend persisted until 2010. However, 2011-12 saw a resurgence in tourism. According to the Economic Survey 2014-15, the Kashmir Valley received 1.309 million tourists in 2012, 1.171 million in 2013, and 1.168 million in 2014.

2. Review of Literature:

Tourism encompasses the processes, activities, and outcomes that emerge from the interactions among hosts, guests, tourism suppliers, and host governments, among others. These interactions are directly or indirectly involved in attracting, catering to, and hosting visitors. It involves a blend of various products, services, and industries that contribute to the travel experience, including accommodations, transportation, food, beverages, and other hospitality services provided to tourists traveling away from home (Goeldner & Richie, 2009).

The significant increase in leisure and recreational travel, along with tourism-related expenditures, has

transformed the tourism industry into a widespread phenomenon. The growing importance of tourism activities for regional, local, and national economies underscores the need for strategic planning in tourism activities.

According to Kenneth Andrews (1980), strategy involves setting goals, purposes, objectives, and formulating policies and plans to achieve these goals. It defines the nature of the business and the identity of the organization. The primary aim of conducting a strategic analysis of a specific industry is to maintain its market presence and remain responsive to changing market trends.

Strategic analysis is categorized into external and internal analysis, which can further be divided into micro-environmental and macro-environmental components (Middleton, Fyall, Morgan, Ranchhod, 2009). Strategic analysis involves a thorough examination of the environment in which an industry or organization operates. This includes a critical assessment of competitors, rivals, opportunities, and internal strengths. The goal is to develop a sustainable plan that leverages competitive advantages and maximizes industry performance within the available resources (Ranchhod and Gurau, 2008).

Strategic analysis of tourism industry:

Strategy refers to the plans formulated by top management to achieve the organization's objectives and mission (Wright et al., 1998, pp. 4-5). It encompasses tools for attaining long-term goals, action plans, and resource allocation (Hax & Majluf, 1996, p. 2). In essence, strategy represents the methods and means to accomplish these objectives (Miller & Dess, 1996, p. 5). A strategic approach involves setting a final objective, making strategic choices, and defining a vision and mission, which are supported by specific policies and plans.

In the realm of strategic management, vision constitutes a comprehensive and broad anticipation of the future that is currently obscure and unpredictable. Importantly, this vision does not outline specific methods or pathways to achieve its envisioned outcomes (Dinçer, 1998, p. 5; Morden, 1999, p. 109). Conversely, mission defines the fundamental purpose and reason for an organization's existence as perceived by the public (Wheelen & Hunger, 2002, p. 10). Plans and policies serve as guidelines for the application of strategies within organizations or sectors (Jauch and Glueck, 1988, p. 6).

Strategic management involves several critical steps:

1. Analyzing the external environment to identify potential threats and opportunities (Luffman et al., 1996, p. 33).
2. Evaluating internal strengths and weaknesses (Morden, 1993, p. 3).
3. Formulating a clear mission statement and establishing specific objectives.
4. Developing strategies to achieve these defined objectives (Miller, 1998, p. 154).
5. Implementing strategies and assessing their effectiveness in achieving the intended goals.

A significant critique of strategic management is its vulnerability to fluctuations in external environmental factors, which can undermine the relevance of long-term plans (Jauch and Glueck, 1988, p. 18). To address this challenge, strategic planning integrates contingency planning and crisis management concepts to effectively navigate unforeseen developments (Ebert and Griffin, 1995, pp. 104-105). These adaptations aim to enhance the flexibility and resilience of strategic management practices in response to dynamic external conditions.

According to Johnson et al. (2005), strategic analysis serves as a valuable tool for identifying strategic options and evaluating the future plans of a company. Johnson and Scholes (1993) emphasize that such analysis provides insights into all factors impacting business operations. Byars (1991) suggests that the outcomes of this analysis are leveraged to gain competitive advantage and formulate future strategies. Kotler (1998) asserts that strategic analysis is essential for understanding an industry's position, market dynamics, growth prospects, threats, and operational landscape. It is considered the initial step in strategic planning, typically conducted by experts with specialized expertise and a critical understanding of organizational dynamics (Gibis et al., 2001). Various methodologies, such as the PESTEL model, five forces analysis, and game theory, are employed to study the competitive environment (Porter, 1998). Dess et al. (2007) underscore the importance of understanding the competitive landscape for firms, detailing how firms compete and achieve competitive advantages through strategic analysis and management. Price (2003) defines strategic analysis as the evaluation of internal and external factors influencing a business's position or strategic direction.

3. Strategic Analysis of J&K Tourism using SWOT and PESTEL analysis:

3.1 SWOT analysis:

SWOT analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats analysis, involves a comprehensive assessment of both internal and external factors impacting the sustainability and competitiveness of a business or industry. This strategic tool encompasses four key components: strengths, weaknesses, opportunities, and threats (Grant, 1998; Dyson, 2004).

