Small and Medium-size Enterprise Leadership in Sustainable Development,
a Case Study of the Tourism Industry in Jamaica

by

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Author's Declaration

"I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners. I understand that my thesis may be made electronically available to the public."

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Abstract

This research addresses the evolution in the role of businesses in sustainable development as they shift from the traditional corporate responsibility practices to the contemporary approaches that see businesses adding value to the environmental and social spheres and contributing to the collaborative governance for sustainable development. This research considers the case study of the tourism industry in Jamaica to explore how an industry's leadership shapes these approaches. The tourism industry is recognized for its potential to drive sustainable development at the community level due to its size and its economic value; its direct contact with local environments and communities; and its high level of interaction with other economic sectors. Small and medium-size enterprises (SMEs) dominate the tourism industry, but so far they have received little attention in the literature on sustainability.

This research employs a multiple-case study methodology to investigate the dynamics of business leadership mobilization through various structures, processes and people. The study explores how the use of these mobilization means contributes to the development of sustainability-oriented relationships and networks and how through this it builds social capital for sustainable community development. Accordingly, the study examines the experiences of three SME hotels in Jamaica, which are recognized as leaders in sustainable development in their communities. The findings are presented through a cross-case analysis with regard to leadership mobilization and the connections among the different mobilization means and social capital development as well as the various contextual factors that shape the relational dynamics in each of the cases. The study demonstrates the value of using the relational approach when studying leadership and collaboration in the context of tourism destinations. It highlights the unique characteristics of tourism SMEs that shape their approaches to sustainability and their participation in local governance. And it draws conclusions about the potential of business leadership to [re]define the role of businesses in collaborative governance for sustainable development. This study provides policy makers with a better understanding of how to engage and support sustainability leadership within the tourism industry.

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CHAPTER ONE - INTRODUCTION

1.1. Situating the research problem and rationale

Our economies and societies are currently operating at an unsustainable level. The global society is facing impending challenges created as a result of unsustainable human development: environmental degradation and decline in biodiversity, natural resource pressures, climate change and rising poverty and inequality. Many of these challenges have been recognized since the early days of the environmental movement in the 1960s and have been at the fore of the planning and development discourse since the 1987 World Commission on Environment and Development. Sustainable Development defined as – the ability to meet the "the needs of the present without compromising the ability of future generations to meet their needs" (WCED, 1987) – emerged as the new paradigm for addressing these challenges through the alignment of economic, environmental and social objectives in development. Sustainable development has always been associated with the need for societal change (Meadowcroft, 2007). However, there is a growing recognition that the incremental steps taken so far towards this change will not suffice and that a more profound systemic transformation is required (Markard et al, 2012). This change needs to happen faster and on a wider scale permeating all sectors and industries and all societal practices (Ibid).

This transformative change is being addressed by the emerging systems-based approaches to sustainable development. These approaches see change beginning with a new understanding of the relationship among the economy, environment, and the society. Instead of seeing them to be in conflict with each other, systems-based approaches emphasize the interdependencies and connections among these three spheres. They also recognize that our sustainable development efforts are taking place in an increasingly complex societal context. Driven by the ongoing technological change and the process of globalization, society is becoming more connected and interdependent but at the same time the connections among people and organizations are becoming more diffuse and more diverse (Kearns &

Paddison, 2000; Meadowcroft 2007; Newig et al, 2007) and the power to influence development outcomes is becoming more distributed throughout the society (Meadowcroft, 2007).

In parallel with this, since around the 1987 World Commission on Environment and Development, there has been an ongoing change from top down hierarchical governments to horizontal governance processes (Kemp et al, 2005). This change has been attributed in part to the domination of neo-liberal ideas in public policy (Kearns & Paddison, 2000; Kemp et al, 2005), but it is also associated with the growing need for flexibility in the process of governing in recognition of the complexity of societal challenges and the context within which they are being addresses (Kemp et al, 2005). This shift in governance has resulted in the growing influence by the private sector (Valente, 2010), giving businesses a greater ability to drive change. And as will be demonstrated in Chapter 2 – Literature Review, there is a growing acknowledgment of this potential and interest by the private sector in playing a stronger role in societal change associated with sustainable development. This is evident from the dialogue in business management literature and from discussions by various business associations and at business and economic forums. As part of these, the emerging contemporary business sustainability approaches envision businesses not only generating economic profit, but also creating social and environmental value and contributing to societal governance for sustainable development.

The systems-based approaches adopt a relational perspective to understanding societal organization. They see individual behaviour as well as the associated societal systems and development paradigms to be a function of the interaction among societal actors (Valente, 2010). As a result, from a relational perspective societal change takes place through a change in relationships among actors, beginning at the level of individual actors or sub-systems (e.g. within an industry), and then dispersing or replicating throughout the entire system (Ibid). The contemporary business sustainability approaches represent such a paradigm shift at the firm level. The firms that adopt them can provide leadership for its replication at the industry and community level and further out throughout the society as a whole.

In addition, based on the above, systems-based approaches are associated with interactive forms of governance. They see sustainability to be associated with 'value choices' and governance being the process through which these choices are made collectively (Meadowcroft, 2007). Within this approach, the inclusion of the diversity of perspective in governance is necessary in order to capture the systemic social, environmental and economic interdependencies and the complexity of societal interactions. Therefore, the diversity, interdependence and increased interaction among actors are seen as a proxy for sustainability (Valente, 2010). These characteristics are consistent with the network governance model, which involves collaboration among various actors around shared values and objective on the basis of horizontal and interdependent relations (van Zeijl-Rozema et al, 2008; Moon, 2002; Khan, 2013).

The alignment of these different conditions provides an opportunity for planners and policy makers to engage in meaningful collaboration with businesses around shared objectives in sustainable development. However, while planning literature discusses the importance of engaging businesses as part of the plan implementation process, so far planners and policy makers have failed to take advantage of business sustainability (corporate social responsibility) approaches (Kemp et al, 2005).

This research focuses on the tourism industry and in particular on Small and Medium Enterprises (SMEs) in tourism. The tourism industry is selected for its recognized potential to drive sustainable development due to its size, visibility and connection to other sectors. Sustainability in tourism is also intimately linked to sustainable development of communities as destinations for travel and because tourism activities are frequently pursued as part of local sustainable development strategies. The tourism industry also provides a suitable context to study collaborative governance and the associated evolving role of businesses. As a highly interconnected and diffuse system, the tourism industry can be looked at as a microcosm of the increasing societal complexity. The dialogue on sustainable development and the role of businesses is very active in the tourism literature, echoing the same dialogue on the societal level (Bramwell, 2005). With businesses playing a key role in developing and

delivering tourism products, they stand to play a stronger role in advancing change towards sustainability at the industry and destination level.

This research focuses on the SMEs because they represent the majority of tourism businesses, but at the same time they are understudied in the literature on sustainable tourism (Thomas et al, 2011) and in literature on business sustainability in general. As well, SMEs behave differently than large businesses, both in terms of how they approach sustainability and how they engage with other actors (Thomas et al, 2011; Sampaio et al, 2011). SMEs tend to adopt value-based sustainability strategies and their interaction with local communities and stakeholders is often associated with the concept of local dependence or the perception that their success is linked with that of the community (Ibid). These unique characteristics provide the potential for SMEs to be at the forefront of the evolving dialogue on the role of businesses in sustainable development. However, this potential has not been given due attention in sustainability literature.

1.2. Purpose and research question

The purpose of this research is to explore the evolution in the role of businesses in sustainable development as they shift towards the contemporary systemic approaches to sustainability. The objective of this exploration is to examine how an industry's leadership at the firm level shapes these approaches by leading change towards sustainable development. In order to do this, the study adopts the relational approach to leadership, which sees leadership to be embedded in social relationships (Uhl-Bien, 2006). As such, it defines leadership as a process of 'social influence' or organization that drives societal change through the structuring of relationships and the development of social capital – shared meaning, objectives and resources – associated with those relationships (Uhl-Bien, 2006; Balkundi & Kilduff, 2005). The relational approach studies the relationships and the relational dynamics of leadership (Uhl-Bien, 2006).

This research explores the relational dynamics of sustainability leadership by small and medium size enterprises (SMEs) within the tourism industry. This inquiry is made by asking the following research

question: *how does the leadership by small and medium-sized tourism enterprises mobilize and build social capital for sustainable community development?* With this, this study explores the ways through which SME leadership builds relationships among different stakeholders and how throughout this process it creates or activates the social capital that is embedded in these relationships. This in turn provides an insight into how the leadership process [re]defines the role of businesses in collaborative governance for sustainable development.

1.3. Approach

This study bridges the disciplines of urban planning or community development and business management in relation to sustainable development within the context of the tourism industry. This is done through the focus on the systemic approaches to sustainable development that are being increasingly discussed in all of these disciplines and the relational perspective to societal organization and change that is adopted by these approaches.

The theoretical framework of this study draws on the collaborative or network governance model and relational leadership model, which are both based on the relational perspective. The conceptual framework addresses the relationship between leadership and social capital as they shape collaboration or collective action among stakeholders. The theoretical framework explains how collaboration takes place within the network governance model. This model envisions networks as the structuring element of collaboration and social capital as the utility embedded within network relationships that enables collaboration. It identifies leadership as the key variable that shapes collaboration. Building on this, the conceptual framework adopts the relational leadership approach for analyzing the specific dynamics of the leadership process with regard to the structuring of stakeholder relationships and the creation of social capital. The tourism industry provides the context for this study, within which these leadership dynamics are explored with a focus on SMEs as the source of leadership.

This research uses the exploratory multiple-case study methodology. Through this it considers the cases of three small hotels from three different communities of Jamaica, which are recognized for their

track record and their potential to lead the sustainable development in their communities. For each case, this study examines the experience of leadership mobilization through the different structures, processes and participants (people). It then also examines the connections between these mobilization means and the different aspects of social capital – structure (relationships and networks), relational aspects (obligations, reciprocity, exchange) and cognitive aspects (shared meaning, values, objectives). Finally, it explores the leadership dynamics within the context of the individual communities. This includes the sustainable development experiences, the tourism industry context and the social environment or relational context. The focus on Jamaica was selected based on the researcher's familiarity with the context of that country due to past professional experience as well due to the regional diversity of Jamaica's tourism industry. The study focused on selecting cases that would be representative of this diversity in order to strengthen the generalizability of results from these different cases to the context of other Caribbean tourism destinations.

The study was conducted in two parts. During Phase One, conducted remotely between June and October 2013, the cases for the case study were selected. During Phase Two, the primary and secondary data were collected. This phase included a fieldwork component conducted in November 2013.

The cases were selected based on a literal replication approach (selecting similar cases) (Yin, 2003), but with a focus on having cases from different contexts. The case selection criteria included: (a) hotel size – SMEs are defined as having under 50 rooms; (b) sustainability leadership recognition via sustainability certification, awards and media; (c) clarity and comprehensiveness of sustainability programs; and (d) not having been studied by previous empirical studies. During the fieldwork, an additional criterion was added. It included focusing on non-luxury hotels, which was determined by the room price and hotel marketing. Chapter 3 – Methodology describes the reasoning behind the case study selection criteria.

Primary data was collected via 23 semi-structured key informant interviews. Key informants, selected through targeted and snowball sampling, included hotel owners/managers, local-level stakeholders representing a broad scope of organizations and fields, national-level organizations as well as academia and international NGOs. Another source of primary data included direct and participant observations, which were recorded via a daily fieldwork journal. Methods of direct and participant observations included informal conversations with local stakeholders, residents and workers in the tourism industry, observations of daily activities, observations of the interaction of the hotel owners/managers with staff and during meetings with stakeholders, and participation in local activities in some cases. Secondary data consisted of documents such as sustainable tourism plans, local development plans and guidelines, sustainability strategies of the firms, and local media and third party publications. Secondary data was used to supplement and validate the primary data.

Data analysis was conducted using qualitative data analysis protocols, which involves thematic analysis. This analysis was conducted for individual cases and then across cases. The findings are presented through a cross-case analysis that discusses similarities or common findings across the three cases as well as unique findings between two cases and for individual cases as applicable. The research findings address each of the three sub-variables of leadership mobilization (structures, processes, participants) as well as social capital connections and relevant contextual factors.

The key themes identified in the cross-case analysis are interpreted by comparison with themes in the literature with regard to the relational approach to leadership, the role of businesses (and SMEs in particular) in sustainable development, and sustainable tourism. Finally, the study make recommendations on what planners and policy makers can learn from these leadership experiences in terms of enabling or supporting businesses to play a stronger role in sustainable development.

1.5. Chapter outline

This document is structured as follows.

Chapter 2 – Literature Review describes the design of the conceptual framework and the different bodies of literature that were drawn upon in this process. It addresses the existing literature (theories and empirical studies) in the thematic areas of this research and the research gaps that are addressed by this study. It also describes how the different bodies of literature are used in study design or in data analysis. This chapter begins by situating the macro-level theoretical context of the study, which is rooted in the discussion of the evolution in sustainable development approaches and the changing role of businesses. This is followed by a discussion of the specific context of the study, being the tourism industry. This section relates the big picture discussion to the tourism industry and describes how each of the key concepts or aspects of this discussion are addressed in tourism literature. The following two sections describe the theoretical and the conceptual frameworks of this study drawing on the network governance and relational leadership models respectively.

Chapter 3 – *Methodology* describes the study design, including the variables and sub-variables that are measured, case study selection and case study protocols, study timeline, data collection methods and data management and analysis procedures.

Chapter 4 – *Results* presents the cross-case analysis (table) and describes the findings for each of the key themes. The themes identified across all three cases are presented first, followed by themes identified in two cases. The findings are presented for each of the variables with a discussion of the associated social capital connections and contextual factors.

Chapter 5 – *Discussion and Conclusion* interprets the study findings based on the existing literature in these thematic areas. This addresses themes related to relational leadership, role of businesses in sustainable development and SMEs in particular, and sustainable tourism. This section also provides recommendations on lessons learned and policy implications of this research. It also discusses the study limitations and recommendations for further research.

CHAPTER TWO – LITERATURE REVIEW

1.1. Introduction

The literature review describes the formulation of the theoretical and the conceptual frameworks of this study. This research seeks to bridge the disciplines of urban planning or community development and business management within the context of the tourism industry. Accordingly, it draws on several bodies of literature from those disciplines. This literature is reviewed through the theoretical lenses of (1) sustainable development; (2) collaboration, networks and social capital; and (3) relational leadership. Figure 1 provides a summary of the bodies of literature that are drawn upon in this study and the connections among them.

		Urban Planning Community Development Public Management	Business Management	Tourism
Macro-level Theoretical Context	**Sustainable Development Sustainability**	Mapping of sustainable development approaches / Systemic approaches to sustainable development and relational view of social order		
		Sustainability governance typologies Network governance	Corporate Social Responsibility theories	Sustainable tourism/ hospitality Network governance SMEs in tourism
		Business participation in sustainable tourism		
Theoretical Framework	**Collaboration Networks Social Capital**	Collaboration, Social Capital and Social Network Theories		
		Cross-sector collaboration Regime theory	Stakeholder Theory Enterprise embeddedness and social capital	Network analysis of tourism destinations Network-based collaboration SMEs in tourism
		Public-private partnerships and collaboration		
Conceptual Framework	**Leadership (relational)**	Relational Leadership Theory / Social Capital / Network Leadership		
		Integrative Public Leadership	Responsible leadership	
		Community leadership Civic entrepreneurship		
		Sustainability Entrepreneurship		

Figure 1 – Summary of Literature Reviewed

The literature review is presented in several parts. Each of the sections describes how it contributes to the development of the conceptual framework of this study. Each of the sections also describes how the reviewed literature is used in the study design or in data analysis.

First, this chapter describes the macro-level theoretical context of this research study. This includes the literature from urban planning and community development and public management as well as business management disciplines. This section reviews the different approaches to sustainable development or sustainability presented in these disciplines. The focus is on the systemic approaches, which are discussed in all three disciplines and demonstrate a trend in contemporary thinking on sustainability. This section then describes the key characteristic of the systemic sustainability approaches – the relational perspective on social organization – and how it translates into governance for sustainable development. This section describes the gap in the urban planning and public management literature with regard to understanding and taking advantage of the evolving business approaches to sustainability, which provide an opportunity for stronger collaboration among the public and private sectors.

Section Two of this chapter situates the specific context of this study within the tourism industry. This section relates the macro-level dialogue on the role of businesses in sustainable development governance to the tourism industry. It describes the importance of the tourism industry as the potential driver of sustainable development at the community level and in providing a suitable context for studying network governance. It identifies the potential for businesses to take the lead on sustainability and describe how the existing literature addresses the different sustainability practices adopted by tourism businesses. A separate sub-section addresses literature on Small and Medium Enterprises (SMEs) and identifies this as an understudied group in tourism and sustainability literature, despite SMEs representing the largest category of tourism businesses. This sub-section describes the unique behavioural and operational characteristics of SMEs that affect their approaches to sustainability and relations with other stakeholders in a tourism destination.

Section Three discusses the theoretical framework of this study. It introduces the network governance model and its various components and the theories behind them. It discusses how this model envisions collaboration through networks and social capital. Existing empirical studies from literature on

sustainable tourism, urban planning and sustainable development illustrate the application of this model in research. This section identifies leadership as one of the key drivers of cross-sector stakeholder collaboration within the network governance model.

Section Four describes the conceptual framework of this study or how the study approaches the investigation of the specific dynamics of leadership process with regard to the structuring of stakeholder relationships and the creation of social capital. This section describes the relational leadership approach, which is adopted for this purpose. The relational approach is identified as a growing but understudied approach to understanding leadership. This section describes the theoretical underpinnings of relational leadership and how it is studied. It also discusses three models of leadership identified in business management and sustainability, collaboration and community development studies that embody the relational approach. This discussion helps situate the relational approach in practice.

2.1. Macro-level theoretical context

2.1.1. The evolution of sustainable development approaches

The concept of sustainable development emerged as a way to address the growing inequality, poverty and environmental degradation ensuing from development since the end of WWII. The early definitions of sustainability were rooted in the environmental science concepts of carrying capacity and ecological threshold (Jepson, 2001). The 1987 Brundtland Commission definition – the ability to meet the "the needs of the present without compromising the ability of future generations to meet their needs" (WCED, 1987) introduced several key ideas about sustainability. It combined for the first time the environmental and social aspects of sustainable development as the two areas that should be addressed simultaneously or in concert. It also introduced the notion of 'intergenerational' sustainability, which can be associated with the dialogue on long-term vs. short thinking in development. And it established that sustainable development is a global issue entailing societal responsibility and collective action.

Sustainable development has been operationalized through a number of different approaches. These approaches are based primarily on their conceptualization of the relationship among the environment, society and economy within the process of development. It is possible to identify an evolution or a trend among the existing sustainable development approaches towards those that suggest a systemic understanding of this relationship and call for a transformative change in how development is pursued (Hopwood et al., 2005).

The classic approaches see the environmental, social and economic interests or objectives of development being separate and in conflict with each other (Hopwood et al, 2005). In urban planning, the most commonly cited discussion of sustainable development that reflects this approach is provided by Campbell (1996). He identified these as "the property conflict, the development conflict and the resource conflict" (Ibid, p. 298). These approaches focus on the balancing of the so-called "Three Es" (economy, environment, equity) (Saha, 2009) or on finding ways to reconcile them by increasing the

areas of overlap between the economy, environment and society circles (Kemp et al., 2005). These approaches are associated with the 'expansionist' view of development (Jepson, 2001) that sees the expansion or growth of the economy to be necessary for sustainable development. And they can also be related to the concept of 'weak sustainability' from ecological studies (Jepson, 2004), which sees humans to be able to offset or compensate for the natural environment damage caused by their actions. These approaches see sustainable development as something that can be integrated or added on to the existing practices. They focus on incremental change within the existing framework through technology and innovation.

However, there is a growing awareness that incremental change is not sufficient to address the impending sustainability challenges (Markard et al, 2012). The rising awareness of climate change substantiated by evidence of changes in some extreme weather events since the 1950s (IPCC, 2012), the growing concerns about declining biodiversity, and most recently, the 2008 global economic crisis, all demonstrate that there is fundamental problem with the existing approach to development. Increasingly there is a sense that a more transformative change is needed and that this change needs to happen faster and on a wider scale (Ibid). These sentiments have given rise and continue to strengthen the interest in the systems-based approaches to sustainability.

These contemporary approaches conceptualize the economy-society-environment relationship as three concentric circles with the environment as the outermost circle and the economy as the innermost circle as shown in Figure 2 below.
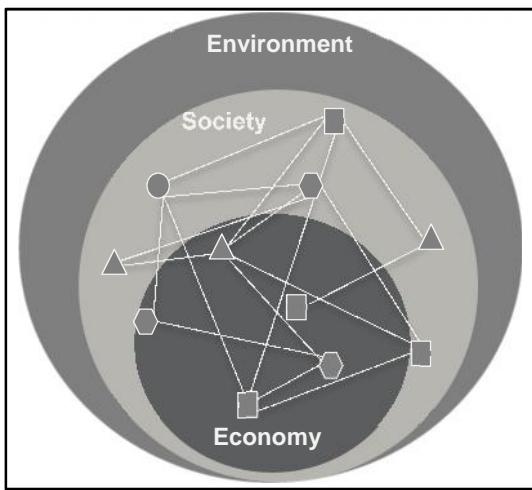
Figure 2 – Contemporary approaches to sustainable development and societal context

This understanding is associated with the idea of "strong sustainability" because it suggests the presence of ecological limits to growth as the society and economy are bound by the environment (Jepson, 2004). It also puts a stronger emphasis on social sustainability and equity, in contrast to the classical views, such as the Green Economy and Ecological Modernization, which focus more on environmental aspects of sustainability (Hopwood et al, 2005). The contemporary approaches draw on systems-based theories that focus on interconnection and interdependencies among various sectors and address how these connections are reinforced and strengthened through feedback loops (Valente, 2010). These theories are fundamentally based on a relational perspective of societal organization that sees individual behaviour as well as the associated societal systems and development paradigms to be shaped by interaction among societal actors. Further systemic approaches see agent behaviour and relationships at the individual or sub-system level to be reflected at the broader societal level (Ibid).

This systemic thinking is reflected in the new stream of literature on sustainability transitions (Markard et al, 2012) and sustainable urban transformations (McCormick et al, 2013). It is also emerging out of literature on climate change (Urry, 2005, 2010; Bramwell & Lane, 2013). This literature associates sustainability with increased resilience and is based on 'systemic, holistic and contextual' thinking. These contemporary approaches emphasize that sustainable development requires conscious normative choices and they associate sustainability with systemic or societal change (Meadowcroft, 2007; van

Zeijl-Rozema et al, 2008) that would permeate all practice and level of society (Farla et al, 2012; Markard et al, 2012). This means that it doesn't only require adjustment in practices, but it requires fundamental transformation in how we do things, from resource use to patterns of consumption and production.

Further, with the relational view, the systemic approaches to sustainable development recognize that the contemporary society is becoming increasingly complex, connected, and interdependent. However, at the same time it is characterized by diffuse connections and distributed power (Kearns & Paddison, 2000; Meadowcroft 2007; Newig et al, 2007) as well as by weak institutionalization (van Zeijl-Rozema et al, 2008). The concept of a network is frequently used to describe this complexity in the patterns and dynamics of societal relations (Valente, 2010). This understanding of sustainable development within the contemporary societal contexts is illustrated in Figure 2.

Lastly, just as at the societal level, the business-led discourse on sustainable development is also evolving. Some even argue that it represents far more advanced approaches than those adopted by governments (Kemp et al, 2005). As part of this, businesses see a stronger role for themselves in working together in partnership with governments and communities towards advancing societal sustainability objectives (Lacy et al, 2012). There is increased interest and uptake of voluntary sustainability initiatives by businesses as part of the corporate social responsibility programs (Loorbach & Wijsman, 2012; UNWTO & UNEP, 2012). But most importantly, there is evidence of the growing recognition by businesses of the need for a systemic change in 'how things are done' including the patterns of production and consumption and increasingly businesses see themselves as part of that broader societal change (Hahn et al, 2010; Loorbach & Wijsman, 2012). This evolving approach to sustainability from the private sector provides a range of opportunities for public-private collaboration, however there is still limited understanding and even interest among planners and policy makers on to how to build on business sustainability strategies (Kemp et al, 2005). Situated within this broader dialogue on sustainable development my research seeks to understand and to bring attention to

these emerging opportunities presented by the evolving approaches to sustainable development in particular with regard to the role of businesses.

2.1.2. Sustainable development and businesses

The evolution of business sustainability is evident from business and organization management literature as well as from the discourse in the international forums such as the Davos World Economic Forum and among business associations such as the International Business Council and the World Business Council for Sustainable Development. However, prior to discussing this evolution, it is important to understand the basic theories and ideas that provide the basis for business approaches to sustainability. They essentially address the role of businesses in society and are discussed as part of the Corporate Social Responsibility (CSR) literature. The key CSR theories include Integrative Social Contract Theory, Stakeholder Theory and Natural Resource-Based View of the Firm. CSR theories and approaches are also grounded in Business Ethics. The different business sustainability approaches are based on one or more of these.

Business Ethics identifies and set ethical norms and standards for business behaviour. Business sustainability approaches that are grounded in Business Ethics support sustainability as a new ethical norm, or because "it is the right thing to do" (Garriga & Mele, 2005). These approaches are also associated with the concept of 'common good' as an ethical concept, which includes the expectation of businesses contributing to the overall wellbeing of society (Ibid).

Stakeholder theory is an ethics-based theory. It sees businesses to be responsible to their stakeholders, or the individuals or groups whose interests are impacted by the firm's activity (Cragg, 2002) and who are seen to have legitimate interests that have 'intrinsic value' (Garriga & Mele, 2005). The more transformative business sustainability approaches that are based on this theory expand the idea of stakeholders to include the natural environment and the broader society.

The Integrative Social Contracts Theory was coined by Donaldson and Dunfee in 1999. This theory suggests that there is a contract between the firm and the society, where the society provides

legitimacy to the firm (Gyves & O'Higgins, 2008) or the 'societal license to operate' (Garriga & Mele, 2005). As such, it sees firms to have the same status as citizens in terms of having certain responsibilities and expectations around their involvement in community's affairs (Ibid). This theory has been used by businesses to justify their engagement in community building.

The Natural Resource-Based View of the Firm was first proposed by Hart in 1995 and then amended in 2011 to include a stronger focus on the firm's relationship to the natural environment. This theory focuses on the resources and capabilities of the firm, which give it the competitive advantage (Hart & Dowell, 2011). It suggests three strategies that firms can undertake to strengthen this: pollution prevention, product stewardship and sustainable development (Ibid). This theory is also connected with the Base of the Pyramid theory that focus on addressing the needs of the poor and on the sources of poverty and inequality as a strategy to expand the firm's market base (Ibid). The Natural Resource-Based View of the firm plays a key role in innovation-based business sustainability strategies.

2.1.3. Evolution of business sustainability approaches

The earlier (up to the year 2000) business sustainability approaches are associated with the classic understanding of sustainability. They focus on adding sustainability practices on top of the existing business practices. This includes strategies aimed at managing the environmental impact of businesses (Hall et al, 2010). These approaches generally address the firm's internal practices. Their adoption is supported by economic arguments in part as a strategy to improve the firm's competitiveness or standing in the market (Cragg, 2002).

The contemporary approaches increasingly adopt a systemic outlook to understand the relationship between business, society and the environment (Loorbach & Wijsman, 2012). These approaches see businesses playing a stronger role and having a greater responsibility for sustainability. They call for a change in the existing business practices (Hahn et al 2010) and envision a reorientation of these practices towards the creation of value for the society and the environment (Loorbach & Wijsman, 2012; Valente, 2010). Importantly, in addition to the re-orientation of the firm's internal practices, they

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also see businesses participating in and driving the external societal changes that are necessary to create sustainable development. This can include providing goods or services that have collective benefits (Ibid) as well as in playing a stronger role in cross-sector decision-making and resource mobilization with the aim of improving quality of life (Austin & McCaffrey, 2002). These approaches also call for the collaborative creation of macro-level rules and norms to guide business and societal behaviour.