Strengths of J&K tourism

Jammu Kashmir has been bestowed with huge natural grandeur at its best - picturesque locations, lush green meadows, snow covered mountains, pleasant and soothing climate, and warm people and rightly called paradise on earth. The fact is that J&K has immense tourism potential; a potential that it must leverage, carry forward and sustain.

J&K tourism industry is so unique because of its endless resources that it has strength to cater probably all forms of tourism be it religious tourism, cultural tourism, heritage tourism, adventure tourism, and other forms of leisure and recreation. The various strengths that make J&K world famous tourist destination are listed below.

➤ **Religious Places:** Jammu and Kashmir has a huge spiritual and religious tourism potential. JK is home to endless shrines and spiritual places of different beliefs. Tourists all over country come to JK to have a visit to the sacred places of their personal beliefs. Shrines, temples, mosques and tombs are an exceptional part of JK. Some of the famous and prime religious places of Jammu Kashmir & Ladakh province are:

The Sri Amarnathji Yatra: The cave of Sri Amarnathji is famous for naturally formed Shivling made of ice. The pilgrimage to this holy cave was first started in an organised manner around the year 1850, during the rule of Maharaja Gulab Singh. The yatra basically is 1000 years old but history records suggest it was discovered in around 17th century. The cave is located in the narrow gorge at the farthest end of Lidder valley between the laps of breathtaking mountains of Kashmir province.

Hazratbal Shrine: Hazratbal shrine, the White blistering Mosque is located on the western banks of world famous Dal-Lake. It is one of most sacred shrine for Muslims having the relic of Prophet Mohammad S.A.W, a lock of his hair. Devotees in large no. visit the shrine and are one of the prime religious tourist attractions of Kashmir province.

Shah-i-Hamdan Mosque: The Kashmir's most famous and most exquisite mosque is located in the downtown of Srinagar district on the banks of river Jehlum. The mosque is of great importance for JK tourism because of its huge religious sanctity and unique beautiful architecture.

Shri Mata Vaishnu devi Ji: Every year around 60 lac (six million) people climb the Trikuta Mountains to have a visit to holy cave. The cave has boosted Jammu tourism over the years as cave is one of prime tourist attraction of J&K.

Apart from these, there are many other famous religious and spiritual places that strengthen tourism industry of Jammu Kashmir

➤ **Culture and Heritage:** The culture means the tradition, customs, rituals and beliefs of the particular area whereas heritage is the inherited possession. The culture of J&K is famous across the globe as it is the blend of many cultures and which is mainly influenced by Central Asian culture. J&K along with its scenic and other features is famous for its cultural heritage. The cultural diversities of the state are famous across the globe. The state is divided into regions and each region has its own uniqueness in their culture. Kashmir is dominated by Muslim majority; Jammu by Hindus and Ladakh by Buddhists but the reflection of unity among the people is amazing. The cultural diversity of each region is influenced by their religion.

Major strengths of J&K culture

➤ **Handicrafts:** Handicraft of JK is the vibrant display of craft and art that include carpet, shawls, wall hangings, baskets, embroidery and crewel work, jewellery, papier-mâché, copper work, stone carving and much more. The artisans and craftsman of the state have mastered their skills in making these beautiful items.

➤ **Music and Dance:** The music and dance of the state reflect the rich heritage and cultural legacy of the state. Traditional music of J&K has roots from the time of King Yousuf Shah Chak (16 century) and he is known as father of sufi Kashmiri music. J&K has abundance of captivating forms of performing arts

➤ **Festivals:** JK being the state of diversified culture and religions; therefore the state witnesses celebration many festivals throughout the year creating an attraction for tourists. All these festivals exhibit the rich cultural of the state.

➤ **Adventure tourism Potential:** The greater Himalayas and Pir Panjal range surrounds the state of JK. The topography and geographical location of the state makes it prime potential adventure tourism destination. The state of JK is gaining momentum of being a top adventure tourism destination across the globe. The endless rivers, gigantic and towering mountains have emerged has JK as a favourite destination for adventure lovers. There endless river, mountains and the geography of state helps in carrying out various expeditions other adventure sports.

Weaknesses in J&K tourism

J&K has a vast potential for tourism, but the fact remains that because of certain weakness J&K has reasonably failed in using the potential to its best. There are loopholes that have weakened the tourism industry of the state causing a loss to the industry.

Some of major weakness in JK tourism is as under;

- Failure in implementation of tourism policies,

- Lack of infrastructure,
- Lack of professionalism,
- On and off political disturbances,
- Lack of accessibility to remote areas,
- Very few high budget hotels,
- Non-availability of qualified guides,
- Lack of tourist reception centres (TRC) and tourist information centres (TIC),
- Negative approach of media,
- Inadequate marketing and promotional campaigns,
- Lack of technology advancement,
- Safety and security of tourists,
- Less transport facilities,
- Less medical facilities at tourist destinations.
- Less research on tourism.
- Less stress on tourism education.

Despite having ample resources and so much to offer to tourists, the political instability is one biggest weakness for state tourism industry. The political instability gives rise to other problems; the political instability disturbs and the usual working and gives a break to tourism development

Opportunities for tourism industry of J&K

The state of Jammu & Kashmir is among those very few destinations that is full of resources with ample potential for tourism, from the topography of the state to the history of the state; the state has ability to cater all the forms of tourism.

The various opportunities that can that can be drawn to promote and develop tourism are:

- JK is one of the most unexplored tourist destinations that create a huge opportunity in attracting tourists.
- Endless scope of investment in accommodation sector as most of destinations lack proper accommodation.
- More professionalism.
- Can be promoted as a prime pilgrimage tourist destination.
- Enough scope of cultural and heritage tourism.
- Allow famous tour-travel companies to invest in tourism sector so that it generates employments and promotes tourism.
- The tourist arrival demand between domestic and foreign tourist arrivals can be easily managed because of different holiday shifts so that standard of catering tourists remainshigh.
- Scope for community based, rural and tribal tourism as there are populations/tribes living in far distinct remote areas of state.
- JK has dense forests that create an opportunity for development of more wildlife sanctuaries.
- Opportunities for adventure sports as there are many high range mountains
- Good scope for transport service business.
- Increase in technological advancement.
- Extending cable-car facility for hill-stations in the state.
- Regular food festivals, cultural and traditional events.
- Improvement in communication networking to remote areas.
- Creating niches as per destination specification.
- Advanced security systems.
- Perfect destination for films and movies shooting.

Threats faced by J&K tourism industry

Despite having the tremendous ability to grow but there are threats for the industry too. Few of the threats that JK tourism is facing are as follows:

- High competition from other states like Himachal and Utrakhhand.
- Lack of infrastructure creating dissatisfaction among tourists.
- Increasing crime rate e.g. thefts, transporting drugs and etc.
- Loss to cultural and traditional activities.

- Disappearing of fauna because of unorganised travel to forests.
- Depletion or deterioration of natural resources/attractions like Dal-lake, Jehlum, glaciers etc by human activities.
- Exploitation of tourists and vice-versa.
- JK has been a victim of terrorism; the insurgency increases the risk perception at destination and generates a negative publicity of state.
- The state is vulnerable to natural disasters like floods and earthquake because the state lies in seismic zone.

3.2 PESTEL analysis:

Francis Aguilar is believed to be introducer of this tool. PESTEL is acronym for Political, Economic, Social, Technological, Environment and Legal. It is framework or a viable tool used to keep an eye on the external or macro-environmental factors that have an impact on the industry. The strategy of the company is examined by these elements while performing strategic analysis (Johnson and Scholes 1993).

The state of JK is known for its tourism potential and the state tourism has seen a fair growth in recent past. Therefore the paper is an attempt to study how these elements of micro- environment facilitated the overall growth and development of tourism in the state. The study of PESTEL elements will show how any change in their parameters influence the tourism industry of state and helps in taking strategic decisions for the development.

Political

The political factors are of vital importance and play a dominating role in tourism industry especially in disturbed state like JK. The industry needs a government support and also favourable political climate to flourish. The political factors include the stability in the state that holds key for tourism industry. The major attractions in the state are managed by state government; the maintenance of these attractions is dependent on the government.

Political changes in state can largely impact tourism industry, radical changes in politics of the state usually cause fear among the tourists and decline in arrivals is seen. The violence in the state has considerably caused damage to tourism industry of JK. The political instability in the state during the disturbances not only results in decline of the tourist arrivals, but reservations of the hotels and airlines get cancelled in a jiffy. The movies that were supposed to be shoot in the state changes their venues to other states because of unfavourable political climate.

Further not only stability is prerequisite for tourism, but it also includes the political support for tourism development. It's the government of the state that is responsible for enhancement of roads, development of railways and air traffic, infrastructural development and etc that can help in achieving the competitive advantage over other tourist destinations. The political climate over last one year is getting better; the government of state and department of tourism are giving their best efforts in making the political climate of state favourable for tourism.