Some of the literature and practices that reflect these contemporary business approaches include the following. Firstly, there is the emerging stream of literature on sustainability entrepreneurship (Hall et al, 2010). This literature looks specifically at the role of businesses in addressing the emerging challenges by creating new sustainable products. Another group of studies suggest the adoption of transition management theory in business management and explores how this could enable businesses to drive the societal re-orientation towards sustainability through the reshaping of markets and systems that support more sustainable practices (Loorbach & Wijsman, 2012). Another perspective adopts the complex systems theory to explain the systemic interdependencies between the firm-level paradigm and societal paradigm (Valente, 2010). This perspective sees a shift in the business approach towards the creation of social and environmental value as a firm-level paradigm shift, which can in turn lead to a system-level transformation. Drawing on the relational perspective, systems theories envision the transfer from firm-level to system level taking place through the creation of new relationships and networks that reinforce the new paradigm (Ibid; Markard et al, 2012).

This dialogue on the evolution in the role of business is also taking place alongside the rise of alternative economic development approaches. These include social enterprises and the practices of social innovation and social investment. These approaches and practices focus on addressing social and environmental objectives through economic activity (Phills et al, 2008; Valente, 2010). This literature is relevant to the discussion on business sustainability because it reflects the paradigm shift

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towards more sustainable economic system. The contemporary business practices adopt many of the ideas and language from social entrepreneurship model.

In addition, the contemporary understanding of sustainability and the extended business responsibility to society is reflected in the latest iteration of the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines G4 and the newest International Standard Organization (ISO) standard on Social Responsibility ISO 26000. Both of these documents see a greater role for businesses in contributing to sustainable development beyond observing basic standards and legal compliance (GRI & ISO, 2014).

To summarize, the discourse on business sustainability increasingly acknowledges the need for more radical transformation and systemic approaches to sustainability and it envisions an increased role for businesses in societal efforts towards sustainable development. The emerging business sustainability approaches focus on the re-orientation of business models and strategies along more sustainable lines as well as on the external action through which businesses can contribute to the well being of society.

2.1.4. Governance

The evolving dialogue on sustainable development as described above calls for a change in governance. The concept and practice of governance has actually been evolving alongside the concept of sustainable development. Both concepts were introduced around the same time in part in recognition of the increasing complexity of issues faced by the society, which required more flexibility and diversity in the approaches used to address them (Kemp et al, 2005). The emergence of the concept of governance was also associated with the changing role of state (Meadowcroft, 2007) entailed by the neo-liberal ideologies that have been dominating public management since the 1980s (Kearns & Paddison, 2000; Kemp et al, 2005). As a result, the early definitions of governance saw it as the opposite of government. In this context, government included "formal, clearly identifiable, and static entities" (Kemp et al, 2005), whereas governance was associated with "less government control and predictability, no self-evident leadership and no given hierarchy" (Ruhanen et al, 2010). These early

definitions were also associated with the concept of "good governance," which attached normative qualities to this process (Meadowcroft, 2007).

The contemporary definitions of governance have two meanings. Firstly they address the "state's capacity to "steer" the socio-economic system" (Hall, 2011) or the nature of the interaction of state and society (Hall, 2011; Meadowcroft, 2007; Kemp et al., 2005). And secondly they address the self-governance (Hall, 2011) or self-organizing of society (Meadowcroft, 2007) around a particular objective. For example, Kearns and Paddison (2000) define governance as "capacity to get things done in context of complexity, conflict or social change." The key features of these definitions are that governance involves interaction of multiple-stakeholders or the coordination of this interaction (Kemp et al., 2005). Due to the normative nature of the concept of sustainability, literature on governance for sustainable development also adopts this idea of "steering." It describes governance as a combination of rules, processes and stakeholder interaction that 'steer' or reorient the society towards more sustainable choices (Meadowcroft, 2007; van Zeijl-Rozema et al, 2008).

This literature identifies three main governance models: hierarchy, market and network (Hall, 2011; Moon, 2002). Governance typologies classify these models based on their 'modes of governance' (van Zeijl-Rozema et al, 2008) or 'steering modes' (Hall, 2011) and how they envision the relationship between public and private stakeholders. The hierarchical model envisions a strong regulatory role for governments in sustainable development. The markets model seeks to encourage voluntary private sector action through a variety of market tools such as tax incentives, subsidies, etc. This model is associated with the neo-liberal policy approaches (Ibid). The networks model envisions the collaboration among different actors through joint initiatives and in policy development. This collaboration is based on horizontal relationships and is rooted in the principle of interdependence and shared values and goals (van Zeijl-Rozema et al, 2008; Moon, 2002).

The contemporary approaches to sustainable development are associated with the network or collaborative governance model. In this model, public and private stakeholders contribute to

sustainable development governance through a variety of formal and informal 'self-organizing networks' (Farla et al, 2012, Kearns & Paddison, 2000). This model is the most suitable for addressing the complexity and ambiguity of the modern societal context and the sustainability challenges that are facing it because it draws on input from multiple stakeholders to explore 'different trajectories' towards sustainability (van Zeijl-Rozema et al, 2008; Newig et al, 2007). This is achieved through the key properties of network-based collaboration – integration of diversity of actors, horizontal relationships, interdependence among actors and the pursuit of shared interests or values (van Zeijl-Rozema et al, 2008; Khan, 2013; Moon, 2002). The integration of the diversity of actors enables the representation of the variety of social, ecological and economic issues (Valente, 2010). The actor interdependency and horizontal-level relationships create a situation where no actor can achieve dominancy (Ibid). As a result, decisions must be made through the dialogue and negotiation of these diverse and even conflicting interests (Ibid) and building consensus on shared objectives. As Meadowcroft (2007) explains, this means that stakeholder participation in "steering" towards sustainability is not just about participating as part of the "classic policy 'implementation' logic," but rather it is about creating new shared norms and standards that guide the way society develops.

The growing interest in sustainability by businesses is taking place alongside or concurrently with the ongoing shift towards the network governance model. They are in fact part of the same evolution. The decreasing role of governments since the 1980s has led to the growing influence of the private sector (Valente, 2010). Therefore, this gives them a greater ability and responsibility to lead the change towards sustainability. This leadership is provided by businesses that adopt the contemporary systemic approaches to sustainability. Situated within this macro-level context, my research explores these dynamics and experiences of businesses sustainability leadership within the framework of network or collaborative governance.

2.2. Study context

2.2.1. Tourism industry

This study is situated within the specific context of the tourism industry. The tourism industry also provides a suitable context to study collaborative governance and the associated evolving role of businesses. As a highly interconnected and diffuse system, the tourism industry can be considered a microcosm of the increasing societal complexity as discussed in the previous section. As well, with businesses playing a key role in creating tourism products, they stand to play a stronger part in advancing sustainability at the industry or destination level. This section describes how the tourism literature addresses sustainable development and the role of businesses in this process. This discussion shows that although the systemic approaches still represent the minority of business sustainability practices in tourism, there is a growing recognition and calls for such approaches among a variety of tourism industry actors. A separate sub-section describes literature on Small and Medium-sized Enterprises (SME) in tourism as the specific focus of my research. This sub-section describes the unique behavioural and operational characteristics of SMEs that affect their approaches to sustainability and relations with other stakeholders in a tourism destination. The literature discussed in this section informed the selection of the cases in this study.

2.2.2. Tourism and sustainable development

Tourism is one of the largest global industries accounting for 9% of global GDP and 1 in 11 jobs around the world (UNWTO, 2013). In 2012, the UNWTO reported over 1 billion tourist arrivals (overnight visitors) worldwide (Ibid). By 2030, this number is expected to grow to 1.8 billion. Tourism is particularly important in developing countries and Small Island Developing States, where tourism is a major source of foreign exchange and income. Of the expected growth in tourist arrivals by 2030, the greater share will be received by the developing countries, with the pace of increase of arrivals in these countries being double that of the 'advanced' economies (Ibid). In the Caribbean, tourism constitutes 14% of regional GDP and 11.3% of total employment (WTTC, 2011). Within individual

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states it contributes as much as 77% of GDP (Edghill, 2013). Sustainability has been extensively addressed in tourism literature.

The United Nations World Tourism Organization (UNWTO) and United Nations Environmental Programme (UNEP) (2012) report *Tourism in the Green Economy* defines sustainable tourism as "tourism that takes full account of current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities." This builds on the definition by the UNWTO and UNEP (2005) publication *Making Tourism More Sustainable, A Guide for Policy-Makers*, which identified sustainable tourism with regard to its impact and contribution to the environment, the socio-cultural dimension and to the economy. Importantly, both reports underline that sustainable tourism is not a new form of tourism but rather a qualitative objective for all existing forms of tourism (UNWTO & UNEP, 2012; UNWTO & UNEP, 2005).

The emergence of the sustainability agenda in tourism parallels the same process on the societal level. It began with the emergence of concerns about the environmental impacts of the tourism industry in the 1960s and 70s alongside environmental movements and with the rapid growth of tourism during that time (Williams & Ponsford, 2009). The sustainability agenda was formally introduced into the industry with the adoption of the Local Agenda 21 during the Rio Conference of 1992. In 2002, the World Summit on Sustainable Development formally recognized the role of the tourism industry in sustainable development. Around the same time, the UNWTO produced a Global Code of Ethics for Tourism, which aims to "promote an equitable, responsible and sustainable world tourism order, whose benefits will be shared by all sectors of society in the context of an open and liberalized international economy" (UNWTO, 2001). In 2012, following the Rio+20 United Nations Conference on Sustainable Development, the UNWTO and UNEP prepared the *Tourism in the Green Economy* report, which addresses the potential of the tourism industry as part of the global green economy. As part of this, the UNWTO prepared a new report addressing the challenges and opportunities in sustainable tourism that are unique to the Small Island Developing States (SIDS). This reports builds

on the ongoing SIDS and sustainable development agenda that was first highlighted at the Global

Conference on the Sustainable Development of Small Island Developing States (SIDS) held in

Barbados in 1994 and addressed through a number of follow-up conferences and events (Mycoo,

2006). Today, there are a number of global and regional organizations that promote the sustainable

tourism agenda. The key events shaping the suitability agenda in tourism are summarized in the

following diagram.
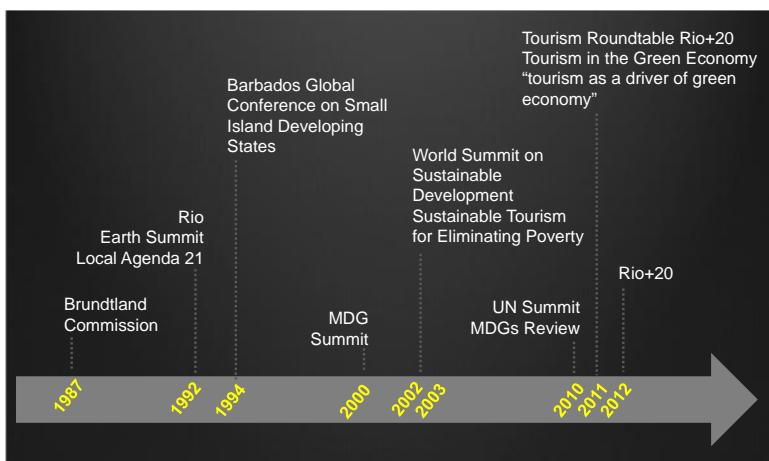
Figure 3 – Timeline of the Key Events in the Sustainable Tourism Dialogue

The ongoing global dialogue on sustainable tourism recognizes the strong potential of the tourism

industry to contribute to tangible sustainable development results. The UNWTO *Tourism in the Global*

Economy report identifies tourism as "one of the ten economic sectors best able to kick-start the

transition to a sustainable and inclusive green economy" (UNWTO & UNEP, 2012). This is attributed

to the tourism industry having direct interaction with the environment and societies in host

communities as well as due to its strong linkages with other sectors (UNWTO & UNEP, 2012; Borobia

& Waddington, 2012). Further, sustainable tourism development is associated with the sustainable

development of the host community. Tourism has a predominantly local orientation, usually studied in

the context of 'destinations' (Ibid, Padin, 2012, Eligh et al, 2002) or host communities (Eligh et al,

2002). This place-centric approach is based on the notion that local communities provide the 'primary

resource' and the 'justification' for tourism development (Richards & Hall, 2000). As argued by

Richards & Hall: "Communities are a basic reason for tourists to travel, to experience the way of life and material products of different communities." Tourism development is also frequently driven by economic need of local communities (Ibid) and is pursued as part of local or community economic development strategies or economic diversification approaches.

Similar to the societal level, there is growing interest in systems-based approaches to sustainable tourism and recognition of the need for a fundamental change in how tourism operates (Melissen, 2013; Bramwell, 2013; Gossling et al, 2012). This interest is driven by the growing acknowledgement that despite the ongoing dialogue and commitments to sustainable tourism as described above, the progress towards sustainable tourism has been much slower than expected and that the existing approaches to sustainability have been far less effective than expected (Gossling et al, 2012; Buckley, 2012; Williams & Ponsford, 2009). Some even argue that on the global scale tourism is becoming less sustainable (Gossling et al, 2012; Buckley, 2012). However, the discussion of systemic approaches in tourism is behind those in other social sciences (Bramwell, 2005, 2013). As noted by Bramwell (2013): "Sustainable tourism researchers, however, are only just beginning to consider what major changes and initiatives are required to ensure that tourism is fundamentally more sustainable." Further, while there is recognition of systemic dependencies that support the existing unsustainable practices, there is limited understanding of how systemic shifts can be initiated (Gossling et al, 2012).

As a result, the emerging systemic thinking in tourism draws on knowledge and policy tools from other bodies of literature, including transition management (Ibid) and climate change (Bramwell, 2013). This discussion also emphasizes that sustainable development approaches in tourism are closely connected to wider societal attitudes and behaviour (Ibid). As such, it states that transformative or systemic change towards sustainability in tourism would need to take place as part of wider societal change (Ibid). The evolving dialogue on sustainable development at the societal level, including from a business perspective, as discussed in section 2.1. could be taken as a signal of the potential for such a change. The exploration of this broader societal dialogue within the context of the tourism industry

therefore provides an opportunity for gaining a deeper insight into the dynamics of these changes as well as for contributing to tourism research by bringing a different perspective to the existing discussion on sustainability.

The tourism industry provides a suitable context for studying collaborative governance. The tourism industry itself is often described as a network (Padin, 2012) or a complex system (Camus et al, 2012) due to its highly decentralized and interconnected nature. A tourism destination consists of "different types of complementary and competing organizations, multiple sectors, infrastructure and an array of public/private linkages that create a diverse and highly fragmented supply structure" (Pavlovich, 2003). These connections among these actors are characterized by strong interdependencies (Ibid), but power is distributed, so no one actor is able control the whole destination (Jamal & Getz, 1995). Based on this, there is a general consensus of the importance of collaboration and coordination among these different actors. As well, relational or network perspectives are frequently used to study the tourism industry dynamics.

2.2.3. Sustainable tourism and the role of businesses

The role of tourism businesses in sustainability is widely addressed in tourism literature, primarily due to the prominent role that the private sector plays in developing and providing the tourism product (Lansing, 2007). This discussion addresses voluntary initiatives and self-regulation (UNWTO-UNEP, 2012; Williams & Ponsford, 2009, Gossling et al, 2012), and business participation in destination governance as part of cross-sector collaboration with other stakeholders. The former is generally discussed as part of Corporate Social Responsibility (CSR) practices and the latter is discussed as part of literature on collaboration and networks. This section discusses voluntary initiatives in the context of the evolving business sustainability approaches as described in section 2.1.3. This discussion is important for my research from two perspectives. Firstly, systemic approaches to sustainability see paradigm shifts beginning at the firm level. This reorientation of the firm's own approach and practices would in turn require outward action in order to build or reorient the external systems that are

necessary to support these new practices. Secondly, the firms that adopt systemic business sustainability approaches actually see their role as active participants and leaders in societal sustainable development efforts and governance. As a result, although the focus of this study is on the external relationships of the leading firms with other stakeholders, the firms' internal practices and their sustainability approaches are used as criteria to identify these leaders during the case study selection process. See discussion in Chapter 3 – Methodology.

There is divergent opinion with regard to the voluntary initiatives and self-regulation. On the one hand, it is recognized that voluntary business initiatives are an important part of efforts towards sustainable tourism (UNWTO & UNEP, 2012). Some argue that they are necessary due to the limited regulation in the tourism industry (Ayuso, 2007) and due to the difficulty in the implementation of regulation (Gossling et al, 2012). The UNWTO sees potential for voluntary initiatives to contribute to environmental protection and influencing consumer choice (UNWTO & UNEP, 2012) and Buckley (2012) notes that voluntary initiatives can inform regulatory change. Further, the discussions originating from business management literature recognizes that because of the nature of tourism activity, businesses have a responsibility to manage their impact and to create benefit for the host communities (Lansing, 2007). The systems-based studies on sustainable tourism emphasize the importance of building a "climate of business ethics" at the firm level where firms see their success to be linked to sustainability values (Padin, 2012).

On the other hand, many question the effectiveness or the sincerity of the existing voluntary initiatives (Buckley, 2012; Bramwell 2013). Some of this discussion is based on the lack of trust of self-regulation in general by any organization (ibid), as so far it has not resulted in any significant change (Buckley, 2012). It is noted that majority of the existing initiatives tend to be ad-hoc and narrowly focused on business greening practices, where the primary objective is either cost or risk reduction or is part of the business marketing strategy (Melissen, 2013). Many such businesses practices are often seen as tokenism or even as 'greenwashing' and not constituting serious intentions. As a result, many

argue that regulation is the only way to ensure the adoption of sustainable approaches by businesses (Gossling et al, 2012; Buckley, 2012).

Nevertheless, the literature does recognize examples of tourism business sustainability initiatives and strategies that reflect more integrated or systemic approaches. First of all, empirical studies recognize the different levels of commitment to and the adoption of sustainability practices. For example, Bonilla-Priego et al's (2011) typology of environmental management sees environmental strategies to range from advanced or proactive to 'least committed' or reactive. She classifies the enterprises that adopt the advanced approaches as the "strategic group." Similarly, Buckley (2012) differentiates between businesses that take a 'triple-bottom line' approach with a 'positive net contribution' to the environmental and society from the basic voluntary initiatives that are undertaken for regulatory compliance, cost cutting or marketing. The paradigm shift around the creation of social and environmental value through business is also evident in the growing interest in and the emergence of social enterprises (von der Weppen & Cochrane, 2012). These types of enterprises are also discussed as part of literature on eco-tourism and responsible tourism (Buckley, 2012), especially in the context of SMEs (Sampaio, et al, 2012). Examples of 'advanced' business sustainability approaches are also discussed as part of publications by industry associations and organizations working on sustainable tourism. Although these examples at this time represent the minority, not the mainstream thinking or practices, this study will demonstrate that these types of enterprises can play an important leadership role in building the support and momentum around sustainability at the destination and industry level. The following is a summary of the existing discussion of ways that businesses contribute to sustainable development in tourism.

The most widely addressed area in literature on sustainability and business in tourism focuses on voluntary environmental initiatives. The relationship of tourism to the environment for the most part is described as the "resource paradox" (Williams & Ponsford, 2009). On the one hand, tourism activities use and deplete natural resources, and frequently in some of the most ecologically sensitive areas; and

on the other, the tourism industry requires the conservation of natural resources since it depends on them for ongoing viability and competitiveness (Ibid). The tourism industry is also increasingly subject to a variety of environmental risks, especially those associated with climate change (Ibid). There are numerous studies that examine the adoption of environmental practices within the tourism industry. These studies address the motivation and the enabling or constraining factors (Yaw, 2005; Rivera 2004; Smerecnik & Andersen, 2011), the roles of government regulation vs. incentives in promoting innovation and the adoption of green technologies (Edwards et al, 2007), and the diffusion and sharing of knowledge with regard to these innovations (Yaw, 2005; Edwards et al, 2007). Studies also address the difference in the implementation of environmental sustainability based on ownership (i.e. foreign vs. local) (Rivera, 2004) and with the focus on small hotels (Sampaio, 2012; Tzschentke et al, 2008). These studies demonstrate that there is a strong business case for supporting environmental practices and that companies are willing to undertake voluntary initiatives to improve their environmental performance (UNWTO & UNEP, 2012). Sheldon and Park's (2011) survey of North American travel firms revealed that firms see environmental practices as the primary area where they can contribute to sustainability.

Another popular voluntary business sustainability practice is sustainability certification or eco-labeling (Mycoo, 2006). These programs represent the adoption of voluntary codes and standards within the industry (WWF, 2000). Although majority of these programs focus on environmental indicators, there are many that also address social and cultural factors (UNWTO & UNEP, 2012). For example, the World Travel and Tourism Council's Green Globe 21 is a popular certification program (WWF, 2000; Mycoo, 2006, Sweeting et al, 1999), which addresses all areas of sustainable tourism. Certification programs receive mixed reviews in literature. The proponents of certification programs argue that the use of standardized labels can facilitate more sustainable choices by consumers (UNWTO & UNEP, 2012). They are also seen to provide benchmarking for businesses and opportunities to exceed the minimum standards set in legislation (ibid). Some empirical studies show that environmental

certification is pursued by companies that already have an environmental agenda (Ayuso, 2007). Critics, however, argue that certification programs are expensive and ineffective (Buckley, 2012; Bramwell, 2013). Their legitimacy is questioned due to the difference in standards and reporting requirements of different programs, which allows businesses to pick and choose among these programs based on marketing objectives (Melissen, 2013). The argument against environmental certification has been made especially strong in the context of developing countries, where these programs are seen to further reinforce the power inequalities between large foreign-owned corporations and smaller local enterprises and represent the imposition of 'developed world' standards without the consideration of local capacity (Mycoo, 2006). Despite this, sustainability certification remains an accepted "form of recognizing good behaviour" by tourism businesses and is promoted as part of industry best practices and standards (Sweeting et al, 1999).

At the destination level, the literature recognizes that businesses can contribute to sustainability through product development and participation in destination governance. These practices address social and economic aspects of sustainability. The economic aspects include creation of employment and entrepreneurial opportunities in tourism. Social sustainability considers issues of cultural authenticity and equity associated with these opportunities and how they are addressed through the interaction between tourism businesses and the local community. This role of businesses is described in studies on tourism-led development (Matarrita-Cascante, 2010), community-benefit tourism initiatives and pro-poor tourism (Simpson, 2008) and sustainability entrepreneurship in tourism (Kokkranikal & Morrison, 2011). For example, Simpson states: "the private sector may be best placed to identify opportunities, realize the potential of a destination, drive forward the development of product and adopt a range of highly effective responsibilities to communities." Similarly Kokkranikal & Morrison (2011) note that tourism entrepreneurs can "pioneer new products and services and stimulate social and economic transformation with direct, sustainable, and equitable distribution of benefits with respect to the livelihoods of the indigenous population." The emerging research on social

enterprises also reflects this as social enterprises are established in order to address social issues through entrepreneurship (von der Weppen & Cochrane, 2012). They often focus on the needs of the most marginalized and vulnerable groups in the society (Ibid).

Social benefits from tourism can be achieved when businesses engage the local community in tourism planning and decision-making (Simpson, 2006; Hall, 2011; Kokkrannikal & Morrison, 2011). Community involvement in the planning of a tourism initiative (whether public or private) is important in order to ensure that the initiative addresses the local needs and limitations and is sensitive to local cultural and political context and to ensure that the local community actually benefits from the initiative (Kokkranikal & Morrison, 2011; Richards & Hall, 2000). This latter one is critical since tourism development is frequently driven by economic need (Richardson & Hall, 2000).

As part of destination management businesses can also advance sustainable development through actions contributing to behavioural change by local communities and other businesses or those that encourage or support behavioural change by consumers (Eligh et al, 2002). This can be achieved in part through how businesses deliver their own product. For example, they can manage guest activities within the destination so as to minimize their interaction with the ecologically sensitive areas or they can facilitate the interaction of guests with the local community (Ibid). Businesses can also play a key role in destination marketing (Buckley, 2012; Williams & Ponsford, 2009), which is seen as a way to influence consumer behaviour and to build awareness of sustainable products (Ibid, Camus et al, 2012). Similarly, Sheldon and Park's study of corporate social responsibility (2011) shows that as part of destination governance businesses see themselves contributing to the promotion of 'low impact' tourism products, promotion of business sustainability practices or the need for them, the development of 'audited labeling programs' and the pursuit of public-private partnerships.

The above discussion demonstrates a variety of roles that can be fulfilled by businesses in advancing sustainable development. As outlined in Section 2.1. and based on the above, the more 'advanced' business sustainability approaches would be characterized by the integration of environmental

sustainability as part of the business model, the focus on social sustainability and interaction with the local community as well as on the firm playing a role as part of destination governance. This discussion informs the selection of cases for this study and the interpretation of study findings.

2.2.4. SMEs in tourism and sustainability

This research focuses in particular on small and medium size enterprises (SMEs) in tourism. Tourism statistics show that the tourism industry is composed largely of SMEs. This includes 80% of all hotels. (UNWTO & UNEP, 2012). SMEs are considered a key part of sustainable tourism due to their role in the local economy, however, SMEs appear to be behind in the implementation of sustainability measures (UNWTO & UNEP, 2012; Thomas et al, 2011). They are also still receiving limited attention in research on tourism and sustainability (Ibid; Horobin & Long, 1996). This section describes the existing literature with a focus on the particular characteristics of SMEs that impact how they approach sustainability and how they engage with other stakeholders in the destination governance process. This literature informed the methodology of this research (see Section 3.3.) and was used in the thematic analysis or research data.

Similar to the tourism field in general, the existing literature on sustainability and SMEs is more focused on environmental sustainability aspects (Thomas et al, 2011). This literature notes that SMEs are behind in the adoption of environmental sustainability programs, at least in the same structured way as the large firms. UNWTO & UNEP (2012) *Tourism in the Green Economy* report states: "a formal response, including measures such as triple bottom line reporting, environmental management systems and certification appears to be prevalent only within a selection of larger scale firms. Smaller firms are largely outside this sphere." Studies that examine the adoption of environmental practices among SMEs report that SMEs approach sustainability differently and are motivated in different ways. Many SMEs adopt sustainability programs based on socio-environmental values, rather than for economic reasons such as cost-reduction or due to legislative or policy pressures (Thomas et al, 2011; Tzschentke et al, 2008; Sampaio et al, 2012). Further, small firms tend to adopt environmental

responsibility as part of their overall business approach and not necessarily as distinct programs. For example, Tzschentke et al (2008) note that some of firms they surveyed did not have formal environmental programs, but still adopted many environmental initiatives, which they saw as part of their 'lifestyle choice' or based on their desire 'not to be wasteful'. A similar observation is made by Horobin & Long (1996), who states that small firms often see environmental programs the same was as their own household practices or part of common sense. Kearins' (2010) study of visionary small firms shows that these firms used different language to describe their sustainability programs. They focused on their business connection to nature rather than describing their strategy as environmental management. Kearins posits that this focus on nature-business relationship rather than using environmental management terminology actually reflects a more holistic systems-based approach to sustainability (Ibid). All of these factors make small firms better positioned to drive the evolution in business sustainability approaches.

Another key observation about SMEs is the prominent role played by the owner/manager in setting the direction and the approach of the firm's sustainability and management strategies. Thomas et al (2011) classifies SMEs based on the orientation of their owner/manager. SMEs with more business-oriented owner/managers tend to adopt more formal strategies. These firms are also more likely to focus on growth. The lifestyle-oriented owner/managers would behave differently. Their approaches are frequently associated with strong value or ideology-driven strategies, which would fall under the niche markets category of tourism (Ibid). They also tend to adopt less formal interventions (Sampaio et al, 2012). As well, Tzschentke et al (2008) describe the introduction of greening programs by SMEs as a 'journey' that evolves with the owner/manager's own understanding or awareness of environmental issues. The personal values, interests and professional/educational background of owner/manager influence how firms participate in sustainability (Thomas et al, 2011, Tzschentke et al, 2008).

The literature on sustainable tourism recognizes that SMEs can play an important role in the development of communities. In fact, SMEs themselves are considered a part of sustainable tourism

(Morrison et al, 2010), in particular from the perspective of community-based and pro-poor tourism (Thomas et al, 2011). SMEs are seen as drivers of economic development because they are associated with entrepreneurial culture or processes (Thomas et al, 2011; Kokkranikal & Morrison, 2011). In addition, the pro-poor or community-based tourism research and programs focus on SME development as a way to distribute economic benefits to the community or as source of livelihood for communities (Ibid).

SME participation in local governance is frequently explained by the idea of 'local dependence' (Thomas et al, 2011). This idea implies that firms see themselves to be embedded in the local community and see their success to be tied to that of the community. This perception is also associated with a sense of civic responsibility held by the owners/managers and is often attributed to firms that have local roots (Ibid). However, other empirical studies reveal that local embeddedness is not a given for all SMEs and might not exist in all contexts (Curran et al, 2000). These studies report that SMEs are less engaged in local policy development (Thomas et al, 2011). Their inability to navigate the power/political relations associated with policy development (Ibid) or mistrust of government are noted as some of the possible explanations (Curran et al, 2000). Similarly, there is a split of opinion regarding the SME participation in networks and collaborations. On the one hand, there are studies that see small businesses as 'avid networkers' (Ibid) and through this playing a key role in local destination development (Thomas et al, 2011). As well networking is seen to be essential for small businesses in order to be able to address some shared challenges (Curran et al, 2000; Erkus-Ozturk & Eraydin, 2010). UNWTO identifies organized networks as a tool for supporting the strengthening of SMEs (UNWTO & UNEP, 2012). However, other studies show that SMEs participation in networks limited and focuses primarily on those that are related to their business activities (Curran et al, 2000). Some of the reasons for non-participation cited by these studies include the prevalence of competitive logic among SMEs, lack of time, and the perceived lack of benefits from participation (Ibid). These divergent findings could be attributed to the role of contextual factors. The literature notes that local

context plays a key role in shaping small firm behaviour (Morrison et al, 2010; Tzschentke et al, 2008; Sampaio et al, 2012).

This section provided a summary of how the tourism literature addresses sustainable development and the role of businesses in this process. Through this discussion, it demonstrated that due to the highly complex and interconnected nature of tourism and the prominent role played by the private sector in tourism product development, this industry provides a suitable context for my inquiry into the evolution towards more systemic approaches to sustainable development and the potential for businesses to lead this evolution. The timeliness of this discussion is also framed by the tourism industry's recognized potential in driving sustainable development and the growing recognition within tourism literature of the need for more transformative approaches. This section identified tourism SMEs as the understudied group in literature on sustainable tourism and discussed their unique characteristics that affect their behaviour and sustainability approaches. Further, it highlighted that the tourism literature includes divergent opinions with regard to the sustainability of the tourism industry and the role that businesses can play in this process. With the SMEs in particular, there is also disagreement in literature about the extent to which SMEs address or have the potential to address sustainability and how they participate in networks and collaborations. Finally, this section underlined that considering the complexities of relationships and actor interactions in tourism, this industry lends itself to the use of relational perspectives in studying the dynamics of governance at the destination or community level.

2.3. Theoretical framework

2.3.1. Collaborative/network governance

The theoretical framework of this study is rooted in the network governance model. This model embodies the relational understanding of social organization, which is associated with systems theories (Dredge, 2006) and the sustainability approaches that rely on them. These approaches focus on the societal actor relationships in order to understand and create change towards sustainable development. This section provides a discussion of how the network governance model addresses societal relationships and collective action among various actors. It identifies leadership as a process through which these stakeholder relations are structured or organized to enable collective action around sustainability.

The key theoretical constructs that form the network governance model include: collaboration, [social] network and social capital. Network governance involves collaboration among different actors through networks, where the relationships among these actors are defined by horizontal power arrangement, interdependency and shared interests and values. Collaboration or collective action is the product of network governance. In fact, some literature also uses the term collaborative governance (Morse, 2010) when describing the governance processes that reflect the above-listed conditions. Networks are the structuring element of collaboration and they also describe the societal context within which network governance takes place. Social capital is the ingredient that enables collaboration to take place through networks. This section describes each of these components of the network governance model and the relationships among them. This discussion also addresses the relevant theories that shape these ideas as well as their use by empirical studies in tourism and sustainable development.

2.3.2. Collaboration theory

Collaboration Theory addresses the process of collaboration or collective action among a variety of actors (Jamal & Getz, 1995). Collaboration is defined as joint action or decision-making by actors around a 'problem domain', where the participants retain their autonomy, are guided by a set of shared

rules or norms and are working towards a certain objective (Bramwell & Lane, 2000; Jamal & Getz, 1995; Vernon et al, 2005; Selin, 1994). The problem domain describes the issue, which is the focus of the collaborative efforts. This generally includes complex issues that cannot be addressed by one particular sector on its own and require the involvement of multiple actors (Jamal & Getz, 1995).

Collaboration Theory is closely connected to and draws on the Stakeholder Theory, which is prominent in organizational science and business management. This theory emerged with a focus on the organization to describe how an organization should engage with its external 'stakeholders' – any group or individual who can affect or who is affected by the achievement of the organization's objectives (Garriga & Mele, 2005; Timur & Getz, 2008). As described in section 2.1, in business management, Stakeholder Theory is one of the core theories shaping the adoption of business sustainability strategies. This organizational perspective has been adopted by one stream of collaboration literature. This stream focuses on collaboration between organizations and their "external publics" (Selin, 1994). However, the most common adaptation of Stakeholder Theory with regard to collaborations is with the use of the term 'stakeholder' to describe the actors (individual and organizational) that have an interest in the 'problem domain' or which can be affected by the actions of others aimed at addressing this 'problem domain' (Jamal & Getz, 1995). Importantly, the idea of a 'stakeholder' is also associated with the characteristics of power and legitimacy with regard to the issue that is being addressed (Timur & Getz, 2008; Kimbu & Ngoasong, 2012). These characteristics are used as criteria in stakeholder analysis to identify the actors that should be involved in collaboration. In tourism, stakeholder analysis is commonly used in tourism planning and management (Timur & Getz, 2008). Further, stakeholder theory in combination with the network approach has been adopted by empirical studies to analyze the roles and relationships among different actors in sustainable development of a destination (Ibid) and in the formulation and implementation of tourism policy (Kimbu & Ngoasong, 2012). The contemporary business sustainability approaches use the

stakeholder theory as the basis for justifying the integration of new and diverse interests into the governance process (Valente, 2010).

The discussion of collaboration features prominently in literature on sustainable development and sustainable tourism. The interest in collaboration emerged in the 1990s with the growing recognition of the complexity of challenges facing the society. Cross-sector or multi-stakeholder collaboration was seen as a way to address such complex challenges (Bramwell & Lane, 2000). As noted above, one of the key defining features of a 'problem domain' is that it is an issue that cannot be addressed by one sector in isolation and that affects more than one stakeholder. In terms of sustainable development, collaborations are pursued for the purpose of addressing the different needs of stakeholders and to reduce potential conflicts among them; to coordinate policy and action that integrates these different perspectives and these different actors; to generate resources not available to one sector alone; and to ensure equity in the distribution of benefits from development (UNWTO & UNEP, 2012; Bramwell & Lane, 2000). In tourism, the importance of collaboration is also defined by the complex nature of the 'destination domain,' which is defined by the presence of a variety of stakeholders, where action by one stakeholder may impact the others, and where no one stakeholder is able to control the development of a destination (Timur & Getz, 1995). In this context, collaboration is pursued in order to reduce the 'turbulence' and uncertainty associated with this environment (Ibid).

2.3.3. Social network and social capital

The literature on network governance and collaboration discusses networks from two perspectives. Networks are used from an analytical perspective to describe and analyze the configuration of stakeholder relationships in a collaboration process or within the social context of collaboration (Provan & Kenis, 2008). Networks also represent the mechanism for coordinating stakeholder relationships in collaboration (Ibid).

From the analytical perspective, the discussion of networks is based on the Social Network Theory, which examines how the structure and dynamics of social interactions or connections affects actor

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behaviour (Baggio et al, 2010). A social network describes complex, non-linear and dynamic connections among various actors (Ibid). As mentioned in the previous section, the idea of a social network is frequently used to describe the 'multidimensional nature' of the tourism industry and the variety of formal and informal connections among public and private stakeholders (Dredge, 2006).

The concept of a network entails several interconnected conditions that address the complexity of stakeholder relations. These conditions explain how network structure can enable or constrain actions by individual stakeholders. Firstly, networks address the interdependence among different stakeholders across different sectors and scales (Ibid). As part of this, network governance entails the blurring of boundaries among public and private spheres or interests as the interdependency among actors creates a sense of shared responsibilities for common challenges and creates the imperative for collective action (Ibid). Networks also address the content of these relations (Timur & Getz, 2008), for example how they serve as "channels for exchange of resources" and information (Kokkranikal & Morrison, 2011). These exchanges in part build the interdependencies among actors. Finally, network relations reflect the patterns of economic and political power dynamics in societies (Kokkranikal & Morrison, 2011; Dredge, 2006, Khan, 2013). The network approach recognizes that the roles, positions and power of actors change depending on the type of a network they are part of, even if they address the same issue (Dredge, 2006). Some authors actually express concern that network governance may lead to the concentration of power and influence with the already powerful groups (Khan, 2013; Arnaboldi & Spiller, 2011). In urban governance literature, the Regime Theory explains this kind of outcome. Regime theory explores the domination of urban governance by network-based coalitions of public and private actors that advance the particular economic and political interests (Austin & McCaffrey, 2002). Similarly, transition theory sees power to be concentrated in the dominant regimes or networks of actor relations, which prop up the existing unsustainable practices and approaches to development. As a result, sustainability transitions focus on creating 'progressive networks' that challenge these dominant regimes (Khan, 2013).

Social capital is the value or utility (Uhl-Bien, 2006) embedded within social network connections that enables stakeholders to undertake collective action. Adler & Kwon (2002) provide a good summary of the different conceptualizations of social capital. They define social capital as: "the goodwill available to individuals or groups. Its source lies in the structure and content of the actor's social relations. Its effects flow from the information, influence, and solidarity it makes available" (Ibid). This definition addresses the substance, sources and effects of social capital, which can be related to its 'structural, relational and cognitive' aspects (Day, 2000). The structural aspects of social capital refer to the networks and relationships that are the sources of social capital. The relational aspects of social capital speak to its substance or the trust, norms, rules and mutual obligations that are embedded within each relationship. And finally, the cognitive aspects of social capital content describe its effects or how social capital can be used to develop shared meaning, objectives and values that enable collaboration (Beritelli, 2011; Adler & Kwon, 2002). The conceptual framework of this study adopts this operationalization of social capital.

The Social Capital Theory addresses the development and effects of social capital. The concept of social capital originated from literature on public policy and economics. The most well-known contribution on social capital theory is provided by Putnam (1995). He associates the concept of social capital with civic engagement by community members and posits that the greater levels of civic engagement and the resulting social capital improve the cohesiveness of communities and therefore their capacity to undertake collective action. The concept of social capital was also adopted by Granovetter (2005) to explain how social structures and social connections affect economic outcomes. This is reflected in the theory of social embededdness of the firm (Taylor & Leonard, 2002; Safford, 2004), which has been used to analyze firm (and especially SMEs) behaviour in the context of local economies. Social capital is also discussed in studies on environmental governance, especially at the community level. They discuss how social capital can affect the environmental action and initiatives in communities (Selman, 2001; Bodin & Crona, 2009). In sustainability studies, social capital is seen to

be important for social learning as an important part of adapting to and dealing with impending complexity (Selman, 2001).

Social network analysis is a tool used to examine the patters and dynamics of network relations in order to explain how they affect stakeholder behaviour and how they can be mobilized in collaborations. In terms of patters or structure it looks at actors participating in networks (nodes), the types and number of links between them and the positions of different actors within a network in relation to each other (Timur & Getz, 2008). The network dynamics address the content of the links among different actors and how these are used to define and address common objectives. Social network analysis also captures the social capital associated with these relations (Balkundi & Kilduff, 2005). With regard to social capital, social network analysis addresses how the structural conditions of networks help create or optimize social capital development. For example, a popular argument focuses on 'structural holes' or the "discontinuities between exchange relations" (Burt, 1997). According to this argument, these holes provide opportunities for creating new interactions among actors. Another approach discusses the configuration of strong, weak, bridging and bonding ties – assessed based on the proximity of connections and their level of intimacy (Burt, 1997; Pavlovich, 2003; Adler & Kwon, 2002) – and how they affect the development of social capital. As part of this, studies refer to 'structural optimization' or the ideal configuration of these different ties that enables to maximize social exchange and collaboration through networks (Pavlovich, 2003).

Social network analysis has been used in a number of tourism studies. Beritelli (2011) uses social network analysis to assess different types of stakeholder relationships and how they shape collaboration. Dredge (2004) examines the role of networks in building public-private collaboration in tourism. Pavlovich (2002) examines network-based self-governance among small firms in a tourism destination. Kokkranikal & Morrison (2011) analyze how a tourism entrepreneur mobilizes network relationships with community stakeholders in developing a sustainable local tourism product. Erkus-Ozturk & Eraydin (2010) examine the use of governance networks in sustainable tourism

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development. All of these studies discuss social capital or the qualities associated with social capital that enable the network-based collaboration, including trust, shared norms and values, and reciprocity. However, they do not always explicitly use the term social capital to describe these conditions.

2.3.4. Collaboration through networks

As a mechanism for collaboration, networks can be deliberately structured or created to connect a variety of stakeholders around an issue or an objective. Sustainability transitions rely on network governance as a strategy for creating systemic shifts towards sustainable development (Khan, 2013). As part of this, networks are formed in order to generate the relationships and the resources necessary to support the transition process. Related to this, the Actor-network theory, which is another theory used in discussions of sustainability and innovations, sees the formation of the "networks of allies" to be necessary in order to "test and carry forward the development" of new ideas (Arnaboldi & Spiller, 2011).

Network governance relies on two types of networks: (1) policy and planning networks; and (2) action or implementation networks (Erkus-Ozturk & Eraydin, 2010; Khan, 2013). Policy networks are usually driven by the public sector in order to engage the different stakeholders in the planning process (Ibid). These networks can be strictly local or can span across different jurisdictions or even globally (Erkus-Ozturk & Eraydin, 2010). Action or implementation networks are focused on collaboration around the practical application of specific sustainability practices. These networks tend to be led by private sector and be more horizontal. These networks can be among public and private actors such as for example public-private partnerships or among private actors and community independently from government (Ibid).

Literature also addresses how collaboration and networks are formed. Collaboration theory identifies three stages in the process of collaboration development: problem-setting, direction-setting and structuring (Jamal & Getz, 1995; Selin, 1994). With a focus on tourism planning and destination management, Jamal & Getz also put forward a number of propositions that shape the collaborations at

each of these stages. This framework has been used by empirical studies to analyze collaborative policy-making, implementation of local development initiatives (Vernon, 2005) and environmental planning and management (Selin, 1995). Similarly, coming from public policy, Bryson et al (2006) develop a framework that describes the conditions that would induce cross-sector collaboration and make them successful.

In terms of network development, Bodin & Crone (2009) see the enabling conditions to include "providing an arena for interaction, encouraging broader participation, and funding for coordinators/facilitators." Dredge (2006) highlights the importance of the ongoing management of networks in order to ensure the stability of relational ties and to ensure they remain active and can be mobilized. Bryson et al (2006) echo this idea by emphasizing the need for ongoing trust building among network participants to ensure the legitimacy of the network. He states: "network governance emerges through frequent, structured exchanges that develop network level values, norms, and trust, enabling social mechanisms to coordinate and monitor behavior" (Ibid). This describes the development of social capital within networks, which provides the meaning and the substance that must be mobilized to enable collaboration.

2.3.5. Leadership as the enabler of collaboration

The literature on networks and collaboration identifies leadership as one of the critical factors in supporting the formation of collaboration and networks. For example, Morse (2010) sees leadership serving as a catalyst in collaboration. Jamal & Getz's (1995) model of collaboration states that "a convener is required to initiate collaboration." This convener must have the "legitimacy, expertise, resource and authority" to bring on board the various stakeholders (Ibid). Similarly, Selin (1995) says that collaborations are championed by strong leaders who mobilize others to participate. Bryson et al (2006) see leadership playing two roles in collaborations: sponsorship through access to resources, and championship through the ongoing stewardship of the collaboration process. With regard to networks, leadership is highlighted as a process that can facilitate the development and maintenance of network

ties (Dredge, 2006; Kokkranikal & Morrison, 2011). In social network analysis leaders can be identified using the measure of centrality. Empirical studies show that actors with higher centrality are seen to have higher legitimacy (Timur & Getz, 2008) as well as power and access to information and resources (Kokkranikal & Morrison, 2011). Both of these are key characteristics of leaders as described in collaboration frameworks. These actors are also described as 'bridging actors' for their ability to build connections across different networks (Timur & Getz, 2008).

2.3.6 Theoretical framework summary

This section described the theoretical framework of this study. This framework, illustrated in Figure 4 below, explains the configuration of societal relationships and how collective action takes place within collaborative/network governance. This governance model understands societal relationships to be organized in the form of networks. It sees collaboration or collective action taking place through the deliberate structuring of network relationships and the activation of the social capital that is embedded within those relationships. This framework identifies leadership as the process that enables for this to take place. My research seeks to understand how leadership does this by exploring the dynamic relationship between leadership and social capital within this process. The following section describes the conceptualization of this relationship based on the relational leadership approach.
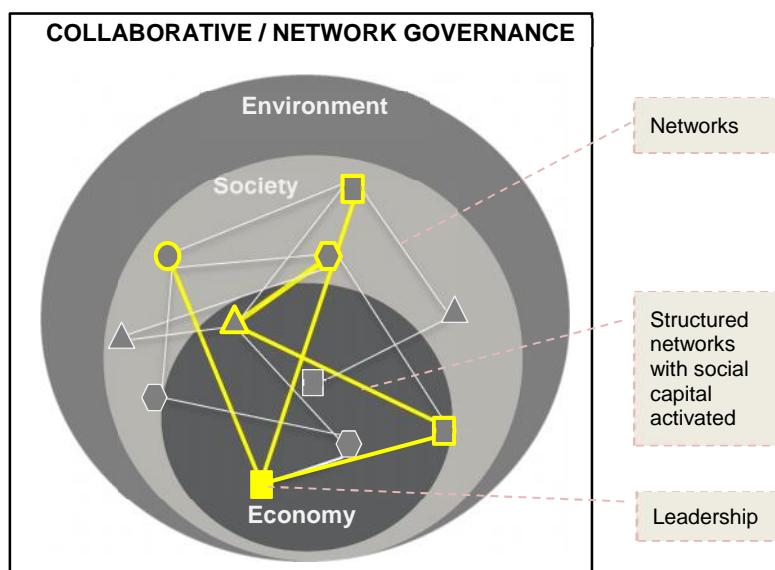
Figure 4 – Theoretical Framework

2.4. Conceptual framework

2.4.1. The relational leadership approach

The relational or social capital leadership approach is rooted in the social network and social capital studies. It considers leadership as a process embedded in social relationships through which it shapes social organization and drives societal change. This section describes how this study adopts the relational leadership approach to explore the dynamics of the leadership process with regard to the structuring of stakeholder relationships and the creation of social capital. Further, this section highlights the existing literature on business leadership that reflects this relational approach. These examples link the discussion of business leadership to practice. With the focus on sustainability leadership emerging from businesses that adopt the contemporary systemic approaches to sustainability, this study explores how this business leadership builds relationships to advance sustainable development, but also how it changes societal organization in terms of the roles and responsibilities as part of governance for sustainable development.

Relational leadership approach is defined as a "study of both relationships …and relational dynamics…of leadership" (Uhl-Bien, 2006). This approach emerged as part of leadership development studies in organizations in contrast to the human capital-based theories (Day, 2000, Galli & Müller-Stewens, 2011). Whereas the human capital approaches focus on the qualities and abilities of individual leaders, the relational leadership models suggests considering the interactional processes that leaders are involved in. As such, the relational approach emerged as a way to broaden the researcher's perspective of leadership by viewing it independently of individual leaders and their actions (Balkundi and Kilduff, 2005; Hosking, 1998). This allowed researchers to account for a variety of external factors that shape leadership development, including the organization's 'social' and 'opportunity' structures (Ibid). Through this, relational leadership provided a model for confronting the process of collective knowledge generation about leadership and organizational management (Uhl-

Bien, 2006). It has been applied to study organizational change including with regard to business sustainability (D'Amato & Roome, 2009).

The relational leadership approach is based on the relational understanding of social organization. It sees societal processes to be embedded in relationships (Uhl-Bien, 2006). In this it draws on four key ideas from the social network and social capital studies (Balkundi & Kilduff, 2005). This firstly includes the focus on relational links among different actors. Secondly, it focuses on the idea of 'embeddedness' or how these social relations shape the behaviour of actors and through it the societal organization in general. Thirdly, it sees these relationships to exist in a network structure or context. As such, it uses network analysis to understand the patterns of leadership relationships. Finally, it focuses on social capital to explain how social relations can be translated into collective action. Day (2000) describes relational leadership as a process, which involves "building networked relationships among individuals that enhance cooperation and resource exchange." Similarly, Clarke (2013) sees it as "a function of social resources embedded in relationships." And Balkundi & Kilduff (2005) state: "Leadership, from the network perspective… involves building and using social capital."

The relational approach also sees leadership as a product of the social context. This involves the understanding of the broader social reality, within which the leadership relationships form and evolve (Uhl-Bien, 2006). Since this model is based on a network perspective, the relational approach to leadership is appropriate for analyzing the dynamic and multi-dimensional realities of the contemporary societal relations. From the network perspective, the social context lens through which leadership is examined determines the structural positions held by the individual actors within a network. The social context also shape network dynamics out of which leadership emerges (Clarke, 2013). Relational leadership sees the contextual factors to be very broad including the social environment, organization, technology and structural or systemic factors (Osborn et al, 2002) as well as the interface of the 'local-cultural-historical' conditions (Hosking, 1988).

In turn, relational leadership can shape the social context through the structuring of relationships and through the process of collective meaning development that takes place through these relationships. Uhl-Bien (2006) describes relational leadership as a "social influence process through which emergent coordination (i.e., evolving social order) and change (i.e., new values, attitudes, approaches, behaviors, ideologies, etc.) are constructed and produced." The relational approach also describes leadership as a process of societal 'organizing' because it involves the construction of interdependencies among different actors around particular values or objectives, which are defined jointly by these different actors (ibid). As described earlier, the characteristics of interdependencies, shared values and objective are central in network-based collaboration and are associated with the development of social capital.

2.4.2. Relational leadership and sustainable development

The relational approach is evident in three leadership models discussed in literature on business sustainability and community development. These models reflect the systemic approaches to understanding sustainability and they re-envision the role of businesses in sustainable development. Below is a brief description of each model. The studies that describe these models are used for thematic interpretation of my research results.

Responsible leadership is based on ethics and value-driven approach to business sustainability. Responsible leadership changes the way businesses see their responsibility to society. Leaders do this by focusing on building social capital through the creation of 'value networks' with the organization's stakeholders (Maak, 2007). The value of these relationships lies in the pursuit of shared sustainability objectives based on a shared understanding of the 'common good' (Ibid). As part of this, responsible leadership builds a more inclusive understanding of a stakeholder with a focus on integrating new "voices, concerns and interests" (Ibid). This leadership reflects a systemic understanding of sustainability. Businesses that adopt this approach seek to contribute to systemic change around how businesses create value in society in addition to improving the sustainability practices of their firms.

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The responsible leadership model very explicitly adopts the relational or social capital approach to leadership.

Sustainability entrepreneurship models see businesses contributing to sustainable development by creating new business opportunities that provide economic, social and environmental benefits. This leadership model is seen as key to advancing innovation and technological change for sustainability (Hall et al, 2010). Entrepreneurship is a highly relational process. It is enacted through a broad network of relationships that foster an alignment of interests and a shared understanding of value. Kokkranikal and Morrison (2011) analyze a case study of sustainability entrepreneurship in a tourism destination. Their study shows how this leadership process facilitates collaborative community networks around the new sustainable tourism product. Their network analysis also showed that the relationships and linkages that were formed through the entrepreneurial process created distributed and mutually-supported leadership among several players within these networks (Ibid). A similar idea is noted in Kearins' (2010) discussion of the potential role of 'visionary small enterprise' in advancing industry paradigm shift around the business-nature relationship. This discussion draws on the Actor-Network theory because it sees the 'business-nature' relationship to be "materially and socially constructed" (ibid). Therefore, in adopting the nature-first business management strategies, the visionary enterprises also develop relationships that support the new ecological paradigm (Ibid).

The sustainability entrepreneurship leadership model can also be related to the idea of "macroentrepreneurship" as described in community development studies (Korsching et al, 2007). Korsching et al describe macroentrepreneurs as community leaders that "facilitate the process for others to be successful entrepreneurs" (Ibid). These individuals would normally be entrepreneurs themselves because they would have to understand the challenges and needs of entrepreneurs (Ibid). Macroentrepreneurs pursue relational strategies including the establishment of community networks to facilitate formal and informal interaction, communication and resource exchange among community stakeholders (ibid). Through this, they also help shape the development of new social norms that

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"value entrepreneurship" and build societal infrastructure or context to support entrepreneurial activity (Ibid).

Community or civic entrepreneurship has been discussed mostly in the context of community development and regeneration (Pigg, 1999; Purdue, 2001; Henton et al, 1997) and from the perspective of public or non-profit sectors (Selsky & Smith, 1994; Morse, 2010), however according to Henton et al (1997) this type of leadership can emerge from the private sector as well. Some authors also use the term integrative public leadership (Morse, 2010) or "Leadership for the Common Good" (Crosby and Bryson, 2005) to describe a similar leadership process or model. This leadership model draws on collaboration theory. It sees leadership playing a role in the development of shared meaning (Pigg, 1999) around the idea of the 'common-good' or 'well-being of community' and then builds collaborations and joint action to achieve these objectives (Henton et al, 1997). This is done through developing networks of commitments among the various stakeholders in a community. Because of this, this model sees leadership as the driver of social change (Selsky & Smith, 1994). Henton et al (1997) in particular notes the role of civic entrepreneurs in laying the foundation that prepares the community for the 'collaborative process of change.' This includes developing awareness and understanding of the new idea that is associated with change.

2.4.4. Summary and research question

To summarize, the relational approach sees leadership as a process of organizing or structuring stakeholder relationships and building social capital that enables collective action within collaborative/network governance. This product or the effect of leadership is captured by the 'relationships' component as illustrated in Figure 5 below. However, the relational leadership approach also addresses the relational dynamics of leadership or how through the enactment of the leadership process these relationships are formed and how they develop to build the shared meaning, values and reciprocity that are associated with the social capital. This study addresses the relational dynamics of leadership with a focus on sustainability leadership by SME enterprises within the tourism industry by asking: *How does the leadership by small and medium size tourism enterprises mobilize and build social capital for sustainable community development?*

COLLABORATIVE / NETWORK GOVERNANCE

LEADERSHIP (RELATIONAL)
Responsible leadership
Sustainability entrepreneurship
Civic/community entrepreneurship

Relational dynamics ⟷ **Relationships**

Social capital

HOW?
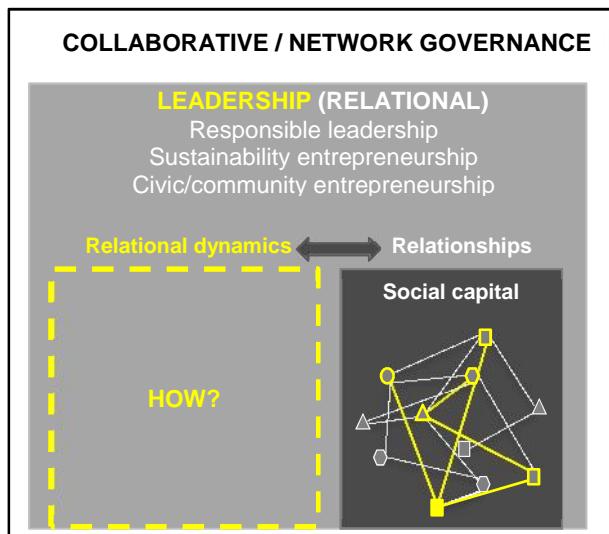
Figure 1 – Relational Leadership and Collaborative/Network Governance

2.4.4. Conceptual Framework

Based on the above, the conceptual framework that guides this inquiry is illustrated in Figure 6. This framework describes the relationship between leadership and social capital as they shape collaboration among stakeholders within network or collaborative governance.
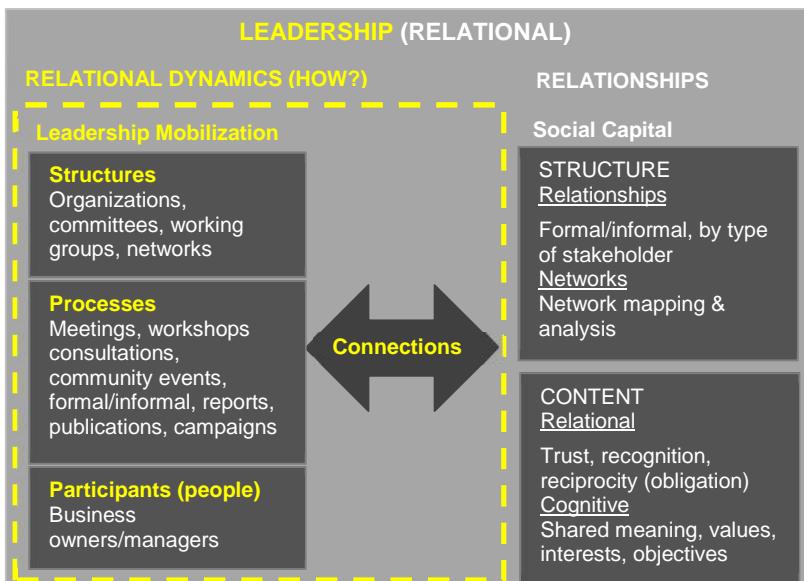
Figure 6 – Conceptual Framework – relational leadership

In this conceptual framework social capital is considered under the relationships component of leadership, as the social capital is embedded in these relationships. As noted in the previous section social capital includes 'structural, relational and cognitive' aspects (Day, 2000). For simplification purposes, these were grouped into 'structure' and 'content' based on the classification adopted from Maak (2007).