Economic

The tourism industry consists on of 13% of total world spending due the huge disposal of income people started to travel giving rise to tourism industry (World Tourism and Travel report 2017). The state of J&K has a huge potential to be the one of major tourist destination all over world. The tourism is often considered as the backbone of the state economy and plays a vital role in development of the state. The tourism actually develops by increase in flow of tourists and gives rise to economic benefits to the state. The tourism helps in generating the employment, more job opportunities and rise in private sector investments is universal for all the tourist destinations and holds same for JK. As per the report of World Travel and Tourism Council (WTTC), the investment of 10 lakh in tourism industry as the ability to generate 90 jobs which are much higher than other sectors like agriculture or manufacturing sector generate 45 and 13 jobs respectively for the same amount of investment. The arrival of tourists contributes to the profits, jobs, sales, revenue and income in the state. The tourism of state is extended to rural and upper areas of the state and thus the tourist's arrival plays a vital role in development of rural economy and boosts the standards of rural areas. The locals of the area get skilled and semi skilled jobs and also gives an opportunity for locals to set up their own ventures.

But however if not managed and handled carefully the tourism can give rise to negative economic impacts. The state of JK faces a rising issue of economic leakage because there is high import rate of goods and services from out of state that are required by tourism industry of the state. As of now there is very less investments of non locals in state but still the industry is dependent on outside because there is less availability of raw material in state.

Social

It's an old saying that tourism leads to both prosperity and problems to the locals and also influences the culture of the region. Although the social impacts are more difficult to measure as compare to other factors

but it's one of most concerning factor for the planners and policy makers of the tourism industry. The state of J&K is the developing state and most of the tourist destinations are in far and unexposed areas, therefore locals are fragile and the social impacts can influence the locals quickly. The J&K is the place with rich culture and tradition therefore it's critical to be cautious of social impacts of tourism.

The culture and tradition of the state is often used as tourism product to promote the tourism in the state and most of the locals are involved in catering the tourists which is positive for locals of the state. Such activities help in developing host-guest relationships. The interaction between the host that are locals of the place and the guests results in cultural exchange, strengths the relation between two, generation of new ideas that leads to the socio-cultural progress.

But at the same time the tourism in fragile can result in negativity to the society, many destinations lose its cultural and traditional originality. The unethical behaviour of tourists can result in bad service quality by the host and there are many incidents where there was exploitation of tourists or vice-versa. The other negative impacts of tourism on society in present day world are: drugs, exploitation, harassment, increase in crime rates and etc.

Technological

Technology is most important element in every sector and has helped lot in day-to-day life; it has changed the living standards. The technology plays a vital role in tourism sector too. The technology has brought all the components of tourism under a single roof. The promotion of tourist destination is very much dependent on the technology. The state of J&K is lacking behind the technology as most of the destinations face communication network problem, many of the prime destinations of state don't have internet facility that demotivates the tourists.

The growth in technology in the travel and tourism industry has been a great help to the tourists and the advancement of ecommerce has made a very positive impact on tourism industry. The electronic communication has played a vital role in reaching the remote and inaccessible parts of the world. The technology advancement has helped travellers to accesses internet and book online reservations.

The state of J&K needs lot of technological advancement to flourish tourism as it plays big role in promotion of tourism products of state.

Environment

The tourism gives endless benefits to state and leaves a positive impact in terms of economic development, employment generation and etc. But all the tourism activities are carried in the environment leaving an impact on the environment both positive as well as negative. The state of J&K is a home to variety of flora and fauna and tourism helps in conservation of the same. The natural resources of the state are an asset to tourism and the concept of eco- tourism, responsible tourism and sustainable tourism helps in safeguarding the environment of the state.

At the same time tourism has left a negative impact on the environment of the state, there are many hotels around famous Dal-Lake that don't possess the facility of sewage treatment plants (STP) and all the drainage outlet flows to Dal-Lake. There has been ample deforestation in the name of infrastructural development; the pollution because of transport, littering and unplanned solid waste management has caused deterioration to the environment.

Legal

Tourism industry needs to follow or fulfil legal laws and regulations in which it is operating. The J&K was the state to introduce tourist trade act which safeguarded the interest of tourists. The laws and regulations helps in creating a safe environment for the tourist. The industry gets greatly influenced by the changes in taxes, rules regarding VISA's, ease in travel documentation and etc. The state of J&K lies on the borders and rules regarding visiting to restricted and protected areas keep on changing that influences the tourist inflow.

4. Conclusion

The strategic analysis of Jammu & Kashmir's tourism industry emphasizes Kashmir's widespread acclaim as a paradise on earth, highlighting its immense potential for tourism. Despite hosting numerous tourist attractions, much of this potential remains largely untapped. SWOT and PESTEL analyses underscore substantial strengths within the J&K tourism sector, positioning it favorably to emerge as a premier global destination. Moreover, minimal competition from destinations with similar offerings provides J&K a distinctive competitive edge.

However, the tourism sector in the state has faced significant setbacks due to political unrest, inadequate infrastructure development, and ineffective management practices. Consequently, there is an urgent imperative for strategic management of the tourism industry and the proactive implementation of measures to address these challenges and catalyze the growth of tourism in Jammu & Kashmir.

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