The structural component of social capital addresses the patterns of networks and relationships that are formed or drawn upon as part of the leadership process. These can be identified and assessed through social network analysis. Another approach, called the 'institutional approach' considers only the relationships associated with formal structures (Woolcock & Narayan, 2000; Adler & Kwon, 2002). The content component of social capital addresses the relational and cognitive aspects of social capital. The relational aspect of social capital describes the nature of the relationships identified through the

social network analysis with regard to the 'utility' they provide for leaders. Morse (2010) describes this as the 'relationship' capital. This includes "levels of trust, mutual obligations and the level of recognition" that can be attributed to a particular relationship (Maak, 2007). Relationships are also assessed in terms of how they provide the 'opportunity, motivation and ability' (Adler and Kwon, 2002) with regard to producing the value associated with the social capital. Some of the specific measures associated with this measure the strength of relationships in terms of their intimacy and the level and types of activities that the parties undertake together (Burt, 1997). For example, one approach classifies stakeholder relations as 'market relations, social relations and hierarchical relations' based on their purpose and the types of activities that the parties undertake (Adler and Kwon, 2002). The cognitive aspects include the shared meaning or norms associated with the relationship (Maak, 2007). In terms of sustainability, the cognitive aspects would represent the organizational culture in sustainability at a firm level, and the sense of shared purpose or collective sustainability objectives at a community level.

The relational dynamics describes the construction of leadership through social interactions. It also describes how through these interactions leadership drives "the generation and emergence of social order" (Uhl-Bien, 2006). This includes the development of individual relationships and the associated dynamics of 'exchange,' 'influence' and the creation of shared meaning, interests and values that takes place through them. In my conceptual framework these are described as the leadership mobilization means and connections to social capital respectively. This approach recognizes the reciprocal dynamic between leadership mobilization and the social capital (relationships), as relationships are both the product and the input of leadership.

This approach to operationalizing the relational dynamics draws on collaboration theory and the leadership models identified in literature on collaborative governance. The idea of leadership mobilization means is adopted from Morse's (2010) study of integrative public leadership. This perspective provides a very practical approach to understanding the enactment of the leadership

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process. The mobilization means include structures, processes and people. They describe the different ways through which leadership is enacted to build the relationships and the social capital in support of particular collaborative objectives. Relational dynamics are also addressed in literature on leadership development. Clarke (2013) for example suggests focusing on the "processes and contexts that give rise to network dynamics" associated with leadership.

The mobilization of leadership in the relational model is associated with the spanning of boundaries or bridging among different sectors, levels and scales through actor interaction (Morse, 2010; Uhl-Bien, 2006; Clarke, 2013). The means that are used to accomplish this include 'boundary' or 'intermediary' organizations that convene and facilitate relationships among different stakeholders. Stakeholders are also engaged through 'boundary experiences' through which they participated in "creating shared meaning and exploring different perspectives and important conditions for collaboration" (Morse, 2010). This frequently involves the use of 'boundary objects,' for example maps, reports, studies, etc. that enable this 'boundary experience' process to take place (Ibid). The mobilization means also account for the potential role of individual actors as 'boundary spanners' (Ibid). These leaders can be, but are not necessarily, the key players or decision-makers within the networks. Their role is fulfilled through their ability to manage the 'exchange processes' among actors (Uhl-Bien, 2006) and to build 'trusting relationships (Morse, 2010), as well as in terms of creating 'relational situations' that can help facilitate stakeholder relationships (Uhl-Bien, 2006).

The connections to social capital describe how these different mobilization means are actually used to create the structural, relational and cognitive aspects of social capital that enables collective action. They represent the dynamics of relationship-building and shared meaning-development that takes place through leadership mobilization. One aspect that can be considered here are the patterns of relational structuring that result from or are targeted by the leadership mobilization in relation to the objective of the leadership process. This would be the connection to the structural component of social capital in my theoretical framework. The relational leadership approach is based on the understanding

that societal paradigms are socially constructed. Therefore, the patterns of relations among actors reflect these paradigms. As a process of social organization, leadership can create a change in the societal paradigms through affecting these relational patterns. This dynamic can be examined by looking at the changes in the stakeholder relations that are pursued through the leadership process (Uhl-Bien, 2006). This can even include the 'non-interactions' among actors because these could reflect a particular aspect of the social order that is being developed (Ibid).

The connection to the relational component of social capital includes how through the different mobilization means leadership builds the reciprocal and trusting relations with stakeholders (Clarke, 2013; Morse, 2010) and how it creates the interdependencies associated with particular values or interests (Uhl-Bien, 2006). In this, the literature on collaboration notes the importance of existing relationships or network connections as the 'antecedent condition' for building new partnerships (Morse, 2010; Bryson et al, 2006). These are important because they help determine the trustworthiness and the legitimacy of stakeholders (Bryson et al, 2006). These relationships can be both formal and informal. For example, Balkundi & Kilduff (2005) note: "Interpersonal friendships and other strong links such as kinship between CEOs can lead to business alliances, just as business alliances can lead to warmth and trust between representatives of different organizations." The existing relationships are also associated with the 'third party effect' in business networks, where actors recommend their one 'trusted partners' to another trusted partner (Ibid). Further, individual leaders use their own personal relationships or their own position or reputation to build trust in new alliances (Morse, 2010).

Additional factors considered as part of network formations include the frequency and duration of interactions as well as the values and interests of individual stakeholders. These also relate to the structural patterning of relations as discussed above. Morse (2010) notes that "relationship capital" – trust and reciprocity – among actors accumulates over time. The frequency of interactions affects the development of "network level values, norms and trust, enabling social mechanisms to coordinate and

monitor behavior" (Bryson et al, 2006). The values and interests of participants are noted as a factor that sets the terms for how stakeholders engage with the others and 'do business' (Uhl-Bien, 2006). The social order or patterns of relations among stakeholders are a reflection of these values. The relational social capital connection can explore how leadership builds alliances on the basis of these existing values and interests.

Lastly, another dynamic that represents an important connection to social capital relates to how the different boundary organizations and experiences are used to define the common meaning, values or interests among stakeholders (Morse, 2010). This is the connection to the cognitive component of the social capital and is a key factor that determines how leadership creates social [re]organization. Morse (Ibid) sees this as the critical aspect of integration that takes place through the leadership process. According to him, this is where the 'I' becomes a 'we' (Ibid). As part of this, literature describes disagreement as part of the healthy dynamics in this process of shared meaning-making. For example, Clarke (2013) states that leadership should "provide structures and processes that offer opportunities for the surfacing of conflicting perspectives, needs and goals." He sees this as an important part of creating a climate "that values divergent views." He notes that this atmosphere fosters collaboration and adaptation within networks (Ibid). Similarly, Uhl-Bien (2006) refers to the importance of the dynamics of 'open dialogue and adaptive tensions' in networks. And Morse (2010) notes that disagreement and debate are part of consensus building that takes place through the leadership process.

The social capital connections can also account for some contextual factors that influence leadership mobilization and social capital development. As discussed earlier, relational leadership is embedded within and can impact the social context (Uhl-Bien, 2006). With regard to leadership mobilization, the important issue is the leaders' and other actors' perception of their social context. This is referred to as 'network cognition' (Balkundi & Kilduff, 2006). It includes their understanding of who the key stakeholders are, "the flow of social capital" with regard to their own network connections and the connections of their connections, as well as "the presence and meaning of social divides" (Ibid). The

leaders' network cognition impacts what actions they undertake in order to build social capital. The accuracy of their understanding of the social context impacts how successful they are in building collaboration (Ibid). For other actors engaging in collaboration, network cognition would also include their perception of the leader's legitimacy as well as their perception of their own position in relation to the others.

To summarize, with regard to sustainability, the understanding of the relational dynamics of leadership can help provide an insight into how leadership enables the process of societal organizing around sustainability. This includes the ways through which leadership process is enacted and how it structures the relationships that advance more systemic approaches to sustainability; how it fosters a new understanding of sustainable development in the context of the destination; and how it build collaboration among stakeholders around sustainable development. Further, since the focus is on the leadership processes initiated by businesses, it can help to understand how this leadership process changes the societal perceptions around the roles and responsibilities of private sector in sustainable development.

2.5. Literature review summary

This chapter provided a comprehensive review of literature that informed the conceptual framework and the design of this research study. As discussed, this study contributes to the ongoing dialogue on sustainable development with a focus on the evolving role of businesses in this process as they adopt more systemic approaches to sustainability. The potential of businesses to provide leadership in sustainability has gained increased attention in business management literature but remains under-examined and underappreciated in urban planning and public management literature despite the ongoing interest in improving public-private collaboration around sustainability. This study contributes its insight through the context of the tourism industry, where the discussion of business sustainability practices is more prominent and where the role of businesses is more visible.

The theoretical framework of this study draws on literature on collaboration or network governance, which describes the dynamics of network-based collaboration that is enabled through the social capital embedded in network relationships. The conceptual framework of this study considers leadership as a process through which these relationships are developed and the social capital is built. The conceptual framework is based on the relational leadership approach. This approach is adopted because it reflects the relational perspective on social organization, which is one of the core principles in systems-based approaches to sustainability. This approach is reflected in three leadership models described in literature on collaboration, business management and community development. The relational leadership approach is gaining increased attention but remains understudied in leadership studies. Therefore, my study contributes to demonstrating the practical application of this approach in empirical research.

CHAPTER THREE – METHODOLOGY

3.1. Introduction

The previous chapter introduced the theoretical framework of my research. The theoretical framework focuses on the relational approach to leadership as a process of structuring relationships and building social capital in collaborations. Within this framework, the relational leadership is formed by two components: relationships and relational dynamics. My research focuses on the relational dynamics of leadership by asking: *How does the leadership by small and medium size tourism enterprises mobilize and build social capital for sustainable community development?* To answer this question, my research uses a multiple case study methodology to explore the relational dynamics in three cases of leadership by SME hotels in Jamaica. This chapter describes the case study design and procedures, data collection methodology and data management and analysis approaches. It also addresses issues of validity and reliability of my study as well as ethical considerations.

3.2. Case study design

This research uses a multiple case study methodology with embedded design. The case study includes three cases of leadership by SME hotels in three communities of Jamaica. Figure 7 below illustrates the case study design.
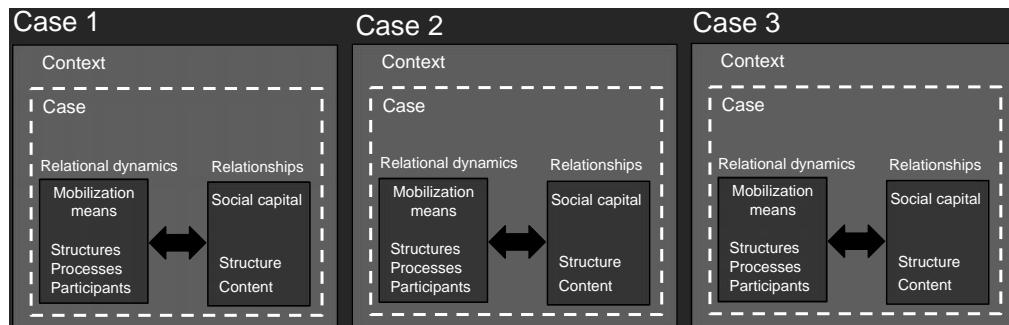
Figure 7 – Case Study Design

Within each case the unit of analysis is the firm. The variable that is being measured is the experience of leadership mobilization with respect to collaborative relationships around sustainable development. Leadership mobilization is measured via three sub-variables: structures, processes and people.

Structures can include formal/informal organizations, committees, working groups, roundtables, etc. These are the structures that exist to facilitate collaboration among different stakeholders. *Processes* also can be formal and informal. These include the ways through which leadership facilitates communication or collaboration with different actors. These can be meetings, workshops, consultations, community events, as well as various tools that are used for this purpose such as reports, publications, campaigns, etc. Morse (2010) refers to these as "boundary organizations, boundary processes and boundary objects" because of the way they enable the transcending of boundaries among different actors. *Participants* or people are the individual leaders that are a part of the leadership process. These can be business owners, entrepreneurs or managers and team leaders. With regard to individuals, the focus will not be on their individual characteristics but rather on how they interact and engage with other actors as part of the leadership process. The second aspect of relational dynamics includes the connections between these mobilizations means and the different aspects of social capital associated with the collaborative relationships that are developed. These connections demonstrate how the different mobilization means were used to build this social capital.

Further, each case was considered within its context, including the social environment or the relational context of the local community, the sustainable development experiences within the community and the tourism industry context. One of the objectives in adopting the case study methodology was to examine the relational dynamics of leadership within different contexts. The literature and empirical studies on relational approaches to leadership underline the importance of context in shaping how leadership is manifested (Uhl-Bien, 2006; Osborn et al, 2002) and in structuring the relational dynamics through which leadership is produced and enabled. (Uhl-Bien, 2006). As such, the replication logic of the case study focused on identifying similar cases but from different context. The data from each case was first analyzed separately and the results were then compared across cases via cross-case analysis. This enabled me to generalize the research findings about leadership mobilization across different context by identifying common themes among the three cases. As well, it allowed me

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to identify any unique contextual factors that influence the results within each case. This enables the generalization to other communities that have similar tourism industry characteristics or development experiences, especially in the Caribbean Region.

3.3. Case study procedures

The case study was conducted through two phases. Phase 1 was conducted remotely between June and October 2013 and Phase 2 was conducted in part through a three-week fieldwork component in November 2013. The following table summarizes the research process and timelines.

	2013							2014			
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Phase 1 – remote Literature review & identifying cases	■	■	■	■	■						
Phase 2 – fieldwork Collecting secondary data Collecting primary data					■	■	■				
Qualitative data analysis Transcribing, coding & organizing data Thematic analysis – individual cases & cross-case							■	■	■	■	
Data interpretation in relation to the theoretical framework										■	■

Table 1 – Research Process and Timelines

3.3.1. Selection of cases

Jamaica provides an excellent site for this case study due to the size and the regional diversity of its tourism industry. The country is also known for being highly diverse in terms of its natural environment as well as the cultural, historical and socio-economic make-up of its 14 parishes or regions. Jamaica's tourism policy classifies local destinations into a number of resort areas. The cases for the study were selected from communities within these different resort areas.

The selection of cases involved the following steps and criteria. Firstly, I conducted a wide-sweeping scan of the tourism industry in Jamaica to identify all of the hotels that would meet the definition of leaders in sustainability within their industry or community. This was established based on the following:

o Certification and sustainability awards (Green Globe, Biosphere Tourism, Sustainable Travel International, Green Seal, LEED, World Responsible Tourism Awards, the American Express

Caribbean Environmental Awards, Condé Nast Traveler Ecotourism Awards, Caribbean Tourism Organization Environmental Awards). I identified all hotels in Jamaica that have been recognized through these programs. In addition, I reviewed the listings of travel websites and organizations that promote green and sustainable tourism to identify hotels recommended by them. These include: responsibletravel.com, greenhotelier.org, Global Sustainable Tourism Council, and Sustainable Travel International.

o Perception of other actors (industry, private sector, public sector, NGOs communities) as to the firms that have demonstrated innovation (introducing new practices, process, ideas, relationships) or entrepreneurial behaviour (identifying new opportunities, creativity). This was determined through a scan of local and international media and industry publications. In addition, I reviewed documentation of international aid projects and organization that focus on the tourism industry, such as United State Agency for International Development (USAID), International Development Bank (IDB), the Travel Foundation, and others.

Secondly, from this complete list, identified small and medium size (SME) hotels. There are many factors that can be considered in the definition of SME hotels. UNWTO and Green Globe Certification both focus on the number of rooms: small hotel (under 50 rooms); medium (under 100 rooms). The European Commission (Morrison & Conway, 2007) and International Labour Organization (ILO, 2010) define firm size based on the number of employees – micro (0-9), small (10-49), medium (50-249), and large (250+). The Jamaican Ministry of Industry, Investment and Commerce uses the same indicator, but with lower thresholds: small enterprise (6-20 employees) and medium enterprise (21-50 employees). These numbers reflect the reality of the local economy in Jamaica (MIIC, 2012). Other quantitative indicators used to define firm size include: size of facilities and variety of services provided by the hotel, financial assets of the firm, firm's market share, income (Morrison & Conway, 2007). Qualitative indicators include: orientation and motivation, management style, ownership configuration, service orientation, social rewards (Ibid). However, based on review of literature and

practices in this field, Morrison & Conway note that the lack of a clear statistical definition of a small firm, due to insufficient or inadequate records. In particular, employment numbers often fail to account for seasonal, temporary, or casual employees. They also suggest that many of these factors would also need to be considered within the firm's local context (Ibid).

Taking into consideration the above as well as the context of this study, the number of rooms was chosen as the primary criteria for defining SME hotels. This criterion used the same categories for small and medium hotels as suggested by the UNWTO and Green Globe. This simple quantitative measure was chosen to minimize the uncertainty around the availability of statistical and accounting records.

During the final step, I conducted a scan of the websites and other communications by the short-listed SME hotels where available (i.e. organizational strategies or environmental management programs) to ensure that they clearly articulate the values and motivation associated with social and environmental sustainability. Finally, I choose the cases that have not been previously analyzed in academic literature. In order to confirm this, I conducted a quick scan of relevant academic publications. The case study selection was clearly documented to ensure the reliability of the research design.

During fieldwork, an additional factor emerged as being important in defining the scope of this case study. Specifically, it was decided to limit the study to non-luxury accommodations. This was defined based on room price and on the hotel's marketing. This decision was made based on the researcher's perception that luxury accommodations would not be comparable to non-luxury small hotels in terms of their operations and their approach to sustainability and collaborative behaviour. This was confirmed throughout the fieldwork and by subsequent literature review. For example, Ioannides & Holcomb (2003) underlines that although luxury hotels tend to adopt many new technological innovations related to sustainability, the effect of these is frequently counteracted by some of the practices associated with the provision of a luxury tourism product. These include higher per capita water demand and waste production, the reliance on imported goods, and greater land use and more

remote location or siting near ecologically sensitive areas (Ibid). Similarly, the experience of international aid projects aimed at improving sustainability practices in Jamaican hotels, such as USAID's EAST project and projects by the Travel Foundation demonstrated similar findings. They showed that luxury hotels' adoption of sustainability practices was limited and driven primarily by economic motivation. They also reported that a number of luxury hotels had identified some of the sustainability practices to be in conflict with their luxury product offering (Olga Semenovych, Fieldwork Journal, 2013). As well, study participants saw luxury hotels to be more isolated from their host communities as their guests had limited interaction outside of the resort or activities organized by the resort. As well, the relational dynamics between these hotels and other stakeholder seems to be very much rooted in power dynamics (Olga Semenovych, Fieldwork Journal, 2013).

However, it is important to highlight that the three cases examined in this study can be classified as boutique hotels or are associated with a boutique product. Literature characterizes 'boutique' hotels as being of a smaller size (up to 100 rooms), operating independently of major chains and brands and offering unique experiences (Henderson, 2011; Rogerson, 2010). The primary data showed a strong association of boutique product with sustainability among study participants. This finding reveals a particular understanding an approach to sustainability within Jamaica's tourism industry and has implications for policy. This is discussed in more detail as part of data interpretation in Chapter 5.

This additional factor as well as resource constraints influenced the final selection of cases. The original objective was to select two cases from the large resort areas of Jamaica and two from the smaller destinations on the island. As part of the preliminary screening process, the case selection was narrowed down to four possible cases from the resort areas in Negril, Montego Bay, South Coast and Port Antonio. However, during the fieldwork, it was decided to drop the Montego Bay case. The hotel that was originally identified as a potential case did not engage in this study. The issue regarding the luxury status of hotels emerged while I was trying to find another case in Montego Bay resort area. I was able to identify a number of small luxury hotels that fit the criteria regarding their size and

sustainability practices, but I was unsure about whether being luxury hotels, they would fit the replication logic of this case study. The fieldwork and the additional literature review as described above supported this decision. Therefore, the study proceeded with three cases.

3.4. Measurement

For each of the sub-variables of leadership mobilization I identified a list of indicators that would be used in the measurement process as well as the potential data sources (see Tables 2-4 below). These were then used as the basis for the design of data collection procedures as described later in this chapter. Further, I also identified the potential connections between leadership mobilization and social capital. These connections are key to answering the research question in terms of understanding the dynamics of how a leadership process enables collaboration. I also identified the potential connections or impacts of contextual factors on shaping these relational dynamics. Table 2 provides a summary of all data collection processes in relation to the individual sub-variables and the potential connections among them. Detailed indicators and data collection strategies for each of the sub-variables of leadership mobilization are presented in Tables 3 and 4. These tables were also adopted for use in data analysis. I grouped the structures and processes together in order to avoid repetition of indicators and questions.

Variable	Data Collection Method	Social Capital Connections to Explore
Structures Organizations, committees, working groups, networks, etc.	Secondary data review Key informant interviews	Existing & new relationships/ networks Formal/informal Bridging/bonding network connections
Processes Meetings, workshops, consultations, community events, reports, publications, campaigns, etc.	Secondary data review Key informant interviews Direct & participant observation	Subject/purpose of structures/processes & relational & cognitive aspects of social capital (commitment/ trust, shared objectives)
Participants (people) Business owners/managers, other leaders	Secondary data review Key informant interviews Direct & participant observations	Individual influence & relational aspects (trust, recognition); Individual beliefs/attitudes & relational/cognitive aspects
Context	Secondary data Primary data Direct & participant observation	Relational context Relational perceptions of different actors (network cognition)

Table 2 – Summary of Data Collection Approach

Structures and Processes			
Questions	Indicators	Variable quality	How to measure
What new and existing structures and processes did leadership mobilize?	Listing of: -intermediary organizations (committees, networks, working groups) -events -meetings -communication and engagement tools -campaigns -reports, studies, etc.	Mobilization	Review documents and reports, news and media Key informant interviews
How did these structures/processes engage different actors?	-list of participants from meetings, events -type of participants (internal, external, sector, level, scale) -mapping of participants or communication addressees against different networks -number and frequency of events/communications held with different stakeholders -number of new relationships established	Mobilization - engagement	Review of event records, minutes or reports Key informant interviews
How were these processes/structures mobilized to create shared meaning of sustainability? How were these processes/structures mobilized to define shared objectives among the participating actors?	-content of the agendas of meetings, events -content of reports and studies -before and after comparison of the perception of actors of their motivation for participating in networks, meetings, events or production of reports and studies -perception of participants about the value of the shared processes they took part in. -number and type of articulations of shared objectives or interests	Mobilization – shared goals	Review of event documentation, records, minutes and reports Key informant interviews Review of media, news, government or corporate documents
How were these structures mobilized to generate resources or actions for mutual benefit?	-perception of participants of the legitimacy of structures and processes they participate in -new resources generated -new collaborations initiated -perception of actors of the benefits received from collaboration	Mobilization – resource generation	Key informant interviews Review of reports or documents
Why were these particular structures/processes mobilized?	-perception of the initiating organization of the purpose and expected outcome of the meetings, events, communication and engagement tools used -perception of the initiating organization of the utility of the particular structure/process that was used?	Mobilization	Key informant interviews
What were the constraints and enabling factors in terms of mobilization or participation in these structures/processes?	-perception of the initiating organization as to the enabling factors and constraints -perception of participants as to enabling factors and constraints	Mobilization – constraints/ enabling factors	Key informant interviews
Which structures/processes represent an innovative approach for this particular context?	-number of new structures or processes established	Mobilization - innovation	Key informant interviews Review of documents and reports

Table 3 – Indicators and Data Collection Strategy – Structures and Processes Sub-variables

Participants (people)			
Questions	Indicators	Variable quality	How to measure
Were there any distinct leaders within the leadership process? Who were they? What organizations/ sector/ scale did they represent? Were these individuals already in leadership capacities within their organizations?	-network centrality measures can help identify leadership centres -perception of stakeholders of who the leaders are -individual position within the network -individual position, organization, sector, scale (if in official position – local, regional, national)	Mobilization – individual leaders	Network mapping and analysis Key informant interviews Document review
How did they emerge as leaders?	-perception of individuals of their own entry into leadership role. Perception of others.	Mobilization	Key informant interviews
How did they get involved in sustainability actions and why?	-values articulated by individuals -motivation articulated by the individual -previous actions/roles in sustainability -individual's perception of the desired outcome of their actions	Mobilization – motivation	Key informant interviews Document review Media, news review
How did they facilitate relationships other actors from within the same sector, in different sectors?	-individual's network cognition (Balkundi and Kilduff, 2005) – how individuals perceive their own networks and the networks of their contacts. This impacts how they manage these relationships. -formal and informal connections -extent of the use of personal influence (or of their position) -individual's role in the process/structures utilized -new connections within the same or different networks	Mobilization – engagement	Key informant interviews
How were they perceived by actors within the same sector, in different sectors?	-perception of other actors of the individual leader's legitimacy, level of influence, authority, access to resources within their organization -perception of other actors for their motivation for engaging with the leader or participating in process initiated by him/her -perception of other actors as to their own relationship with the leader	Mobilization – perceptions	Key informant interviews

Table 4 – Indicators and Data Collection Strategies – Participants (People) Sub-variable

Further, the two components of the relational leadership model – relationships (social capital) and

relational dynamics – are interconnected. Therefore to some extent they cannot be studied in isolation.

In order to understand the relational dynamics that led to the formulation of relationships and social

capital associated with the leadership process, I had to measure and understand these relationships

themselves. This was necessary in order to illuminate the connections between the different

mobilization means and social capital as to how and why certain mobilization means were used.

Therefore, the logical flow of data collection was designed as follows: relationships of leaders and their content → how or through which leadership mobilization means these relationships were built.

For the relationships, the original intent was to use network mapping and analysis to identify the existing relationship and networks of the leaders as well as their desired connections. Network analysis considers network actors; relational ties; relation group and sub-group, density and centrality (Burt, 2000). It can also be used to identify leadership roles and relationships within the network through the network centrality measure. However, during fieldwork design it became obvious that detailed network mapping would be outside of the scope of this study. This was decided due to the time and resource limitations and because conducting network mapping would shift the focus of this study from leadership dynamics onto the leadership relationships component of the conceptual framework. As such, in measuring relationships this study focused on stakeholder groups. These were identified as: national level tourism agencies; local government; local community or related organizations; industry associations; other local tourism businesses. To address the content of relationships – the relational and cognitive aspects of social capital – this study focused on the following measures: the quality or the nature relationships, frequency of interaction and the types of activities that are undertaken through this relationship. These measures are reflected in the interview questions.

3.5. Data collection

Primary data was collected during fieldwork conducted in November 2013. This included semi-structured interviews with key informants as well as direct and participant observations. Secondary data was collected via document and website review. This data was collected remotely as well as during the field visit. The use of these different data sources was part of a strategy to ensure the validity of the study through data triangulation (Yin, 2003). Triangulation means that each of these data sources provided the evidence towards the study findings with regard to the three sub-variables of leadership mobilization as well as on social capital connections and the contextual factors. The data collected from these different sources was analyzed together to build the full picture of the relational

dynamics of leadership in each of the three cases. Yin (Ibid) notes the opportunity for having multiple data sources as one of the strengths of case study methodology.

I spent about a week in each of the three communities collecting the primary data. I conducted a total of 23 semi-structured interviews, including with key informants within the three destinations and from the national level. The principle of triangulation was also applied to the interview process as in each of the cases I focused on conducting interviews with a diversity of stakeholders. This approach reflects the understanding that leadership is socially constructed and therefore I saw it to be important to capture the perspectives of the different stakeholders involved in the leadership process through the relationships that are built or drawn upon in this process. Further, this approach was adopted in order to capture the networked nature of relationships because the different study participants were able to reveal their connection not only to the leader but also among each other.

For each case, I began with an interview with the Hotel Owner/Manager. In each of the cases I also interviewed the Parish Council and Parish Development Committee as they form the core part of the local government system. From this, a combination of targeted and snowball sampling was used to identify other stakeholders to interview. I asked each interviewee who else they would suggest for me to speak with to understand the leadership process and the relational dynamics in the community. This approach worked best in the context of the case study, as majority of communication in Jamaica is done by telephone or in-person. In each case, I focused first on the stakeholders that were recommended by the businesses and the stakeholders that were recommended by more than one interviewee. I also attempted to select key informants representing different sectors. As a result, the list of interviews is different for each case as it reflects the context of that particular community. In addition to stakeholders within each region, I also interviewed representatives of several national-level agencies, independent NGOs and academia, which helped provide an external perspective on the subject of the case study. The complete list of research participants (organizations) is provided as part of the case study database in Appendix A.

Interviews were conducted with the help of interview guides. These guides included guiding questions and topics that need to be addressed with the study participants as well as notes to the interviewer on where to probe for specific details. The guiding questions were designed based on the research questions and indicators for each of the sub-variables as described above. These questions were used to direct the flow of the interviews and to ensure that all key subjects were covered. Wherever possible, the guiding questions were provided to study participants prior to the interview. This helped to ensure that the participation in this study did not use up too much time from the participants and it also helped to make them comfortable to participate in the study. The interview questions were approved by the Office of Research Ethics at the University of Waterloo as part of the research proposal of this study.

Separate interview guides were used for the different study participants: for Hotel Owners/Managers; for other local stakeholders; and for national-level stakeholders. Interview questions were grouped into several categories. For Hotel Owners/Managers they included:

(a) introductory questions;

(b) understanding of sustainability;

(c) mapping of existing or desired relationships and networks around sustainability; and

(d) questions regarding specific leadership mobilization means – structures, processes and participants (people).

For the other stakeholders, these categories consisted of:

(a) introductory questions;

(b) understanding sustainability and perception of leadership by the hotel and/or by other actors;

(c) their relationship with the hotel and with other stakeholders around sustainability; and

(d) questions regarding specific mobilization means.

This interview strategy followed the data collection logic as noted above and it also allowed approaching the same information from different perspectives. This allowed me to collect details on the cognitive aspects such as the participant's perceptions and motivation around sustainability, their

perceptions of the relational dynamics within their community and on the nature of relationships among different stakeholders. These cognitive aspects played an important part in helping me to understand the relational dynamics of leadership with respect to social capital. However, as a result of this strategy, there was some overlap in terms of the content addressed by the questions in the different sections of the interview. While conducting interviews the questions were adapted to the flow of the interview in order to avoid too much repetition and not to lose the attention of the participant. As a result, the actual questions that were asked vary among different interviews. The interview guides are provided in Appendix B. Interviews were recorded using Parrot Application for Blackberry and stored in digital file format.

Primary data was also collected via direct and participant observation. This included informal interaction with residents and stakeholders within each region, participating in the tourism industry or as a guest of the hotels in some cases, and observing the hotel leaders in their interaction with their staff or with other stakeholders. These observations were documented via daily fieldwork journal entries. The direct and participant observations supplemented the key informant interviews in terms of understanding the relationships and interaction between different stakeholders and the relational or cognitive aspects of social capital (norms, values, etc.) associated with those relationships. They also enabled me to collect data regarding the nature of the tourism industry and the development context in the communities where the cases are situated. The daily journal also served to document the details of the data collection process, in particular decisions that were made during the fieldwork: case study selection and sampling approach as discussed above. This strategy helped to strengthen the reliability of the data collection process. Finally, the daily journal was also used as part of the ongoing data analysis. It was used to document the researcher's thoughts and interpretation of observations and to identify areas where further information was needed. This approach also helped to disclose any personal bias. The researcher clearly documented personal opinions and identified thoughts that could potentially constitute a biased opinion.

Secondary data was collected via document and website review. This data was collected remotely as well as during field visits. Secondary data was used to corroborate the primary data and also to better understand the institutional configuration within each community, which impact relational dynamics within the region. It also provided data on sustainability and tourism policy at the national and local levels. An important source of secondary data was the National Environmental Planning Agency document library located in Kingston, Jamaica. This library contains all of the regional and national plans, environmental policies and past studies. The complete list of secondary data is listed in the case study database provided in Appendix A.

3.6. Data management and analysis

The first step in the data management process was to organize the interview notes and the secondary data collected. I separated these materials by case and also grouped the data pertaining to all three cases. The latter includes the data collected from national-level agencies, independent NGOs and academia. The case study database provided in Appendix A lists the different data collected for each case and across cases.

The second step was transcribing all interviews. Google Chrome application *Transcribe* was used for this purpose. This application allows to slow down, pause and rewind the voice recording. This manual method of transcription was chosen over auto-transcribing software in order to be able to review the interviews once again and to identify if there are any questions that needed follow-up. The third step was to go through the interviews transcripts and notes in order to identify any data gaps. This helped to ascertain the need for additional or follow-up interviews or for additional secondary data.

The next step was to code the case study data. Some of the literature on research methodology (Creswell, 2009) recommends not using pre-determined codes and allowing the data to guide the code identification. A combination of both these approaches was used. A number of codes were identified in based on the sub-variables of the study. These included the following:

(a) information related to context/description of the case studies;

(b) information about the relationships/networks that are part of the leadership process;

(c) information about the cognitive and relational aspects of social capital related to these relationships;

(d) process/structure/people that facilitate those relationships/networks.

As well, free form coding was also used to identify themes related to SMEs and to business approaches to sustainability.

In order to identify patterns in the data, including the connections between leadership mobilization and social capital, the indicator tables (Tables 3-4) were adapted for data analysis. These tables were modified by adding the social capital column that would be used for identifying the social capital connections from the different structure/process/people. These tables are provided below (Tables 5-6).

Structures and Processes			Social Capital	
Questions	Indicator data	Source	Structure (relationship/ network)	Content (relational/ cognitive)
What new and existing structures and processes did leadership mobilize?				
How did these structures/processes engage different actors?				
How were these processes/structures mobilized to create shared meaning of sustainability? How were these processes/structures mobilized to define shared objectives among the participating actors?				
How were these structures mobilized to generate resources or actions for mutual benefit?				
Why were these particular structures/processes mobilized?				
What were the constraints and enabling factors in terms of mobilization or participation in these structures/processes?				
Which structures/processes represent an innovative approach for this particular context?				

Table 5 – Data Analysis Table – Structures and Processes Sub-variables

Participants (people)			Social capital	
Questions	Indicator Data	Source	Structure (relationship/ network)	Content (relational/ cognitive)
Were there any distinct leaders within the leadership process? Who were they? What organizations/ sector/ scale did they represent? Were these individuals already in leadership capacities within their organizations?	Owner/ Manager			
How did they emerge as leaders?				
How did they get involved in sustainability actions and why?				
How did they facilitate relationships other actors from within the same sector, in different sectors?				
How were they perceived by actors within the same sector, in different sectors?				

Table 6 – Data Analysis Table – Participants (People) Sub-variable

From these, the themes were identified for each of the cases. These themes were then compared across cases to ascertain any similarities or contrasts. This cross-case analysis was used to identify the common themes across all three cases, the common themes in two of the three cases and the unique findings for individual case studies. These were then compared with the data analysis notes in the fieldwork journal to see if there are any themes that were identified during the data collection stage that did not come through in the study results. The results of the cross-case analysis are summarized in Chapter 4 – Results.

3.7. Ethical considerations

The potential ethical considerations were examined and addressed during the review of the research proposal by the Office of Research Ethics at the University of Waterloo. The research proposal received ethics clearance from this Office in October 2013. Recruitment letters were used to recruit the hotels that were the subject of the case study and then to engage other key informants for each of the cases. The researcher ensured that the study participants were fully informed about the study objectives and provided their consent to participate by signing a consent form. The study participants were advised that they had the opportunity to withdraw from the study at any point. The names of the individual cases addressed by the case studies are disclosed, however, the study uses anonymous quotations from participants.

CHAPTER FOUR – RESULTS – THE CASE STUDY

4.1. Case study context

4.1.1. Introducing Jamaica

Jamaica is the largest English-speaking Island in the Caribbean. It has a population of 2.708 million people (World Bank, 2014). Its current GDP is $14.76 million and the GNI per capita[1] of $5,130 (Ibid). Jamaica is considered one of the small-island developing states (SIDS) in the upper middle income range (Ibid).

As a small island developing state Jamaica faces a number of development challenges related to resource and environmental pressures, high energy costs, reliance on imports and economic volatility (UN-OHRLLS, 2011). Jamaica also faces unique socio-economic challenges and governance related challenges associated in particular with social capital and trust and political polarization (Planning Institute of Jamaica, 2009). Issues of sustainable development has been at the forefront of the development dialogue most recently due to the debate around the proposed establishment of a logistical hub on Goat's Island off of the South Coast of Jamaica, which has one of Jamaica's largest mangrove ecosystem and is part of a protected area.

Jamaica is one of the most popular tourism destinations in the Caribbean. Tourism constitutes 8% of the country's GDP and 17% of employment; and contributes 47% of foreign exchange (Tourism Task Force, 2009). Jamaica's tourism industry is dominated by the mass all-inclusive tourism, which focuses on the "sun, sand and sea" product. However, over the recent years there has been a growing interest in diversifying the tourism product through community-based tourism (Ministry of Tourism, 2011). There is also a growing domestic tourism market, currently generating about 20.2% of the country's Tourism & Travel earnings (WTTC, 2014). The tourism industry in Jamaica is also characterized by a low multiplier effect (1.0), which demonstrates poor connection to other sectors

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[1] GNI per capita (formerly GNP per capita) is the gross national income, converted to U.S. dollars using the World Bank Atlas method, divided by the midyear population – World Development Indicators, 2014

(WB, 2011). The hotel sector is the largest component of the tourism industry. It is dominated by large hotels, both in terms of number of rooms and in occupancy. Small hotels (under 50 rooms) account for only 20% of all available (registered) rooms on the island (Tourism Task Force, 2009). Similarly, in 2008, the average occupancy for small hotels was only 29.5% compared to 67.9% national average hotel occupancy rate for that year (Ibid).

Jamaica has a number of plans and strategies that address sustainable development and sustainability in the tourism sector. Vision 2030, the country's National Development Plan sets out the country's direction for development to be based on the achievement 'sustainable prosperity' (Planning Institute of Jamaica, 2010). The Tourism Sector Plan within the framework of Vision 2030 identifies tourism as an industry that can drive this sustainable growth in the long term (Tourism Task Force, 2009). It defines sustainable tourism as alternative to the mass tourism, which is associated with all-inclusive hotels and the "sun, sand and sea" product that currently dominates the country's tourism industry. Another key document is the Master Plan for Sustainable Tourism. The purpose of this plan is to guide the development of Jamaica's tourism "along a sustainable path" (Commonwealth Secretariat, 2002). The key contribution of the Master Plan is to add social benefits in addition to the economic ones as the measure of the tourism industry success (Ministry of Tourism, 2011). Finally, the National Community Tourism Policy and Strategy guides the development of tourism at the community level. It describes community tourism as a way to spread the benefits from mass tourism to the local communities. All three documents promote the strengthening of participatory governance and collaboration between public and private actors.

4.1.2. Key organizations – planning, development and tourism

The following is a description of key institutions that are involved in planning and development of communities and in tourism.

Administratively, Jamaica is divided into 14 parishes, which are the local government units. At the national level, two ministries are involved in planning and development: the Ministry of Local

Government and Community Development and the recently established Ministry of Water, Land, Environment and Climate Change. The Ministry of Local Government and Community Development provides a policy and operational framework for the local government system in Jamaica. The Ministry of Water, Land, Environment and Climate Change is an umbrella Ministry that formulates and implements policy for development with regard to each of these areas. Under this ministry, the National Environment and Planning Agency (NEPA) is the executive agency that oversees the overall planning, development and environmental protection in Jamaica. It consolidates the functions of three agencies: Natural Resource & Conservation Authority, the Town and Country Planning Authority and the Land Development & Utilization Commission. Through the Town and Country Planning Authority, NEPA leads the preparation of Development Orders, which are essentially the master plans for designated areas, generally coinciding with the Parish boundaries. NEPA also oversees compliance with these plans through the provision of planning and development guidelines and the approval of development proposals.

At the local level, Parish Councils represent the local government authority. They provide input into the preparation of Development Orders and they ensure that local development adheres to the guidelines set out in the Development Orders. Parish Councils also prepare Local Sustainable Development Plans, which are the more detailed plans that outline the local development objectives with regard to the economy, socio-cultural issues and the environment. The Local Development Plans are not legal documents, but they provide guidance for local development and they inform the Development Orders. Another key body at the local level is a Parish Development Committee (PDC), which is responsible for engaging the community into the planning and development process. PDCs operate as independent organizations. They work closely with the Parish Councils as part of their executive committee. The Chambers of Commerce are another important local body. Chambers of Commerce advocate on behalf of businesses and promote their interests. They operate at the parish or community level and are membership-based. Jamaica's plans and strategies for sustainable

development identify Chamber of Commerce as a mechanism for facilitating the interaction and collaboration among the public and private sectors.

With regard to the Tourism industry, at the national level, the Ministry of Tourism provides policy and strategic direction for tourism development in Jamaica. This Ministry implements its mandate through several agencies. At the national level, the Jamaica Tourism Board (JTB) is responsible for marketing and promotion Jamaica's tourism industry throughout the world. The Tourism Product Development Company (TPDCo) oversees the licensing of all tourism entities and sets out and monitors standards of all tourism products. It also oversees the development of tourism destinations and attractions. TPDCo works closely with NEPA with regard to the environmental standards in tourism. Lastly, the Jamaica Hotel and Tourism Association (JHTA) promotes the interests of the hospitality sector. It is a voluntary membership organization. JHTA also works with JTB on tourism marketing and promotion.

At the local level, Jamaica is divided into six resort areas: Negril, Montego Bay, Ocho Rios, Port Antonio, Kingston and Mandeville, and the South Coast. Resort Boards have been established within each of these areas. The Tourism Master Plan (2002) envisions Resort Boards taking leadership in destination governance at the local level through the coordination of local interests and input (public, private and community) with regard to tourism. The Resort Boards report to the Ministry of Tourism. JTB, TPDCo and JHTA are represented locally through their regional offices or chapters.

4.1.3. Progress to date and past experiences in sustainable tourism

In 2009, the University of the West Indies conducted a mid-term review of the Tourism Master Plan implementation. The *Interim Assessment Report* prepared as a result of this review concludes that on the one hand there has been increased environmental awareness among tourism providers, including more hotels adopting environmental practices and environmental management training being available as part of hospitality training. However, on the other hand, the report notes that the majority of new hotel rooms added, including through incentive programs, were in large all-inclusive hotels that are part of Spanish hotel chains. This has had a negative impact on the smaller hotels that had to as a result reduce their room prices in order to stay competitive. The report notes that the growth of large hotels is especially worrisome for Negril, where this is threatening the unique 'casual' character of the destination. As well, the report concludes that less progress has been made with regard to extending the benefit of tourism to the community. The community has little representation within the institutions established for stakeholder engagement and several community projects or plans were stalled or not implemented for lack of funds.

Jamaica has benefitted from several international development assistance projects that address sustainability and tourism. With regard to tourism, the most well-known such program is the USAID EAST Project that ran between 1997 and 2005. All three hotels that are the subject of this case study were part of this program and two of the communities were specifically targeted by this program. This project focused on the environmental aspects of sustainable tourism through the introduction of environmental management and certification for hotels and the establishment of institutional structures to support this. The first pilot phase of this program began with the focus on small hotels in Negril. The final phase of this program also addressed destination management that aimed to introduce a collaborative approach to advancing sustainable tourism and to establish benchmarks for sustainable destinations. This strategy was piloted in Portland Parish. The EAST Project achieved a number of results and is credited for the introduction of Green Globe 21 certification in Jamaica as well as with

the establishment of HEART hospitality training institute. However, after the project's completion, many hotels that were originally certified through this program did not follow through with certification. Cost, the onerous nature of the certification process and lack of institutional support were noted as some of the reasons for this. Another program was led by the Travel Foundation, UK-based NGO that works towards advancing sustainable tourism. Their *Switch Off Save Big* Program aimed to improve the awareness and to enable hotels to lower their environmental impact (Travel Foundation, 2013). This program focused primarily on small hotels in the Kingston area.

4.1.4. Discussions in academic and practice-based literature

Jamaica's tourism industry has also been the focus of a number of academic studies and professional publications on sustainability in tourism and economic development. The study by Yaw (2005) included Jamaica as part of a survey regarding the adoption of sustainable technologies in hotels throughout the Caribbean. This study includes respondents from small, medium and large hotels in Negril and Ocho Rios. It provides an insight into the types of environmental technologies adopted by hotels and the motivation behind these. It also discusses ways through which information is shared among hotels, noting one-on-one contacts, through attendance at workshops or conferences, by visiting of other properties and via membership in organizations such as the Negril Chamber of Commerce and the Jamaica Hotel and Tourism Association (JHTA).

Rhiney (2012) discusses the history of the tourism industry in Negril and the socioeconomic challenges experienced as a result of tourism development in this community. This article attributes many of these challenges to the rapid growth of all-inclusive properties that affect the sustainability of smaller entities and community service providers (Ibid). It recommends the pursuit of community-based tourism strategies to ensure that the benefits from tourism development are distributed in a more equitable manner.

The study by Carrington & Tayles (2012) discusses the idea of 'intellectual capital' and how it contributes to the development of the Caribbean hospitality industry. Although this study focuses on

the large hotel chains, the discussion of intellectual capital is useful for my study's understanding of the relational context of the Caribbean and Jamaican hospitality industry. Carrington & Tayles describe intellectual capital as comprised of three types of capital: human capital, relational capital and structural capital. As part of relational capital, the study highlights that hotels that were surveyed identified the importance relationships with community stakeholders in shaping the reputation of their business as a 'good corporate citizen' within the "social community" (Ibid).

The World Bank *Jamaica Country Economic Memorandum Unlocking Growth* Report (2011) analyzes tourism as one of two case studies of industries that have the potential to contribute to sustainable economic growth in Jamaica. The report analyzes the tourism value chain with a focus on eco-tourism. It shows that Jamaica is having a difficulty with diversifying its tourism product, which is exasperated in part by policies that provide greater incentives for large hotels. It highlights the potential for greater diversification and for creating connections between tourism and other sectors. It also discussed the constraints and strategic direction for increasing sustainable tourism products. This includes increasing the role of the private sector in sustainable tourism and improving public private dialogue on this issue.

Lastly, the Travelwatch (2006) Report *Increasing local economic benefits from the accommodation sector in the Eastern Caribbean* includes Jamaica as part of its analysis of how accommodation businesses in the Caribbean tourism industry can contribute to local and regional economic development. This report analyzes the impact of accommodation businesses through local purchasing, hiring of local staff and contribution to communities. The report shows that the accommodations sector is key in providing local economic benefits in the Caribbean and that smaller properties (under 100 rooms) purchase more products locally than the larger ones and employ more local staff.

The above discussion helps to situate the overall context of my case study. The following section introduces each of the cases including describing how they fit the case selection criteria and outlining their local context.

4.2. The cases

The three cases that form my multiple case study represent examples of businesses that adopt the contemporary approaches to sustainability in the tourism industry. As demonstrated in the discussion below this is evident firstly because their sustainability strategies form a part of their business model. Their businesses were established with the intention of contributing the social and environmental value to their home communities in addition to generating profit as a business. Secondly, this is demonstrated by their focus on social sustainability in addition to the environmental issues. And lastly, in addressing both of these spheres of sustainability these businesses seek to address the broader challenges of their communities through the tourism product that they provide as well as through their contribution and leadership to the community's collaborative efforts that focus on these challenges. All three businesses are recognized as leaders within their industry because of their sustainability practices and are known within their communities as boundary-crossing leaders that spearhead the local collaborative efforts aimed at advancing the sustainable development. Figure 8 demonstrates the location of the cases in Jamaica.

Case 2
The Rockhouse Hotel
Negril,
Westmoreland Parish

Case 1
Hotel Mockingbird Hill
Port Antonio,
Portland Parish

Case 3
Jake's Hotel
Treasure Beach,
St. Elizabeth Parish
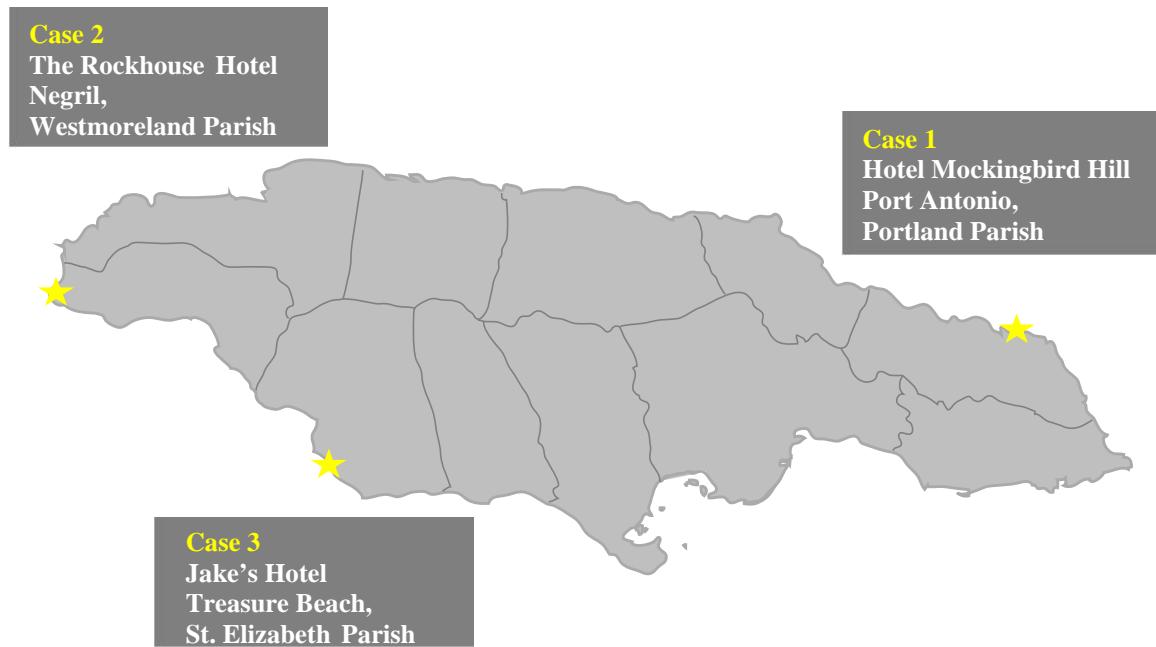
Figure 8 – Location of Cases

Case One – Hotel Mocking Bird Hill, Port Antonio

Hotel Mocking Bird is a small boutique hotel of 10 rooms. It is self-advertised as an 'eco-chic boutique.' The hotel takes a very holistic sustainability approach to its operations. Its ethical mission statement states:

> "*At Hotel Mocking Bird Hill we believe that every enterprise has an obligation to protect the environment and to offer something of tangible benefit to the community. Business must add value to the economy and the society to make a positive contribution. We have taken a formal approach to ensure that good environmental practices are identified and monitored*" (Hotel Mockingbird Hill website).

The hotel's sustainability strategy is guided by the following principles: responsible enjoyment of the local environment; supporting the rural economy and spreading the benefits of development to the local community; contributing to conservation of natural resources; sustainable resource management and waste management; use of sustainable products with clear and strict buying policies; risk reduction to the environment; communication with local community and organizations; marketing and education to raise awareness of sustainability issues in tourism and to encourage responsible behaviour; and ongoing assessment of own operations to ensure legal compliance and to identify areas for improvement (Hotel Mockingbird Hill).

Specific sustainability actions include the following. Starting with its environmental program, the hotel uses a range of environmental technologies including solar energy for 65% of its needs, rainwater harvesting, natural air-conditioning (room design) and anaerobic wastewater treatment (Walker, 2011). In addition, the hotel's environmental management systems include other low-tech practices aimed at reducing its daily resource use. The hotel also uses no plastics or disposable materials (e.g. coasters, straws, water bottles) and no chemicals in its gardens. The hotel offers a carbon-offsetting program for guests that supports a tree planting program in collaboration with a local conservation NGO. It focuses on providing local and seasonal food and provides awareness to guests through its *Counting Food*

Miles chart. The hotel collaborates with local cooperatives and independent producers to provide complimentary gifts and gifts for purchase for guests. These include handmade paper from hotel's recycled paper, local spices, pottery, and clothing. Through these long-standing relationships, Mocking Bird Hill has also been able to support the growth and self-reliance of these groups. It also supports the preservation and in some cases resurrection of local crafts and cultural tradition. For each of these, it also shares the stories of their local partner with guests. The hotel also supports a local school by encouraging guests to donate learning supplies and materials, planting of fruit trees in school gardens in collaboration with a local NGO and organizing educational visits from schools to the hotel.

Based on Hotel's sustainability policies and practices it is clear that sustainability is a core part of its business model. The practices of the hotel also focus on its external role in the community through promoting sustainable tourism activities such as bird-watching as well as in terms of building awareness of sustainability among the hotel's guests.

Hotel Mocking Bird Hill holds a full Green Globe Certification. Green Globe is an internationally-recognized sustainability certification for tourism. It has a comprehensive certification process with standards based on a number of international sustainability agreements including the UNEP Global Partnership for Sustainable Tourism, Local Agenda 21 and International Standard Organization (ISO). In addition, Hotel Mocking Bird Hill has also received several sustainability awards including the Responsible Travel & Virgin International Best Hotel for the Environment Award and the American Express & Caribbean Hotel Association Environmentally Friendly Small Hotel award.

The study participants acknowledged the sustainability leadership by Hotel Mocking Bird Hill. When asked whether and why they see Hotel Mocking Bird Hill as a leader in sustainability, study participants pointed out the sustainability of the hotel's operation and its product as well as the national and international recognition received by the hotel. They also highlighted the hotel owners' involvement in local dialogue on tourism as knowledgeable and vocal participants as well as a go-to resource on sustainability within the community.

Port Antonio, Portland Parish

Port Antonio is located in Portland Parish on the North East coast of Jamaica. Portland Parish has a total population of 81,730 people (2011 Census). Port Antonio is the capital town of Portland Parish. Its population is14,816 or 18% of the total parish population (2011 Census). The majority of tourism activity takes place around Port Antonio.

Traditional economic sectors have been agriculture and tourism. Agriculture includes banana, coffee and coconut. However, this industry has been in decline since 1970s with the liberalization of international trade in these commodities. Portland is known as the 'birthplace of tourism' in Jamaica. Tourism emerged out of the banana trade, as the banana boats were put to use to bring down tourists from the US. Tourism was at its peak in Portland Parish between 1940-1960s when it was known as a destination for the Hollywood movie stars. One of the most known visitors was Errol Flynn who accidentally ended up in Port Antonio during a sailing trip and then ended up spending much of his time in this town. Errol Flynn purchased the Navy Island (a small island off the coast of Port Antonio) and built the first large hotel in Jamaica, the Titchfield Hotel (Portland PC & PDC, 2000). His legacy lives on today with the opening of the Errol Flynn Marina in Port Antonio, which carries his name.

Portland is known for its very green and lush natural environment. It has numerous natural assets and attractions, including the Blue Mountains, Jamaica's highest mountain range. It also has five waterfalls, the Rio Grande River and a number of unique beaches. With the mention of Port Antonio, the first reaction from people I spoke to during the field visit was to say that this is one of the most beautiful parts of Jamaica (Fieldwork journal). This area is also known for cultural heritage, including the Maroon communities of Moore Town and Charles Town. The Maroon culture, beliefs and traditions are an important part of the local culture and are reflected in local cuisine and music. The Town of Port Antonio is also rich with heritage assets, as it has retained much of its architecture from 1940-1950s. There are efforts now to restore and improve the management of these heritage and cultural resources (Commonwealth Secretariat, 2002; Portland PC & PDC, 2000).

The tourism industry in Port Antonio declined due to the growth of commercial tourism in Montego Bay and Negril since the 1960s. Currently, Port Antonio receives about 1% of all tourism arrivals to Jamaica (JTB, 2012). The hotel sector is dominated by small and medium size hotels. They range from exclusive and high- end hotel that cater to celebrities to small guesthouses that welcome backpackers. There are a large number of hotels that market themselves as eco-hotels. However, many smaller properties are not registered with the JHTA and therefore cannot participate in official programs and marketing offered by this association (Fieldwork journal).

Until recently due to its relative decline as a destination, Port Antonio has received little development and investment. Some study participants noted that Port Antonio (and Portland) has been developing very slowly. A representative of a local environmental NGO noted that the natural environment in this region has not experienced a lot of degradation but it was not certain whether this was "as result of sustainable development or slow development." Other participants noted the importance of investing into local infrastructure and the restoration of the town of Port Antonio in order to develop the area as a destination. There was a sense among some people that this area has been relying far too much on the old 'exclusive' model of tourism and has not seen a lot of innovation in the product or the approach (Fieldwork journal). Another constraining factor has been accessibility to the area due to the mountainous terrain and the quality of the roads (Portland PC & PDC, 2000). The recently completed and planned improvements of the North Coast Highway aim to address this by improving the connectivity between Port Antonio and Ocho Rios.

Since 2004, Port Antonio has been trying to make a comeback as a sustainable or green destination. In 2004, it applied for the Green Globe 21 destination certification. The Sustainable Tourism Master Plan identifies Port Antonio as one of the smaller resort zones. It states that the citizens of Portland wanted to develop the area in an environmentally sensitive area with low-density tourism based on development of its heritage assets (Commonwealth Secretariat, 2002). It also identifies Port Antonio as one of the smaller cruise ship destinations to attract upscale visitors through boutique cruise ships and

luxury yachts (Ibid). At the same time Portland is defined as an attractive destination for the European market due to its focus on smaller scale hotels and nature-based attractions. The primary data showed that there are divergent views in terms of how the tourism industry should develop in Portland. There was agreement that the focus should be on preserving and capitalizing on the region's natural resources and that they should not pursue mass-market type tourism. However, some want to see this as destination for upscale visitors, while others want to attract more backpackers (Interviews and Fieldwork journal). In the meanwhile, Portland Parish has become a popular destination for regional tourism within Jamaica, primarily for visitors from Kingston, which is located about two-hour drive away. The planned improvements in road conditions are expected to further strengthen this trend. (Fieldwork journal).

Port Antonio - Relational context

In terms of the local institutional context with regard to local governance around tourism development and sustainability, the study participants identified the following key players relationships among them. Firstly, the Parish Council described having little involvement with the tourism industry beyond regulating or enforcing the development standards. The PDC identified its tourism sub-committee as playing a key coordinating role for stakeholder engagement. The Chamber of Commerce was identified as an active institution especially in terms of coordinating major local events. With regard to environmental issues, the key organizations are the local NEPA office and a local NGO called Portland Environmental Protection Authority (PEPA). The NEPA office participates in the development approval process and the enforcement of environmental standards. PEPA coordinates local environmental conservation or protection initiatives. The Social Development Commission (SDC) was also mentioned as the body that addresses social issues within the Parish.

The study participants noted that an important factor in shaping the local tourism industry context is the absence of the local offices of key government agencies responsible for tourism development, namely the Jamaican Tourism Board (JTB), the Tourism Product Development Corporation (TPDCo)

and the Jamaica Hotel and Tourism Association (JHTA). Some of these organizations had local offices in Port Antonio in the past, but they were closed down. Local stakeholders feel that this is as a sign of the lack of support for Port Antonio as a tourism destination and as lack of real support for sustainable tourism (interviews). Coincidentally, at the time of my visit, the recently re-established Resort Board as a body mandated to coordinate and address local tourism interests was experiencing leadership challenges, which impacted its operational capacity.

One relational dynamic within this community that was noted by several study participants is a certain amount of disconnection among various stakeholders. One participant felt that local organizations were experiencing a leadership crisis and were not working well together in terms of coordinating their different roles and responsibilities:

> *I think we are in crisis for leadership. I think most organizations here don't understand what their role should be so you find we have a lot of competition for similar types of projects. We are not paying attention to what our jobs are"* (Chamber of Commerce, Port Antonio).

Another respondent noted: "*Port Antonio has not been successful in getting the community to work together."* This lack of cohesion among stakeholders is reflected in or might be stemming from the disagreement around the vision of what sustainable development and sustainable tourism means for this community as discussed in part above.

It appears that this dynamic might also be representative of a broader socio-economic dynamic that is characteristic to Jamaica and is being reflected in this community. During informal conversations this was described to me as 'class difference' and how this affects the interaction among people. In Port Antonio, this dynamic is associated with the tourism industry. It was described to me as follows. Since Port Antonio emerged as a high-end 'exclusive' destination and due to its proximity to Kingston, over the years it has been attracting wealthier visitors and migrants from Kingston. These visitors and new residents have different ideas about what they want to see in this community than the locals. This creates a sense of tension, where the locals feel that the visitors and new residents bring their 'high-end

attitude' and expectations to the local community, while the visitors feel that the locals are complacent and are not doing enough to promote the development in their community (Fieldwork journal). This dynamic has become further entrenched due to the high number of accommodations being owned by people from Kingston or by foreigners.

Case Two – the Rockhouse Hotel, Negril

The Rockhouse is small boutique hotel of 34 rooms located in Negril, Westmoreland Parish. *The Rockhouse Credo* states that the hotel has five responsibilities: to hotel guests, to the staff team, to the Negril and the Jamaican community, to the natural environment, and finally to the owners and lenders (The Rockhouse Hotel website).

The hotel's sustainability practices include the following. It implements an Environmental Management System that addresses the hotel's energy and water use, purchasing and waste management policies. The hotel uses solar powered hot water heating and rainwater harvesting. It also uses organic compost in the gardens and recycles the thatch that is used on cabin roofs. The hotel also makes and refurbishes its own furniture on site adjacent to the hotel. This practice provides employment and helps develop the carpentry skills among local residents. The hotel's Environmental Policy also looks outward aiming to make a positive contribution to the environmental conditions in Negril. This hotel has been actively supporting the Negril Recycling Centre, conducting environmental awareness for local schools and supporting the development of a weekly farmer's market (interviews & website). Much of this external engagement has been through the role of the Rockhouse Hotel's Director, who has been the President of the Chamber of Commerce for the past 3 years. The Rockhouse Foundation is the hotel's social responsibility arm. Through the Foundation, the Rockhouse has supported the building and renovation of local schools as well as provides ongoing nutrition, supply and maintenance support. It also contributed to the renovation and expansion of the local library.

The Rockhouse holds a full Green Globe certification. It has been noted on the Green Globe 21 Green List as one of the Caribbean Greenest Hotels and has received the Jamaica Hotel and Tourism Association's Best Use of Energy Award. The study participants described the Rockhouse as a 'responsible corporate entity' and as an outstanding example of a small hotel's sustainability practices (Interviews notes). They also noted the hotel's contribution to the local community via the Rockhouse

Foundation. And they underlined the role played by the hotel Director through the Chamber of Commerce. The Rockhouse has received a lot of international and local media attention, including for its sustainability performance. This is in part due to the foreign ownership of the hotel, which makes it part of a broader international network. One of the study participants noted that the Rockhouse owners have successfully leveraged their name and their international networks for the benefit of the community.

Negril, Westmoreland Parish

Negril is located on the West Coast of Jamaica. It is one of the three largest resort areas of Jamaica. The total population of Negril is 7,832 people (2011 census). Administratively, Negril is located across two different parishes, Westmoreland Parish and Hanover Parish. As such, Negril and Green Island (the adjacent local community) have been designated a part of a separate Development Order Area or local planning jurisdiction.

Negril has become a popular tourism destination due to its long 7.2 km stretch of white sand beach (Development Order), known as the seven mile beach. However, the western part of Negril, where the Rockhouse Hotel is located, is characterized by steep and rocky cliffs. Negril is also adjacent to the Great Negril Morass, which is located behind the main coastal road. The Morass plays a key role in supporting the biodiversity of the local ecosystem and storing rain water (Ibid). There has been a growing awareness of the environmental impacts of tourism in Negril and the need to protect the diverse and fragile eco-system. In 1990s this area was designated as an Environmental Protection Area by the former Natural Resource and Conservation Authority. This designation calls for special protection and conservation measures. Further, in 1998, the marine part of the Negril and Green Island area was designated as the Negril Marine Park. Two non-governmental environmental organizations – the Negril Environmental Protection Trust (NEPT) and the Negril Coral Reef Preservation Society – were formed at the time to manage the Negril Environmental Protection Area and the Marine Park

respectively. Since then, they have conducted a number of conservation and environmental awareness initiatives.

A key environmental issue of concern for Negril is the ability of the natural environment to accommodate the ongoing growth. The carrying capacity assessment conducted as part of the 2002 Tourism Master Plan showed ongoing beach erosion, wetlands as threatened and coral reefs as endangered and the periodically exceeding levels of pollution concentration. This is expected to be a growing issue considering that the same report shows that the capacity of water and waste management infrastructure has already been exceeded or is at capacity (Commonwealth Secretariat, 2002). Concerns about water shortage were noted by study participants. As well, the Tourism Master Plan and the Negril Green Island Development Order also highlight concerns about waste treatment capacity and energy access. There are also ongoing concerns of the ecosystem degradation due to overuse and the growing awareness of climate change vulnerabilities.

Tourism is the dominant economic sector in Negril accounting for over 40% of local employment followed by commercial activities associated with tourism such as food vending and retail (Negril Development Order). While Negril emerged as a more remote "hippy destination" in the early 1960s, it experienced rapid growth since the mid-1970s with the construction of all-inclusive hotels across Jamaica (Rhiney, 2012). The development of tourism in Negril has been following a pattern with the larger hotels located along the long beach strip and decreasing towards town centre and along the West road, with smaller hotels and guesthouses dominating this latter portion (Ibid). The most recent growth in the area has been attributed to new larger hotels (Ibid). Currently, Negril hosts 20.9% of all arrivals to Jamaica. It has 5,118 rooms available and had 61.3% occupancy rate in 2012 (JTB, 2012).

Due to the rapid and unplanned growth of tourism, Negril and the surrounding area has been experiencing a range of socio-economic challenges (Rhiney, 2012). These include the "selling and use of illicit drugs to tourists, the emergence of squatter communities, privatization of local beaches, and the inflation of real estate prices" as well as sex trade and visitor harassment (Ibid). The growing

awareness of these challenges in Negril and in other major resort centres has prompted the new focus on community tourism, which aims to provide a more equitable distribution of benefits from tourism to the local communities (Ibid). The Negril Green Island Development Order also has the objective of creating more interaction and reducing the divide between the tourism facilities and the local communities (NIGALPA, 2013). The establishment of craft market was also an initiative aimed at addressing the informal economy and visitor harassment (Commonwealth Secretariat, 2002).

Negril - Relational Context

One of the key characteristics of the local relational context is the dominance of the tourism industry and especially hotels. As described by one of the study participants:

> *"The industry in Negril basically is hotels. If it's not a hotel, its basically there to support the tourism industry, they're supplying sausages or they're selling petrol. So, its all really part of the tourism industry. There is no other industry in Negril"*

Among hotel owners, there is a mix of local 'old school guys' as one participant described them, who opened their hotels in the early days of tourism development and the new younger owners. As well, there is a high level of foreign ownership in hotels. The older hoteliers almost play the role of the community elders. They were responsible for establishing the Chamber of Commerce and they continue providing advice and mentoring to the younger hoteliers.

The private sector has a strong voice in the local governance process through the Chamber of Commerce. As well the Negril Resort Board and the Negril Chapter of the Jamaica Hotel and Tourism Association (JHTA) play a key role in terms of coordinating the local tourism industry. Other key local institutions include the Negril Green Island Local Planning Authority (NIGALPA), which is the local authority that undertakes planning and development control for this area. From the environmental perspective, a local office of NEPA implements environmental monitoring and works with the local environmental NGOs – NEPT and the Coral Reef Preservation Society – on various environmental conservation and protection projects. At the Parish level, the Westmoreland Parish appears to have a stronger presence in Negril, through the interaction between NIGALPA and the Westmoreland Parish Council and through the Westmoreland Parish Development Committee (PDC). The Westmoreland PDC actually expressed an interest in building a closer relationship with the stakeholders in Negril as currently their interaction is limited.

There are two dynamics that should be noted with regard to the local governance and relational context in Negril. Firstly, there seems to be a high level of interaction among the different stakeholders. The

study participants attributed to the nature of the community, which is described as the "Capital of Casual." This phrase is actually listed on the welcome sign as you enter the community. The study participants noted that all agencies are very welcoming of new members and that the 'Negril setting' allows for casual interaction among stakeholders, sort of outside of the political process. In describing this, one stakeholder noted: "when you're here, you get involved." The second dynamic relates to the level of awareness by stakeholders of the environmental issues. This awareness has been evolving over the years with the evolution in the tourism industry in this community. As described by one study participant:

> "When we started it was a lot of small entities. And it wasn't what you call big business. And maybe economically we weren't as efficient as people thought we should be. But it was more a way of life. And it's like you share you way of life with the tourists. And in a sense it was sustainable. And most people at the time were conscious of the environment not as what you call today environmentalists but they were conscious of whatever they do how it would impact the surrounding, whether its fishing the quality of the water, the plants or whatever."

This level of environmental consciousness is now coming back among both businesses and residents because of the growing awareness that their livelihood depends tourism, which is contingent on the quality of the natural environment:

> "…here in Negril the business community and the residents and workers are all more conscious of the importance of the environment and the sustainability of the industry, more than other areas... And the government agencies most of them recognize that here we are a bit more attentive to it and so they tread a bit more careful in pushing issues."

Case Three – Jake's Hotel, Treasure Beach

Jake's Hotel is a small boutique hotel with 49 rooms. Jake's hotel sustainability strategy shows a very strong community orientation. The hotel's website states: "*Treasure Beach is unlike any other place in the world, and our vision of sustainability intends to keep it that way. To us, sustainability is not just about eco-friendly practices, it is as much about cultural preservation and maintaining what is unique about our community*" (Jake's Hotel website).

Jake's environmental practices includes solar water heating and gray water treatment, use of salt water in the pool and other environmental management practices. Jake's places strong emphasis on being part of the local economy through provision of local products in the hotel and the promotion of the 'Treasure Beach brand'. Jake's Hotel builds relationships with local farmers and holds a monthly farm-to-table dinner that provides the opportunity for guests to learn about the local food and to interact with the farmers. The hotel delivers most of its community-oriented sustainability programs through its foundation, Breds Treasure Beach Foundation. This includes environmental conservation and stewardship projects such as the establishment of a fishing sanctuary as well as broad range of community economic development initiatives. Most recently Breds has led the development of a sports park to provide community facilities as well as part of a strategy to diversify the local tourism product. Breds also has a long-standing history delivering educational and youth development programs as well as supporting local schools. Finally, the owner of Jake's hotel has been able to impact the broader community in St. Elizabeth Parish as Chair of the Parish Development Committee.

Jake's hotel's and its owner's leadership in the community has been recognized through a number of awards such as World Travel Market Caribbean Best Boutique Resort, Conde Nast Traveller Readers Choice Award as well as numerous publications in the media. All study participants said that Jake's Hotel has contributed a lot to the community of Treasure Beach. They noted that the owner of Jake's "really cares about the community" and has been working and advocating on behalf of the community. In discussion with other organizations, Jake's was noted as a good example of leadership, because it is

very obvious what they're doing in terms of sustainability within and outside of their hotel (Fieldwork journal).

Treasure Beach, St. Elizabeth Parish

Treasure Beach is located in the Parish of St. Elizabeth on the South West coast of Jamaica. This rural community is part of the South Coast Resort area, which covers St. Elizabeth Parish and two other adjacent parishes. Treasure Beach has a population of 3,005 people (2011 Census). This area is named after its first hotel Treasure Beach Hotel, which was built in the 1930s (St. Elizabeth PDC, 2013).

The natural environment in Treasure Beach area is very different from other parts of Jamaica. The landscape is a savanna with rolling hills and is fairly rocky in some parts. The beaches in this area are characterized by darker colour sand. Treasure Beach receives little rain due to being shaded by the nearby mountains. The entire South Coast area, however, is very diverse in terms of the natural environment. To the East along the coast, Treasure Beach borders Pedro Plans, which is one of the richest agricultural areas. And towards the North West along the coast there is the Black River morass, one of the largest wetland areas in Jamaica. In Treasure Beach, however, water access is a major issue due to salt-water intrusion into the coastal aquifer, caused by frequent droughts and over-use (St. Elizabeth PDC, 2013).

Traditional economic sectors in Treasure Beach are fishing and agriculture. Agriculture still currently represents a primary activity for about 46% and fishing for about 40% of local households (Ibid). However, agriculture is facing ongoing and growing challenges of water shortages and declining productivity, while fishing has been in decline due to unsustainable fishing practices and damage to coral reefs from hurricanes. The decline of these traditional industries has been impacting the younger generation, as they are no longer able to follow in the footsteps of their parents. Education levels are very low among residents since, as explained by one study participant, previous generations could have lived very well off in that community without any formal education simply by pursuing fishing or

farming, however, this is becoming less and less possible for the new generation. With this need for economic diversification, tourism has emerged as the new focus of the local economy.

In terms of sustainable development, the entire South Coast of Jamaica, which coincides with the South Coast Resort Area, has been recognized as a unique and sensitive environmental area. The South Coast Sustainable Development Study and Master Plan prepared in 1999 envisions this area as a target for low-density development, environmental protection and focus on community-based tourism (Commonwealth Secretariat, 2002). The same direction is echoed in the 2012 Greater Treasure Beach Sustainable Development Plan, prepared by the St. Elizabeth Parish Council and Parish Development Committee (St. Elizabeth PDC, 2013).

The 'off-the-beaten-path" model of community tourism that is being pursued in Treasure Beach aims to capitalize on the local natural, cultural and historical assets (Ibid). In terms of culture and heritage, Treasure Beach has a number of important archeological sites that link back to the early settlements and there are also important heritage sites nearby, including the historical town of Black River. Treasure beach also hosts a major cultural event, the Calabash Literary Festival and it was home to a famous Jamaican film-maker Perry Henzell, who is known for the film *The Harder They Come.* Over the last few years, with the establishment of the Breds Treasure Beach Sports Park, the community has also been pursuing new opportunities through sports and fitness tourism.

There are 69 accommodations in Treasure Beach with a total capacity of 500 rooms. All of these are small hotels and guesthouse, as well as Bed & Breakfast-type facilities. However, only about 10% of these accommodations are licensed and registered. The occupancy rates are very low (25-35%) and highly seasonal. Other key challenges faced by accommodation owners are water access and energy costs, with the latter being a problem across Jamaica. In addition, all of the infrastructure in Treasure Beach is very old and has not been maintained or received new investment. This includes roads and water as well as community infrastructure.

Treasure Beach - Relational Context

Treasure beach is known as a very quiet, well-knit and welcoming community. It is a popular area for retirement (St. Elizabeth PDC, 2013). International travel sites and reviews of this destination highlight how peaceful and serene it is and how friendly the locals are. This culture is quite different from other parts of Jamaica. As noted by a study participant, visitors from places such as Kingston sometimes find it difficult to understand the local approach. Another participant also noted that the area is so safe that he rarely locks his door at night. Because of this welcoming atmosphere, voluntourism – tourism that involves volunteer work in the community – has become a very popular activity in this area as it attracts visitors who are interested in community work. As will be discussed later, Jake's hotel has been very successful in engaging hotel guests in various local initiatives.

The well-knit nature of the community is reflected in the generally shared vision of focusing on low-density and low-impact development in this area. During the preparation of the South Coast Sustainable Development Master Plan, the community of Treasure Beach advocated, and was successful, in reducing the planning density for development within this area (Interview notes; Commonwealth Secretariat, 2002). The local government authority is now under impression that this standard is enforced locally through informal processes because they noted never receiving any planning proposals that exceed it. The local community organizations indeed reported that they provide an oversight of the local tourism product, including the quality of accommodations.

The key local governance organizations in Treasure Beach include Bred Treasure Beach Foundation established by Jake's hotel, the Greater Treasure Beach Citizen Alert Benevolent Society (GTB-CABS) and the Treasure Beach Women's Group. These three groups work together to identify and address local needs and issues. The GTB-CABS feeds into the Parish Development Committee (PDC) structure as they represent the Community Development Committee, a sub-structure of the PDC. Treasure Beach has also been providing leadership to Parish-level governance through the PDC as well as on the regional level through tourism agencies – the South Coast Resort Board and the South Coast

Chapter of the JHTA – as the chairs and deputies of these organizations are currently or have been in the recent years from Treasure Beach.

In terms of hotel or accommodation owners, it has been noted that for the most part they are 'lifestyle operators,' meaning that they undertake business activities in order to support their life-style or because they enjoy the life-style in Treasure Beach. Many such owners run small guesthouses or B&Bs on the side, while having another full-time occupation and there are also those that do not live in Treasure Beach full time but just for a part of the year. The study participants representing the accommodation owners described their relationships as friendly, even family-like, with frequent social interaction. However, at the same time, they noticed that there is limited communication or collaboration among them, despite the fact that they all acknowledge the need for it. This is discussed further as part of the research findings.

4.3. Reporting results – cross-case analysis

As noted in the methodology section, the study analyzes different leadership mobilization means – structures, processes, and people – and their connection to social capital. As well, it addresses the contextual factors impacting the relational dynamics in each case. To recap, the data collection was guided by the following:

Variable	Data Collection Method	Social Capital Connections to Explore
Structures Organizations, committees, working groups, networks, etc.	Secondary data review Key informant interviews	Existing & new relationships/ networks Formal/informal Bridging/bonding network connections
Processes Meetings, workshops, consultations, community events, reports, publications, campaigns, etc.	Secondary data review Key informant interviews Direct & participant observation	Subject/purpose of structures/processes & relational & cognitive aspects of social capital (commitment/ trust, shared objectives)
Participants (people) Business owners/managers, other leaders	Secondary data review Key informant interviews Direct & participant observations	Individual influence & relational aspects (trust, recognition); Individual beliefs/attitudes & relational/cognitive aspects
Context	Secondary data Primary data Direct & participant observation	Relational context Relational perceptions of different actors (network cognition)

Table 2 – Summary of Data Collection Approach

Table 8 below summarizes the cross-case analysis of study findings.

4.3.1. Cross-Case Analysis Summary

	Case 1 – Port Antonio		Case 2 - Negril		Case 3 – Treasure Beach	
	Data	**Connections**	**Data**	**Connections**	**Data**	**Connections**
Structures Processes	Engaging through existing structures/ processes – ongoing dialogue and awareness building Voicing opinion/concern	Focus on promoting sustainable tourism product and on building a shared understanding of sustainability Collaboration around shared goals – "in the event our goals coincide" e.g. opposing particular development	Engaging through existing structures – Chamber of Commerce, Resort Board, PDC, Boards of Directors Voicing opinion; participate in discussion & decision-making	Colleagues working towards the same goal "All agencies welcoming-reflects nature of the community" focusing on agencies that already have a sustainability focus – e.g. Chamber of Commerce Education & awareness building	Foundation & its board of directors	Making it a community organization available to anyone Contributing to local community (reputation-building) Free rider problem
	Working one-on-one with local members of the community	Mutual economic benefit – relationship based on market exchange Describe community members they work with as family Focusing on mutual benefit for guests and for locals	Own sustainability practices – leading by example Regulation	Facilitating new relationships when learning about specific practices Demonstrating the value of adopting new technologies Different understanding of sustainability among business/government	Grant-seeking (via the foundation)	People 'get put off easily' if there is no funding or concrete program Free rider problem
	In-house training programs & opening them up to other hotels	Issues of trust in relationship of employee and employer Perception of value of training not shared by others No reciprocity in terms of the relationship with the government – government behaviour does not reflect standards set for the industry	Collaborating around specific initiatives Seeking funding for these initiatives	Facilitating new relationships when learning about specific practices	Implementing concrete projects (via the foundation) Strategic partnerships Holding high profile events or getting high profile people on board	Demonstrating specific value for partner; making it relevant to them Leverage existing successes or relevant initiatives Mutual benefit (for guests & for local community) Building awareness

Table 7a – Summary of Cross-Case analysis – Structures and Processes Sub-variables

	Case 1 – Port Antonio		Case 2 - Negril		Case 3 – Treasure Beach	
	Data	Connections	Data	Connections	Data	Connections
Structures Processes	Leading by example – hotel's own sustainability practices / promoting sustainable product in tourism Regulatory process/standard setting	Mentorship to other businesses Building awareness of new technologies & practices Creating a shared understanding of what sustainability can look like in practice. Creating a mutually beneficial experience – guests & local community	Foundation – supporting local community & schools	Reputation for caring Being seen as a member of the community Awareness-building through education	Participating through existing structures – PDC, Boards Voicing opinion/ concerns	Advice Input on decision-making Representing local interests
	Collaborating around specific initiatives Pursuing grant funding for specific initiatives	Free riding problem (no one wants to do the actual work) Trust is an issue External financing keeps the collaboration going	Relationship with other SMEs – open-door policy; knowledge exchange with other businesses but little collaboration on sustainability	Collegial relationship Sustainability as a trade secret	Own practices Certification process	Building awareness of new environmental and social sustainability practices
	Consulting services for small businesses (planned)	Using existing connections to build client base Use own understanding of small business Market-based exchange				
	Information sharing with other hotels	Difficult to connect with hotels outside of your geographical region – time & travel constraints				

Table 7a – Summary of Cross-Case analysis – Structures and Processes Sub-variables

	Case 1 – Port Antonio		Case 2 - Negril		Case 3 – Treasure Beach	
	Data	**Connections**	**Data**	**Connections**	**Data**	**Connections**
People	Hotel owners/ managers	Personal values guiding the leadership process & the kinds of actions they engaged in Perception that there are no like-minded businesses or peers – focusing on changing of mindset of others Personal experience prior to opening own hotel	Hotel director	Personal experience prior to joining the hotel sector Seeing opportunity/need locally because of own experience with sustainability	Hotel owner	Own connection to the community drives approach "too busy" – can't do everything
People	Use of personal relationships	Friendship Working with individual government representatives	Mix of personal & formal relationships	Personality plays a big role in participation Casual nature of the community reflected in relationships	Personal relationships – asking for a advice 'behind the scenes' Engaging guests on personal basis	Projects motivated by personal interest Personal influence to create change
People			Distributed leadership – group of people	Mindset of individuals Mutual support People bring own values to the organization	Distributed leadership — building leaders within the fisher community 3 groups that work closely together	'people stepping up' Common goals around community development
Context	Differing visions for the community by stakeholders		Being in-between two jurisdictions Environmental awareness locally		Mostly lifestyle businesses in the community Community very clear on what they want for the area	

Table 7b – Summary of Cross-Case analysis – People Sub-variable and Context

This section provides a discussion of the cross-case analysis summarized in the table above. This discussion addresses the themes that were identified in all three cases, followed by themes identified in two of the cases. As part of the discussion of individual themes, I address the relevant social capital connections and contextual factors, highlighting the individual variations or similarities across cases.

4.3.2. Themes addressed in all three cases

Structures/processes – The hotels' sustainability practices and regulatory process

The sustainability practices of the three hotels were identified as one of the key ways through which these businesses interact and build relationships with other stakeholders around sustainable development. Through these practices, they first engage in the process of demonstrating the potential for an alternative destination model to mass tourism. They do this by showing the market demand for these different tourism products and by serving as a practical example of the viability of this model in the small business context. In discussing their sustainability approach, one of the hotels commented:

> *"we set out hopefully to set an example to demonstrate to others that a small business can operate along sustainable guidelines and be successful. It need not to be exclusive, one or the other, which is what most people think"*

> *"when we opened the hotel, tourist board representative was aghast because we didn't have the conventional carpeting and TV and mini bar and for her, we were, she perhaps considered us sub-standard and its taken a lot of time to have people come around and recognize that what we offer is quite valid. It's maybe not their taste but there is a market demand for this sort of an experience"*

This process of demonstrating was described by study participants as 'leading by example.' In terms of social capital, it helps to build the credibility of the leaders, in part through showing the seriousness of their intentions and the effectiveness of their approach, but also through the international recognition received via awards and media attention. This credibility then gives the leaders the legitimacy and the authority with regard to the subject of sustainability, which can be leveraged in building new relationships. The 'leading by example' also helps to build awareness of sustainability and sustainable

practices among other businesses and stakeholders. Through this, it contributes to generating the cognitive aspects of social capital that pertain to the shared understanding of what sustainability means for small hotels. These social capital effects are evident from the comments by various study participants when discussing their perception of the three hotels and why they are seen as leaders:

"Its almost like Hotel Mocking Bird is like a benchmark for which most of these other upcoming small hotels try to meet."

"the best form of convincing or promoting the environment is what you practice yourself."

"He leads more by example. He goes out and he does things."

"As well as they have in just the fact that they have been leading by example to some extent it kind of creates a model for what other businesses can do."

"Because they are recognized internationally by environmental groups. They are always filled with tourists who want to be friendly with flora and fauna."

"Like they're the ones who know what they're doing. They're the ones who still get people in their hotel in this economy. They're the ones who trailblaze."

The sustainability practices of the three hotels also provide the basis for developing new exchange relationships (relational social capital) based on knowledge-sharing. For example these include relationships with other businesses and with academic institutions:

"I offer advice as much as possible. And particularly a lot of younger persons come to me for advice on business and marketing."

"We hosted student groups... a number of professors who teach sustainable tourism request us to host student groups, from UWI but also from the States and from Canada."

Secondly, the hotels used their sustainability practices to build relationships with the tourism and other regulatory bodies through the permitting process. The use of sustainable technologies and the

integration of sustainability in the hotel design caused them to exceed the standards set in the various permits. Therefore, the hotels used the permitting process as a way to build awareness of new environmental practices and technologies and worked with the regulatory bodies to integrate these practices into the regulation standards. The following comments from the hotel owners describe this process:

 "For example, we collect rain water and we then treat it with UV filter treatment system and reverse osmosis but the health authorities weren't really familiar with these systems and insisted that we install an in-land chlorination system, which is actually very dangerous when you have liquid chlorine particularly when people don't always follow the exact instructions. It took us I think two years where we had to provide documentation and case studies from other countries until it became acceptable for them."

"you're always pushing the boundaries when you're trying to do things that are a little different, cause they are used to what they know…so, hopefully, this sort of constant dialogue with them will bring all of us further and will make them more aware of more modern technologies."

 "Yes, they do look to us as a standard in a way. But they don't do anything about enforcing rainwater harvesting or anything like that."

"They set policy and they do the inspections through TPDCO. So because of Jake's being such a unique property, it's important to work with them to understand. You know its not like your typical one block of 150 rooms, where everyone is the same."

"Sometimes, we have to remain objective with them and we have to argue our point because sometimes they think one size fits all. Whereas we really are pursuing a different model here."

Structures/Processes – Engaging through existing participatory structures and processes

In all three cases, the leaders build relationships with other stakeholders in the community through participating in various institutional structures and processes designed for convening and facilitating stakeholder engagement in local planning and development. These include the following. In Port Antonio, these are the Chamber of Commerce, the Resort Board and the Parish Development Committee (PDC) through their tourism sub-committee. In Negril, the Chamber of Commerce plays the main role due to the Rockhouse Hotel Director being the President of the Chamber. The Resort Board and the JHTA were also noted to be important as agencies that address tourism issues. The Rockhouse Hotel is also represented on the town planning advisory group. In Treasure Beach, Jake's Hotel owner is Chair of the Parish Development Committee (PDC) and participates on working groups of the Parish Council and the Social Development Commission. In both, Treasure Beach and Negril, the hotel owner/directors also reported serving as members of the boards of directors of other civic organizations (e.g. school boards, local environmental NGOs, etc.). For these two cases, some of these additional positions held by the hotel owners/managers were attributed to their leadership roles in the Chamber of Commerce and the PDC, respectively.

These organizations meet at different frequency in each of the communities. In Port Antonio, the Resort Board meets four times a year, while in Negril it meets on a monthly basis. Similarly, the Chamber of Commerce holds monthly meetings in Port Antonio and bi-monthly in Negril. The PDC in Treasure Beach meets monthly. This reflects the frequency of stakeholder interaction through these structures, which is important in social capital development.

With regard to social capital connections, several factors played a role in determining which structures were mobilized in the leadership process and how. Firstly, it is possible to draw a connection between the mandate of the structures and the leaders' objectives or interests around sustainability. Secondly, the existing value-orientation or existing activities of the structures seem to play a role in terms of how they relate to the leaders' values and objectives. As well, the mobilization of different structures was

shaped by contextual factors, such as availability. Because of these different factors different structures were mobilized in each of the cases. These factors are evident from the leaders' discussion of their motivation or reasons for working through these particular structures.

Starting with the mandates, the leaders were asked to identify how (through which processes and structures) they work with the different stakeholder groups. Based on their answers it is evident that the mandates of the different structures were related to which stakeholders the leaders wanted to engage or which interests they wanted to advance. The Resort Boards and JHTA were mobilized because of their mandates in addressing tourism issues. As described by one of the study participants:

> *"they [hotels] have the Resort Board and any resort problem you have you go there and you vent it. They would go to the Resort Board to state their input or their problem and then the board now will coordinate with the relevant authority who is responsible for that particular area and the activity will be addressed."*

The PDCs with their mandate to engage different stakeholders into the local decision-making processes were mobilized to build the relationship with the local government. As an example, in the case of Jake's Hotel this involvement was attributed to the hotel owner's focus on promoting and advancing the interests of the local community:

> *"He sees an issue, he hears an issue coming out from a particular district in Treasure Beach and he speaks on behalf of the district as Chairman of the PDC."*

The Chambers of Commerce were mobilized due to their mandate of representing the interest of the business community. For example, in Negril, the Chamber of Commerce was key due to the concentration of businesses in this area. As well, in this particular case contextual factors played a role. The Chamber emerged as the key structure for leadership mobilization due to Negril's unique geographic location and administrative status:

"The problem with Negril is that we don't really have a local councilor. Cause Negril is half in Hanover and half in Westmoreland. And Parish Council is based in Lucy and Sav. So in Negril there's not town hall, there's no mayor, there's no structure, so it really ends up being people like the Chamber or the Resort Board who end up making that sorts of decision. So you're almost like a little local government. In a way this makes us the leadership in the community."

"...basically because we are situated in two Parishes, we are nobody's child kind of stuff. So we thought we would have an organization that would speak up for us. And at the time, the Kingston Chamber of Commerce was very powerful and was always out there so we thought we would have a chamber of Commerce and piggy back on their popularity. And that's how we really started the chamber. And that's why I says its not like most chambers which are all commerce, its politics, social issues, environmental issues."

To illustrate several other contextual factors, in Treasure Beach, the Resort Board and the Chamber of Commerce were not identified as relevant structures because they did not have a strong presence within this community. With the Chamber of Commerce this was due to its focus only on the Town of Black River, and with the Resort Board, it was due to its size spanning three adjoining parishes. Therefore, the focus in this community has been primarily on local organizations.

The role of existing value-orientation or activities of structures in shaping how these structures were mobilized is very evident in the case of Negril. There, the existing environmental focus of the Chamber of Commerce was one of the key motivations behind the Rockhouse Hotel becoming active in this organization as it coincided with the Hotel Director's own interest in environmental issues:

"because of my desire for sustainability, you know, you tend to gravitate towards the people that have a similar idea."

"sometimes it depends on the mindset of the individual. If you're someone who likes the environment you might go out and find organizations like that."

As recounted by one of the founding members of the Chamber of Commerce, the Chamber was active in environmental sustainability since its establishment due to the personal interests of the founding members. The Chamber was also responsible for the establishment of two key environmental NGOs in Negril – NEPT and the Negril Coral Reef Preservation Society. The environmental orientation of the Chamber also reflects the overall level of awareness of environmental issues among local stakeholders as discussed earlier in this chapter.

Through these participatory structures the leaders contribute to decision-making and voice concerns about particular issues with regard to sustainability or tourism:

> "*If you are in a position, its your duty to make your concerns known, so that they can be addressed.*"
> "*So any of the plans that they have, we have been through that. You know, we're often very vocal about, we have a point of view.*"
> "*...we [the Chamber of Commerce] take up issues like whatever environmental degradation we see coming up and we try to do what we can to reduce it or to draw attention to it.*"

The leaders also saw these structures as venues for ongoing dialogue about sustainable development and sustainable tourism and as processes for educating or raising awareness of other stakeholders on these issues and how they apply locally. This contributed to the development of the cognitive aspects of social capital through creating a shared understanding of what sustainability means in the context of the local tourism industry or community development:

> "*we have been working with them to try and make them understand that there is more to selling Jamaica than just sun, sea, sand and trying to make them aware of the evolving need*s."
> "*They're big advocates for sustainable development because they know what it is that keeps Treasure Beach alive. They know what it is that makes them world-renowned and what most families depend on.*"

This dialogue and awareness-building are also undertaken through the use of various 'boundary objects' or around specific initiatives, especially those aimed at introducing new sustainable tourism products as discussed further below:

> "*usually, we have a meeting and its usually off the back of a report or a proposal that has been put it. So, we look at it and critique it and send it back to them and say you have to address this and this and this and these are the things that need to be done for this to work. So, its a sort of consulting.*"

> "*Its about educating other hotels and other businesses about you know, how cost effective it is to recycle as opposed to throwing everything into the garbage. Let alone, what they are doing with the environment. I think education has to be key whether its education as formal education or whether talking at meetings.*"

This dialogue helps create a two-way relationship between the hotels and other stakeholder around knowledge and information exchange:

> "*my experience here has given me more education around…the specific challenges that the exist in Negril and in Jamaica. And I've formed lots of associations because of that.*"

> "*Generally, we look at them for some level of mentorship when it comes to hospitality. Like they're the ones who know what they're doing. They're the ones who still get people in their hotel in this economy. They're the ones who trailblaze.*"

> "*At the resort board meetings from time to time they would come and give very objective reports about their stewardship within the industry.*"

> "*I offer advice as much as possible. And particularly a lot of younger persons come to me for advice on business and marketing.*"

For the two cases where the hotel owners/managers are involved in leadership roles of the participatory structures, they have also leveraged these positions to shape the agendas of these structures and to engage other stakeholders in the structure's activities. This is evident based on the connection between

the leaders' objectives or motivation and the initiatives that were pursued by these structures during their terms in leadership roles. For example, in Negril, the Rockhouse hotel has expressed a very strong interest in environmental issues, in particular resource management. During the term of the Rockhouse Hotel Director as President of the Chamber of Commerce, the Chamber pursued environmental programs, including the Recycling Centre and farmers' market, and also contributed to efforts by other organizations such as the coral reef restoration initiative. Similarly, through his involvement as the Chair of the PDC, the Owner of Jake's Hotel has been advancing the community tourism agenda as reflected in the initiatives that are being pursued by the PDC, including growing Bed & Breakfast, sports and agri-tourism.

Structures/processes – focus on specific initiatives

In all three cases, leadership mobilization and stakeholder engagement took place through tangible projects or initiatives. In fact, several study participants expressed that this was a preferred approach. Informally, one participant noted a frustration felt by businesses about how many meetings initiated by government agencies do not lead to tangible outcomes nor provide tangible value for businesses (fieldwork journal). When discussing the engagement processes that did not succeed, a study participant noted:

> *"I don't think I would ever have a large forum again. No one wants to sit in a hot room and listen to some guy in a suit talk at you. Come in with a solution to a problem, come in with a project idea, that works."*

Examples of projects initiated or supported as part of the leadership process include the following. In Port Antonio: joint destination marketing, supporting community livelihood initiatives, and collaboration around major tourism events, such as the Clipper Race yacht tournament. In Negril: the recycling centre, coral reef restoration project, and the farmers market. In Treasure Beach: the fish sanctuary, certification of local fishermen as boat tour operators, and the sports park. Many of these initiatives are part of the process of introducing new sustainable tourism products within the resort

area. Others also focus on advancing particular policy changes, such as the Bed & Breakfast policy, or resolving a particular issue, such as opposing a potentially environmentally damaging development.

These tangible initiatives are used as a mobilizing force around which to engage new partners:

> *"We decided there used to be a lot of plastic stuff litter all over the place. And the Chamber started by cleaning it up ...and once we started we came to the government and asked them to give us a plot of land, which they had. And they did. And then we decided to put up a recycling centre."*

> *"I've been very involved with is a farmers market once a week. We have the farmers coming in and it's a very fantastic day. Through the Ministry of Tourism we sort of got the Ministry of Agriculture involved and they just launched it in Negril a couple of weeks ago."*

> *"UNICEF were already sponsoring our Edusport program. It took a while to convince them but they came on board and they're happy they did."*

From the social capital perspective, these specific initiatives provide a bridging experience for the pursuit of shared goals among stakeholders, such as addressing a particular local challenge or need or in bringing more visitors to the destination. This is evident from the following comments by study participants:

> *"for example, they might be opposed to the development of say a particular area and we are opposed to that as well, then we would work together to lobby and advocate for that particular area. So where our goals line up we work together."*

> *"...creating new and exciting events and some of the events you may lose money on, but they are good positioning for the community."*

This engagement also takes place through strategic partnerships that allow for the development of relational social capital. This approach is especially prominent in Treasure Beach. The leader there was able to separate a project into smaller initiatives and then identify key stakeholders from a variety of networks for each of these components. These stakeholders were then approached on an individual

basis with a value proposition based on mutual benefit. The following is a description of how this process worked:

"we forged the relationship. We approached them. We knocked on their door and said we think you can be a strategic partner. We think this needs to be done. Not necessarily for Treasure beach but this needs to be done for Jamaica. And this is what we can bring to the table…"

A part of this strategy is engaging high profile supporters to demonstrate the value and the potential of the initiative. This approach helped generate the interest around the initiative and as a result bring on board some of the local stakeholders that were hesitant before as well as to broaden the network of potential supports beyond the local community:

"since the establishment of that facility you would have had a number of international acts coming in. More recently they had Serena and Venus Williams who were there last week. People like Lenox Lewis, Yohan Blake and even some master cricketers from the West Indies… And it has really opened up the eyes of the territory, both Caribbean but international as to what is being offered here."

The effects of this process of strategic partnership-building are reflected in the diversity of partners – local, national and international – involved in the projects initiated through this leadership process in Treasure Beach. This process was also documented via direct and participant observations during the field visit (Journal).

These various initiatives are also used to facilitate the interaction among hotel guests and the local communities. This helped to build relationships and social capital with and among both of these groups through their participation in mutually beneficial experiences. For example, in Port Antonio, Hotel Mocking Bird Hill shares the stories about the livelihood projects that are behind the products available at the hotel.

"…for example, chocolate tea balls from one project, hand-made writing paper from another project, baskets, woven baskets from another family and all of that tells a story and hopefully kindles memories when our guests go back home of their experiences in Jamaica so that its mutually beneficial."

In Treasure Beach, Jake's hotel has a lot of experience in engaging the guests as volunteers in local sustainability initiatives. For example, a community partner reports:

"…there are persons that come on vacation and then want to volunteer or assist with something. A writer actually by chance visited Jakes and heard about the sports tourism strategy and wanted to look at it and see where we could take it. We benefit from some of these things."

All three hotels encourage their guests to contribute to local projects through donations of funds or materials.

In all three cases the leaders also reported engaging in the facilitation or pursuit of external funding in support of these initiatives. They noted that this process was key in contributing to the success of the stakeholder engagement process. This includes seeking grant funding:

"We've been a very big part of that process getting that funding from the EU."

"in the past on two occasions we have applied for funds, grant funds from the various development agencies, donor agencies for destination marketing of this place, we did all the work pro bono, we got funds."

…or building commercial arrangements:

"What we are doing now … is looking for a partner cause there are a lot more people being aware of it and want to be a part of it. So we think we would be going into some kind of commercial arrangement because right now we haven't got the money to replace the equipment."

The availability of funding was noted as an important draw that got stakeholders on board and facilitated collaboration:

"…we've just done so in earnest recently, but the truth is that I never really had anything to offer them. But recently Breds applied for a grant to this organization called Compete Caribbean. So that was a grant to create destination marketing… So for the first time, we're not just saying this is what we think you should do. We're saying, we think you should do this, plus there is this money and support that's going to be available if we do."

However, on the other hand, some of the collaborations were short-lived and depended on the availability of funding:

"So as long as the grant funds were keeping the website alive that was created that was fine, but as soon as the grant fund expired, and one had to start contributing… to keep the website current, no one wanted to contribute to it. So unfortunately it fell apart."

With regard to social capital this process was associated with two interrelated connections relating to the relational aspects of social capital: trust and the 'free-rider' problem. The free-rider problem is a common challenge associated with social capital and trust (Adler and Kwon, 2002). In Port Antonio, lack of trust and free-riding were noted as challenges that contributed to several failed or short-lived collaboration attempts around joint marketing and purchasing and in pursuing a funding opportunity. The following comments describe these challenges:

"For example, the issue of trust is a big issue here and at the end of the day if you're working in a cluster you're always only as strong as your weakest link. And what we have found is that a lot of people will say: yeah, we're participating in this. But now when it comes to actually doing the work, then no one wants to do the work"

"…not everyone paid what they received immediately for their deliveries, and whoever was playing the lead role and placed the order on behalf of everyone was the person who was then pestered and was told that you know you haven't paid up, when in reality he or she has paid and it was the others who haven't."

"...everyone was gun-ho and there was a lot of emails going back and forth about what we can do with this money and there was a lot of ideas about what we can do with this money. And my partner and myself kept asking but who is going to write a project and this question remained unanswered and as a result the opportunity came and went and we have not been able to access the funds."

A similar challenge was described by study participants in Treasure Beach:

"*there is still persons who are receiving the benefits and they are not reinvesting.*"
"*I find in Treasure Beach, people don't market, they just kind of sit back and say well, the tourism board should do it or Jakes do it on behalf of all of us should.*"

These challenges might be caused by contextual factors. In Treasure Beach the respondents attributed this challenge to the lifestyle-orientation of the tourism businesses situated there, describing their business as a "hobby" rather than "a career." The perception is that these businesses have less of an incentive to participate because they accept the variability in their occupancy rate and are not interested in growing their business. In Port Antonio, the respondents noted that socio-cultural and historical factors could be affecting trust development among stakeholders. They also attributed the free-riding challenge to the lack of shared understanding or objectives around sustainable tourism, describing the prevalent outlook as "short-term thinking." Finally, the issues of trust may also be specific to small businesses as discussed in Chapter 5.

People – the personal agency of hotel owner/manager

One of the main themes for the 'participants (people)' variable that emerged in all three cases is the prominent role of the hotel owner/managers in driving and shaping their firm's sustainability approach and engagement with the other stakeholders. This was evident from the primary data and substantiated by secondary data such as media reports. The study participants highlighted the role of owner/managers in their discussions of their perception of the leadership by the three hotels. This is demonstrated by the following comments:

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"But what you notice from [Director of the Rockhouse Hotel] is that he sets example. He leads more by example. He goes out and he does things. It's one of the persons that you can always call upon to play his part."

"I would say that whenever there is a conversation about tourism, hospitality, where it should go…[owners of Hotel Mockingbird Hill] have been the best resource we have. They are the ones that have been here for a long time. They understand the market, they know all the players in Kingston, they know what all the challenges were. And they're not afraid to speak their mind.… So, if there is ever a meeting being convened to talk about our direction, I'm always first to invite them."

"If I see something that goes wrong the first person I call is [Jake's Hotel owner/manager]"

"Jakes hotel I would say it comes through the leader…who is also the Chairman of the PDC"

There are a number of ways that these individual leaders played a role in leadership mobilization. To begin with, the personal values and motivation of these individual leaders provided the basis for the their firms to undertake the comprehensive sustainability programs and to become involved in destination governance. All three leaders reported being motivated by a sense of personal responsibility in contributing to the well-being of their community or to get involved and to voice their concerns:

"If you are in a position, its your duty to make your concerns known, so that they can be addressed."

"I think you know you're coming into the place that is in need of leadership and structure. And I feel that I have social responsibility to be part of it. I mean if you're living in an environment and you call the place home then you have a responsibility. You have social responsibility, you have the responsibility for the actual place to make sure ecologically its not damaged by what you do there."

They also saw themselves fulfilling a need within the community or capitalizing on an opportunity:

"And that's one of the things I find in Jamaica is that you can actually get to know the Minister, you get to know the people who are the stakeholders. So that's one of the things that puts the opportunity in your hands."

"I got a lot of requests particularly from youth and particularly for sports programs, which we could help with some, but we knew that more needs to be done."

And lastly, all three hotels reported that they focus on sustainability primarily based on their personal ethical motivation:

"And from the perspective of some people, we may not be financially that successful, but our goal obviously is to live comfortable, but it wasn't primarily a financial target for us. It was to be able to do this, what we are doing. This is important to us."

"And you know, we're a Green Globe certified hotel. And some people come and stay with us because of that. And so, not that its primary motivation, it's like a fringe benefit of trying to do the right thing, cause it's the right thing."

"...even if it costs more, we travel that road. It's challenging, but its a good challenge. Its a good thing to be pursuing because I think its important."

Secondly, the leadership process was enacted through the owner/manager with their participation in various structures and processes as discussed earlier. Their personal interests and values as well as their previous professional or sustainability experience were reflected in the types of sustainability approaches pursued by the firms, both within their hotel and externally within the community.

For example, in Port Antonio, the hotel owners expressed a very strong sense of values and ethical motivation around sustainability. This is reflected in their very holistic approach to sustainability and is clear from the hotel's mission statement and the description of their sustainability programs as described above. It was also highlighted by the hotel during the interview:

"I think really the holistic approach is in itself the most, the thing that I am most proud of because a lot of hotels will perhaps adopt technologies for the sake of reducing the energy costs, but they do it not because they really believe in the value of sustainability, they do it just to reduce cost. I believe the fact that we take such a holistic approach and look at all the little details."

"I just believe that there is more in life than a business just making profit. I do believe that there is a higher value in life."

As well, one of the co-owners professional training and past experience in the hotel sector as sustainability manager is reflected in the comprehensive nature of the sustainability practices that they adopted. This is noted in the following comments:

"I think the awareness was there before and I also studied sustainable tourism in Germany before we came here and when we opened this business it was with the intention that we would be operating along these guidelines."

"I have been privileged and that is one of the reasons I chose to open my business to be able to do what I believe in because previously I used to work for a large hotel chain, and there too I could do what I wanted to a certain extent if I could convince my general manager, but not everything. That's the reality of most people whatever job you are. We have very much lived our dream here…"

In Negril, as noted above, the hotel Director expressed a very strong interest in environmental sustainability issues. Being a foreigner and having had experience with seeing how sustainability is addressed in other places, he expressed seeing an opportunity and need in Negril to pursue environmental initiatives, even if they are the simple ones such as recycling:

"Personally, I get something out of it, because I hate to see waste, things not used properly, I like to be able to see things. Scarce resource, as I said, used as reasonably as possible. I hate to see waste."

"I think doing simple things as much as putting recycling bins on the street. We're opening a recycling centre in Negril you know, trying to do things. I find in Jamaica there is a very poor use of scarce resources."

His professional training in carpentry was also reflected in the hotel's practice of building or refurbishing their own furniture from existing materials.

In Treasure Beach, the owner of Jake's hotel expressed a very strong personal connection to the local community. This is reflected in the strong community and social orientation of Jake's sustainability programs, from the way sustainability is framed to the types of initiatives that are pursued. This is noted in the following comments describing his understanding of sustainability and Jake's hotel approach:

"because I grew up in the community of Treasure Beach I remember such a warm community it was and so unspoiled and it was really tight knit of people."

"what I can describe is community tourism and how it relates to Treasure Beach. Because what we've done is we've woven the Treasure beach story into the Jake's story and into the Breds story."

"Sustainable development really is looking at the assets of your community, you know where you want the community, where you think the potential is, and looking at the gaps of particularly when it relates to training persons, pricing, um and infrastructure, creating new and exciting events and some of the events you may lose money on, but they are good positioning for the community."

Other stakeholders described the owner of Jake's Hotel as a community leader in Treasure Beach:

"I think he's building a community, really. It seems to be one of his concepts. He employs a lot of people. And that's good. I think he really cares about the community."

"because of his engagement with a number of stakeholder, both locally and internationally is able to advocate not only on behalf of Jakes hotel, but as a resident of the area an a business operator."

"I consider him a leader because he's been able to articulate the needs and concerns of the community in a very uniform way that once it gets addressed, its to the benefit of all."

However, while individual leaders played a key role in leadership mobilization, the study revealed that an individual's personal views could also have an undesirable impact on the social capital development. This can be related to the person's network cognition or the way they perceive other stakeholders within their various networks.

For example, in one of the cases, with regard to other tourism businesses in their resort area or even across Jamaica, the leader expressed a perception that there were no 'like-minded businesses' for them to collaborate with and that there was nothing they could learn from the other businesses:

"There aren't that many like-minded businesses to begin with… there are hotels that would implement one or the other aspect of it, but aren't really as focused on sustainability as we are."

"…not from my colleagues because we are the leaders. So I get my input by reading international news, I get other members of various magazines. I get my input from there, so I'm not getting it from my colleagues because I'm trying to tell them what to do."

If translated into action, this type of perception could affect the development of social capital in relationships, because it causes the flow of information to be in one direction. This prevents the development of an 'exchange relationship' that is based on a two-way exchange and represents the foundation of the relational social capital. Based on the field observations and informal conversations with different stakeholders, this dynamic could have been present in this case and it could have contributed to the several failed collaboration attempts as described by this hotel. Although, the perception communicated by the stakeholders could also have been a reflection of the particular relational context within this community.

In another case, the study participants noted that the leader was taking on too much. This was confirmed through field observations, which showed that this leader was exercising a very high level of control over every detail of the projects undertaken through the leadership process. This was

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attributed by some to the leader's personal interest and attachment to these projects from a standpoint of personal values and potentially due to a desire to leave a personal legacy for the community (Interview notes, Fieldwork journal). It was noted that this could have been affecting the interaction of this leader with the other stakeholders, especially other small hotels. For example, one of the hoteliers described regular interaction among several of the hotel owners. However, it was noted that this leader was generally absent from these interactions due to being too busy. A similar point was made with regard to this leader's role within one of the local participatory structures. In this case, this leader's over-engagement and the resulting lack of time were noted to be impacting the effectiveness of that structure. At the same time, this particular leader expressed at times feeling a sense of isolation and that their vision was not necessarily shared by other local businesses.

People – Reliance on individual relations

Another way that the 'participants (people)' were key in leadership mobilization is due to the high level of importance placed on interaction at the individual level in terms of relationship-building and the importance of personal relationships in collaboration. The primary data also shows that individual leaders relied on personal influence and connections in advancing change. This dynamic is partly a product of the local cultural context in Jamaica and in the Caribbean in general.

Personal relationships were identified to be important by most stakeholders and in my field observations. One of the hotel owners identified individual-level relationships to be a key part of the change process associated with sustainability: *"I believe that's the only way you can change anything."* They reported relying on personal relationships with representatives from various stakeholder groups in advocating or promoting the awareness of sustainable development. Similarly, in Negril, the Rockhouse Hotel Director noted relying on personal friendships or interaction to exchange information or to advance the ideas about sustainability practices. He noted that the casual atmosphere of the local context played a role in enabling this type of informal interaction among stakeholders from various groups (ibid).

One-on-one individual-level relationships were also noted to be important at the community level as part of engaging community members in the provision of the hotels' sustainable tourism products. This includes supplying products available to hotel guests on the property and the services delivered by community members at various tourism attractions. This enabled the generation of relational social capital through a relationship based on commercial exchange. However, the hotel owners saw this relationship to be more than that. They describe their community partners as part of the family, underlining the personal nature of this exchange. This is noted in the following comments:

> *"Where we I think we focus on and where we find we have positive experiences is more, as I said, dealing with members of the community and dealing with them on a one-to-one basis and supporting them."*
>
> *"they see that we send our guests to them, that we try and encourage guests to go out and experience them. And when you go out to a particular place we sort of recommend and give their names. And say, when you go there go to so and so as an extended arm of the family."*

As well, representatives of international NGOs working in Jamaica noted that "a lot rests on personal relationships" (interview notes, daily journal) and that they advance their work through engaging prominent leaders who can then use their personal influence and connections to assist with stakeholder engagement and resource generation (interview notes, daily journal). A similar idea was reported by a representative of a tourism association in Negril, who noted relying on a mix of personal and formal relationships in advancing the organization's work. In Treasure Beach, one of the local business owners reported that despite his lack of engagement in a formal structure, he still contributes to local projects from "behind the scenes" through personal communication with the owner of Jake's hotel. The same participant also described using his personal influence to affect behaviour change by his family members and local service providers (Ibid).

However, in terms of relationships among small businesses personal friendships and interaction were not necessarily translated into collaboration. Most business representatives described having collegial

relationships with other small hotels, including through casual interaction and personal friendships as well as through having an 'open door policy' allowing for visits and interaction among hotel guests, staff and management. However, despite this, with regard to sustainability, the prevailing sense was that among small hotels "everyone was doing their own thing." As described by one of the owner/managers:

"…in the meantime you just have to accept it that everyone perhaps has a different strategy and so it doesn't always necessarily link with your friendships. They're great friends of ours, but obviously their business strategies different to ours and we just you know respect our different approaches."

This outcome can also be attributed to the general perception of sustainability by businesses. One hotelier noted that they view sustainability as part of their business differentiation strategy, referring to them as "trade secrets." The same perception about how small businesses view sustainability was also noted by participants from the academia and NGOs. This finding is discussed as part of the thematic analysis of the theme on SMEs in Chapter 5 – Discussion and Conclusions.

4.3.3. Themes addressed in two cases

Structures/Processes – Foundations

In two of the cases, Negril and Treasure Beach, the Foundations established by the hotels serve as key structures for relationship-building with other stakeholders. In Negril, the Rockhouse Foundation represents the social sustainability program of the hotel. The Rockhouse Foundation is one of the key ways through which the Rockhouse hotel has built its relationship with the local community and through which it has established itself as a sustainability leader. This is noted in the comments by study participants about their perception of the Rockhouse as a leader, for example several stakeholders commented:

"I know for sure they're very active in terms of community development. In terms of their sponsorship of stuff I know they're heavily involved... I know for example they have rebuilt a library, instrumental in a lot of social aspects."

"What Rockhouse has done in the social environment they're definitely outstanding. They're head and shoulders above anyone. Because of the work they have done."

"I respect the fact that they've leveraged their name to do good for their community. I respect that tremendously. I respect that in a way even more because they're foreigners. Cause they don't have to do that. And they've done it well."

As described above the Rockhouse, sees their involvement through the Foundation as part of their social responsibility and as fulfilling a social need that they saw within the community. They also see this as a way that helped them to integrate and become part of the community:

"I think being involved in the community, being part of the local community infrastructure, being seen as leaders, environmentally and socially, I think makes a lot of sense, helps a lot you know of perception of the property in the community."

The Foundation provides primarily a financial contribution to libraries and schools. However, the relationships built with schools through this process are also leveraged to provide environmental awareness activities:

"We also run every year the local Negril environmental quiz and we have all the schools competing."

The Foundation raises funds through receiving a percentage of guest room charges from the Rockhouse Hotel as well as through direct donations by guest (supplies or labour). In this, the foundation also facilitates the interaction between visitors and local community.

In Treasure Beach, the Breds Foundation also began as a social sustainability arm of the hotel, however, over time, it was transformed into a community development organization:

"Breds is available to everybody. So any other hotel could put Breds on their shirt and their website, at their front desk to say we support Breds."

"I find that it has become more than an NGO. It has really become what I would describe as a

driving entity or leading force within community development, for community development."

Breds is used as a structure to engage other stakeholders in the community development process

through its Board of Directors. The Board has 13 Directors in addition to the Chair. They all come

from Treasure Beach area and represent the private sector and some from the social sector (teachers).

Another way that Breds is used to engage stakeholders is through various projects and initiatives and

through fundraising activities as discussed in the previous section. The role of Breds in leveraging

funding is especially key because it helps to address the 'free rider problem' by serving as the central

structure that facilitates collaboration and does the actual preparation of funding proposals. Breds has

also taken over the management of the sports park as the community facilities. As well, Breds also

engages guests from Jake's Hotel through funding donations and as volunteers for projects.

People – Distributed leadership

Another finding that covers two of the three cases can be described as the presence of distributed

leadership. As discussed in literature on relational leadership, distributed leadership addresses the

presence of multiple individuals or organizations providing leadership to collaboration in the

community as well as the way leadership empowers other actors to take on leadership roles.

In Negril, the successful collaboration around various local initiatives around sustainability was

attributed to having a small group of leaders from various organizations that had a similar mindset and

interests in terms of the development of their community. These individuals hold leadership positions

within their organizations, which include tourism organizations and associations, local planning body

and the Chamber of Commerce, as well as other business community leaders. One of the stakeholders

described this situation:

"the Chamber is very much a forerunner in terms of environment and environmental things. From

the Chamber, sprung NEPT, from the Chamber sprung Negril Coral Reef Protection. And those

now seem to be the leaders of the environment. And the JHTA has been very environmental too. But

the fact is that they're nearly the same people… So what I would say is that its a group of people at different time wearing different hats."

The importance of this group in supporting sustainability in Negril was described as follows:

"Its very important that you have that group of people. Because we feed off each other, we learn off each other."

These leaders work together through the organizations they lead by coordinating the activities of their organizations, generating resources and pursuing joint initiatives as described above.

In Treasure Beach, study participants also identified a group of three local community groups, including Breds that provide local governance within the community by representing and addressing the community's issues. The groups have been working together for about four years. They meet every three months to discuss what each organization is working on and to identify any emerging community concerns. They also work together on various initiatives as described previously. The following examples were provided by a representative of one of these groups:

"I can give you an example. Common goals. The welcome sign you see, that boat, we spent that among the three groups to finance that."

"For the sports park… We have the other two group through the Breds Foundation, as in my group and women's group, we've conducted fundraising for it and we provide a sort of welcome team sometime when visitors are coming to let them know its a community project, its not just Breds."

Another example from Treasure Beach relates to the second variation of distributed leadership, the empowerment of other stakeholders. Through Breds, Jake's Hotel has been working with the local fisher community to help with their certification as tour operators. The success of this initiative has been attributed to working through the individual members of this community who 'rose to the occasion' to undertake the certification process. One of the representatives of the fisher community is now serving on the Breds Board of Directors.

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CHAPTER FIVE – DISCUSSION AND CONCLUSION

This chapter discusses the findings of this study and their implications with regard to its three key themes. The first addresses the relational dynamics of business leadership as a process of social organizing and change around sustainable development. The second relates to the tourism industry and specifically the behavioural and operational characteristics of SMEs in tourism. And the third addresses the ongoing dialogue on the evolving role of businesses in collaborative governance for sustainable development. This chapter discusses the implications of these findings with regard to the methodological, theoretical and policy applications in these areas. It also identifies potential alternative explanations and describes recommendations for further research.

5.1. The relational dynamics of business leadership

This study applied the relational approach to investigate the dynamics of leadership mobilization by three SME hotels through various structures (organizational), processes and participants (people) and the connections between these different mobilization means and the social capital that was created through them. This investigation was made with the consideration of the industry and community contexts of the three tourism destinations that were studied. As set out below, the thematic analysis of findings in relation to literature on relational leadership, networks and collaboration reveals that the study findings support the theoretical propositions and previous empirical studies with regard to the different ways through which leadership is enacted. In this, the study adds empirical evidence to the existing knowledge base on leadership and network collaboration.

In addition, the findings of this study with regard to relational leadership highlight several ideas about leadership as a social [re]organizing process driving societal change that has implications for future investigations of leadership from this perspective. Firstly, the study revealed the importance of processes associated with the development of cognitive aspects of social capital. These related to the shared learning and meaning development around the idea of sustainability with regard to the local tourism industry. The understanding of this aspect of leadership mobilization is key to understanding

how leadership enables collective action and how it drives change. Secondly, although this investigation of leadership in each of the cases was focused around a particular firm, this study revealed that leadership, as a relational process, is a distributed phenomenon shared among a number of individuals and organizations. Lastly, this study showed that leadership is a dynamic experience that is shaped by the evolving local socio-economic and cultural context. These insights demonstrate the value of using the relational approach in studying leadership and social change in the increasingly complex societal context, where both relationships and power are distributed. This study also provides a methodological contribution to measuring and studying leadership from a relational perspective, as it is an under-examined but increasingly recognized approach. This emphasizes the focus on qualitative and field-based methodologies such as case studies or ethnographic research that enables capturing the nuanced nature of leadership dynamics. The following is a more detailed discussion of the study findings on relational leadership and their importance in the context of existing literature and empirical studies in this field.

5.1.1. The value of participatory institutional structures

This study showed that in the process of leadership mobilization, the different institutional structures served as a mechanism for convening various stakeholders. Importantly, in all three cases the focus was on the already existing structures. Even in the case of Treasure Beach, where the hotel's Breds Treasure Beach Foundation was transformed into a community-wide organization, this transformation took place after the Foundation has been active within the community for a while. These already active structures are mobilized because they offer access to existing networks of stakeholders. The literature on collaboration and network governance notes these existing networks as one of the 'antecedent conditions' necessary for building partnerships and collaboration (Morse, 2010). Further, from a leader's perspective, their roles within these existing structures actually helped to establish them as leaders by providing them with legitimacy and authority, two characteristics that are key to leadership. This can be seen for example, from the fact that in the two cases where the hotel Owners held the

Chair and President roles in their respective local governance structures, they were involved in various other organizations and networks due to their capacities in these roles.

Because of their role in providing legitimacy to the participatory processes, the institutional structures through which leadership was mobilized also contributed to overcoming the 'free rider' problem. The free-rider problem relates to trust. Literature on network governance and social capital notes that the free-rider problem occurs in less dense networks (Adler & Kwon, 2002; Granovetter, 2005; Provan & Kenis, 2008), where density relates to the distribution of trust throughout the network. The wider the distribution of trust throughout the network, the less likelihood of the free-rider problem (Ibid). The literature notes that in situations where trust is less distributed, collaboration or governance takes place with the help of 'brokering organizations' or 'umbrella organizations' (Erkus-Ozturk & Eryadin, 2010). These organizations provide the coordination and administration to networks and also build legitimacy of the collaboration by allowing network members to monitor and hold the organization accountable (Provan & Kenis, 2008; Morse, 2010).

5.1.2. Collaboration through action networks

With regard to processes, the study revealed that business leadership was enacted through specific initiatives. This echoes the findings from Erkus-Ozturk & Eryadin's (2010) study of environmental governance in the hospitality sector that demonstrated that 'action networks' or networks formed around specific projects were more important for environmental management than policy networks. They also observed that action networks are generally led by private sector actors including through semi-private organizations, local NGOs or 'self-help' organizations (Ibid). This study showed that the most important role of these initiatives or 'action networks' was in terms of providing the opportunities for shared or mutual learning. This role is captured by Morse's (2010) idea of 'boundary processes.' He draws on the social science definition of a boundary as different ways of knowing, i.e. scientific vs. non-science, to describe how boundary processes enable the integration of different stakeholder perspectives. Further, because the relational approach sees knowledge to be social constructed (Uhl-

Bien, 2006) or built through the interaction among different actors, leadership is frequently described as a process of knowledge or meaning-construction by these different actors (Ibid). This process of shared meaning generation is embodied in the concept of social capital as a "common social resource" or a resource that is jointly owned and generated through the relational interaction (Maak, 2007). Access to this common resource is enabled with the development of a shared way of thinking or understanding. Therefore, in networks that include actors that do not share a common understanding about the issue that is the focus of collaboration or where actors come from different disciplines, some 'bridging' is required in order to 'align' the actors thinking or understanding (Ibid). This refers to the generation of the cognitive aspects of social capital, which is about creating shared values and shared meaning among collaboration participants. This is the critical aspect of social capital that enables leadership to create collective action and change (Morse, 2010).

In the three cases examined in this study, the 'action networks' that were activated through leadership facilitated this cognitive bridging around the understanding of what sustainability can look like in practice in particular in the context of tourism in these three communities and in the context of small businesses. For example, in the case of Treasure Beach, as a result of the various initiatives around sports tourism, stakeholders reported gaining a new understanding of what the potential of their community. As well, in all three cases, the stakeholder interaction with the leaders helped the stakeholders to realize the benefits of sustainable tourism, based on the fact that it did only provide economic traction (i.e. more visitors) but also because it created benefits to the local environment and society. In this regard, the boundary processes helped stakeholders to build a shared understanding of how to reconcile the economic, social and environmental interests within the framework of sustainable development.

This focus on 'action networks' also relates to the changing role of businesses. The initiatives undertaken through business leadership in the three cases were addressing particular local needs or challenges, many of which would have been traditionally considered to be under the purview of the

public sector. Examples include environmental conservation initiatives, as well as the provision of

public social and environmental services or facilities (sports facilities, recycling, etc.). As such, it can

be argued that businesses ended up addressing these needs in the absence of the public sector capacity

to do so. This was especially evident in the case of Negril, where its location across two different

jurisdictions created the need for locally-based governance. A similar observation can also be made

with regard to the development of sustainable tourism in the cases of the two smaller destinations,

Treasure Beach and Port Antonio. These destinations wanted to develop lower-impact tourism

activities, however, due to the lack of support towards these efforts from national government polices

or programs, the local businesses took it upon themselves to build own networks and programs to

advance sustainable tourism. Through these actions they were then able to influence government

policies in support of these new tourism products (e.g. bird watching, sports tourism, Bed &

Breakfast).

5.1.3. Individual leaders as agents of change

With regard to the participant (people) sub-variable, the study revealed the prominent role played by

individual leaders in facilitating collaboration, especially the Owner/Managers of the three hotels. A

similar finding was reported by Morse (2010) in his study of integrative leadership in collaboration.

Morse (Ibid) describes the role of individual leaders to be twofold. Firstly, they possess entrepreneurial

abilities, which they use to identify opportunities for advancing the common good. This

entrepreneurialism was very evident in the approach and action of the three leaders in this study.

Secondly, leaders facilitate collaboration by building trusting relationships with stakeholders (Ibid). In

this regard, this study revealed the use of strategic partnering as an important relationship-building

process, especially as seen in the case of Treasure Beach. In network and collaboration studies this is

discussed in part through the notion of centrality, which refers to the leaders structural position in

networks. Leaders that hold a central position across different networks are able to draw on these

networks through strategic alliances or 'strategic bridging' (Balkundi & Kilduff, 2005), enabling them

to access a variety of resources and support. The central role of Owner/Managers is discussed further as part of Section 5.2 as part of the study findings pertaining to tourism and SMEs.

5.1.4. Distributed leadership

Another interesting theme under the participant sub-variable relates to the importance of distributed leadership. This phenomenon in leadership is described in the emerging leadership studies alongside the relational approach (Clarke, 2013; Cope et al, 2011). The relational approach in fact enables to capture this phenomenon because of its focus on relationships and relational dynamics (Uhl-Bien, 2006). By analyzing these two aspects of leadership, this approach reveals how the different actors involved in a relational leadership process support and reinforce each other. Thus, it shows that leadership is a fluid process, where actors move in and out of the leadership roles depending on the focus of collaboration or tasks involved (Uhl-Bien, 2006; Clarke, 2013). In this study, this was evident in both, Treasure Beach and Negril, where the leadership to the sustainability agenda was provided by a group of local stakeholder who helped to shape and lead various aspects of this agenda at different times throughout its development. In some cases this was also done 'behind the scenes' through informal interaction.

Distributed leadership can also be considered as a product of leadership mobilization as part of the relational and cognitive aspects of social capital. From the social capital perspective, the value of leadership is not only in getting things done, but rather in how things get done. It is about how leadership expands the "collective capacity" of the network to get things done through collaboration (Clarke, 2013). As such, distributed leadership is also associated with the empowerment of other stakeholders. This is achieved through the creation of a participative environment, which fosters motivation, commitment and independence among different stakeholder (Cope et al, 2011). It is also centered around the cognitive process of mutual learning and shared meaning development that is key in network-based collaboration. From a change perspective and especially around sustainability, the

phenomenon of distributed leadership demonstrates how leadership creates change through the alignment of actions by a variety of stakeholders working towards shared sustainability objectives.

5.1.5. Contextual factors and methodological notes

Lastly, the use of the relational approach in this study helped to reveal how contextual factors influence the relational dynamics of leadership. The importance of context was anticipated in this study design, but nevertheless the study provided some unique insights in this regard for the three communities that were studied. This was even the case for Treasure Beach, a community that the researcher was already familiar with due to past experiences. For example, the study helped uncover the underlying historical, socio-cultural and socio-economic influences shaping the relational dynamics within the tourism industry in both Port Antonio and Treasure Beach. These insights provided an important understanding of how these factors affected and continue to affect trust building and collaboration within these communities. The attainment of these insights can also be attributed to the methodological approach of this study, in particular to the use of qualitative interview-based data collection methods and the inclusion of a fieldwork component. In this, the study substantiates Uhl-Bien's (2006) suggestion around using such qualitative approaches to studying relational leadership in order to reveal the "invisible assumptions that generate social structures."

Overall, this study demonstrates the value of using the relational approach when studying leadership or collaborative processes in tourism destinations, and specifically with regard to sustainable development. The value of this approach lies firstly in providing an insight into how change takes place through the relational interaction among local actors. It reveals the local influence processes or dynamics that affect how stakeholder build their understanding of sustainability and how this is reflected in the approaches adopted by them as a result. It also helps reveal the different 'facilitators' and 'inhibitors' of collaboration within the local context (Jamal & Getz, 1995). These can range from the barriers created by the stakeholders' perception of risk, for example as was the case with the 'free-rider' problem in Port Antonio, to the more deep-seated factors such as the various contextual

influences as described above. The understanding of these local relational dynamics can help planners understand how to engage with the local stakeholders, how to stimulate or support the existing change processes and change agents, and which stakeholder engagement processes or structures would work best within the particular community context.

5.2. Tourism and Sustainable Development

In exploring the relational dynamics of leadership as described in the previous section, the study also discovered a number of useful findings specific to the tourism industry as the context of this study. These findings are described in this section. Firstly, the study highlighted the role of national tourism policy in shaping the attitudes and behaviour of stakeholders at the local level in tourism destinations. Secondly, it demonstrated a number of unique characteristics of tourism SMEs that shape their approaches to sustainability and their participation in collaborative governance. And finally, it contributes a number of lessons regarding how small hotels can support sustainability and how to measure their contribution to sustainability at the community level. These findings contribute to the ongoing dialogues in literature on tourism and sustainability and highlight the importance of studying small hotels in this context. They can inform tourism policy-makers and practitioners on how to better support local stakeholders and small businesses in their adoption of sustainable practices and in their participation in collaborative destination governance.

5.2.1. The local impact of national tourism policy

Firstly, the study findings showed that national tourism and development policies play a significant role in shaping the local relational contexts and stakeholder behaviour with regard to sustainability. This can be especially important in small island states such as Jamaica, where the policy-making process is highly centralized. National policies, but most importantly how they are manifested through the actions of national government agencies, set the overall tone around sustainable development and sustainable tourism in local communities. This study showed that in the case of Jamaica, there is a disconnect between what is stated in national tourism plans and policies and the actions by tourism

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agencies. Whereas the former declare the government's intention to support sustainable tourism and smaller accommodations, the latter continue channeling support towards large all-inclusive hotels and the sun-sand-sea destinations. As a result, at the local destination level, especially in the smaller destinations, the prevalent perception was that the national government is not very serious about sustainable tourism or about supporting small businesses.

Further, from the relational perspective, national tourism policies are represented locally through the offices of various tourism agencies. In this case study, in two of the cases, which were also the smaller destinations that were pursuing lower impact tourism activities, the three key national tourism agencies did not have a presence or had minimal presence there. As a result, local stakeholders felt a sense of isolation or lack of support from the national government for the type of tourism product that they were trying to pursue. Literature on collaborative governance identifies as one of the necessary conditions of collaboration, the belief by participants that their joint decisions and policies will actually be implemented (Jamal & Getz, 1995). This study revealed that due to the conditions described above, local stakeholders did not have this certainty about the national level policies on sustainable tourism. There was a general lack of confidence in the fact that these government policies would be implemented at all or that they would be implemented well. This impacted local-level behaviour in two ways. Firstly, as discussed earlier, the lack of government action or the lack of confidence in it, prompted business leaders to initiate their own locally-based action to advance sustainable tourism and to subsequently advocate for policy change and seek targeted support. On the other hand, it served as an inhibitor to local collaboration by affecting the morale of stakeholders within the two smaller destinations and especially of the small businesses located there.

5.2.2. Sustainability and the boutique product in SMEs

With regard to the SMEs, one of the key themes that emerged as early as during the case selection is the association of sustainability in small hotels with a boutique product. As defined in Chapter 3 – Methodology, boutique hotels are normally small hotels that focus on providing a unique and

personalized experience. They are also associated with niche markets and 'higher value' or premium products (Thomas et al, 2011; Kleinrichert, 2012). Further, literature describes branding as an important part of developing a boutique product in order to articulate its uniqueness, which constitutes its competitive advantage (Kleinrichert, 2012). The literature notes that many boutique hotels rely on ecological or sustainable branding to create this competitive advantage. As part of this they adopt environmental management systems and seek various certification programs in order to legitimize their brand (Ibid). Based on this, one alternative explanation that could be considered with regard to the sustainable practices and behaviour of the hotels in the three cases addressed by this study is that these hotels were only adopting these in order to advance their own business interests. Indeed, all three hotels acknowledged or demonstrated their awareness of the importance of 'boutique' branding for their hotels and several stakeholders had mentioned financial again as one of the potential motivating factors for their leadership. However, this can be countered by the fact that all three hotels identified personal values as their primary motivation for pursuing sustainability. They described the need for creating a boutique brand in order to be able to provide the sustainable product, which they saw to be associated with higher costs. This was also confirmed by the respondents from the academia and NGOs, who saw a strong financial base, associated with a boutique product, to be necessary for sustainability. (Fieldwork Journal). Tourism literature also demonstrates that operators in niche markets are usually more value-oriented (Thomas et al, 2011) and that the boutique product itself is actually based on some of the practices that are associated with sustainability, for example, increased interaction among hotel guests and local communities (McIntosh & Siggs, 2005). Therefore, it can be argued that in these three cases the hotels adopted the boutique model as a way to reconcile ethical and cost-based considerations in sustainability.

5.2.3. Collaboration among tourism SMEs

The second theme that should be highlighted is about collaboration or networking among SMEs. As discussed in Chapter 2 – Literature Review this theme is also debated in literature. This study

corroborates the findings of other empirical studies that show that small businesses do not collaborate or work together naturally, especially around sustainability. This study revealed a lack of trust and competitive attitudes as the key reasons behind this. This prevalence of the 'competitive logic' with regard to sustainability as a product differentiation is documented by other empirical studies (Curran et al, 2000). In addition, this study also showed that the different orientation of the business owners, i.e. lifestyle vs. business-orientation played a role in their business management approach that in turn affected how businesses interacted with the other businesses and stakeholders as part of destination management. This was especially evident in the case of Treasure Beach. This finding is consistent with the literature in terms of identifying different motivations among small businesses (Thomas et al, 2011; Sampaio, 2012; Ateljevic, 2000). However, it seems to contribute to the ongoing debate about lifestyle-oriented businesses. On the one hand it is argued, that lifestyle businesses are not entrepreneurial and therefore they constrain the development of local economies (Ateljevic, 2000). On the other, they are seen to be more value-driven with regard to sustainability (Thomas et al, 2011; Sampaio, 2012; Ateljevic, 2000) and therefore to reflecting the "broader ideological context of sustainability" (Ateljevic, 2000). This debate seems to be reflected in Treasure Beach, where on the one hand, the lifestyle entrepreneurs are seen by some as not being serious about tourism development (Interview notes), while at the same time they in fact seem to embody the unique quality of the low impact community-based tourism product in Treasure Beach. Interestingly, this study shows that the three leader hotels adopted business-orientation in their management, while pursuing value-based sustainability models. This dialogue would merit further investigation, with regard specifically to the sustainability approaches of lifestyle-oriented businesses, in the context of these three communities.

An interesting alternative perspective on this dialogue about the collaboration among SMEs is that collaboration might not be in fact achievable or desired among all stakeholders within a destination (Jamal & Getz, 1995). In noting this, Jamal & Getz (ibid) suggest investigating governance approaches that use a combination of competitive and collaborative approaches. As well, other studies on small

business networking suggest reconsidering trying to promote the traditional cluster-based collaboration approach with SMEs in favour of more programs that support SME operations and help small business owners overcome their feelings of isolation (Curran et al, 2000). In the context of Jamaica, such programs could focus on assisting SMEs to access the existing support program and facilitate SME registration and licensing.

5.2.4. The role of owner/manager in tourism SMEs

The final theme on SMEs that is also echoed in literature is with regard to the role of the hotel Owner/Managers in shaping their sustainability approaches and their collaborative behaviour. With regard to this theme, the study also revealed two different perspectives. Firstly, the influence of the personal experiences and values of hotel owners was very evident in all three cases as well as in the other small hotels that were participants of this study. This is one of the distinctive traits of small businesses as discussed in Chapter 2, Section 2.2.4. However, it is interesting to note that from a different perspective, this study showed that the behaviour or the attitudes of business owners can actually unintentionally inhibit collaboration. Elements of this behaviour were observed in two of the cases that are part of this study. Similar experiences were noted in Cope et al's (2011) study of distributed leadership and SMEs. They describe this experience as the "dark side of entrepreneurs" (Ibid). In the two cases in this study the leaders reported feeling frustrated and isolated because of the lack of understanding of sustainability among other actors. Cope et al's study (Ibid) describes similar feelings of isolation by SME owners with regard to their inability to find capable staff for delegating management responsibilities. In this regard Cope et al note that in these situations it was not clear whether the entrepreneurs' perception of isolation was a result of there actually not being any qualified candidates or whether this was just the leaders' perception (Ibid). In the cases in this study, the leaders' feelings of isolation could have been a result of the combination of these. On the one hand from the interviews it was clear that these leaders did have a substantially different understanding of sustainability than other stakeholders. However, based on the responses by other study participant and

field observations, the leaders' perception had a strong impact due to their strong attachment to their visions and their impatience about change. This finding with regard to tourism SMEs promotes interventions aimed at leadership development including working with the existing leaders to encourage and facilitate critical reflection of their actions in trusted environments as well as working with other small businesses to develop their entrepreneurial abilities.

5.2.5. Lessons learned regarding sustainability indicators for small hotels

The three hotels that were examined in this case study demonstrate a number of ways through which small hotels can contribute to sustainable development, both through their own operations and as part of the action networks within the local governance process. These provide the basis for developing potential indicators to measure the sustainability impact of small hotels and they also contribute to the broader dialogue on the role of businesses in sustainable development as discussed in the following section.

As mentioned previously, the sustainability approaches of these three businesses are very much value-driven, however they are implemented through formal business management practices. These include the following:

- establishment of environmental management systems and the appointment of a staff person responsible for sustainability management (in some cases this role was undertaken by the owner/manager);
- physical design of hotels reflecting local landscape and culture and character and supporting sustainability principles (e.g. promoting lower energy use through natural ventilation, etc.);
- introducing new and innovative sustainability technologies and practices (e.g. water treatment, composting, recycling, etc.);
- supporting local employment, providing training and development programs for employees as well as creating a general family-like atmosphere with staff; and
- adopting local sourcing and purchasing practices (food, transportation, etc.).

Communications and marketing are an important part of these sustainability practices. These efforts contribute to education and awareness-building in terms of communicating to the hotel guests, local stakeholders and the broader audience about what sustainability means locally and how it can be supported through tangible actions facilitated by the hotel. And, they are used to establish a boutique brand and to promote the hotels' sustainable products. Finally, all three hotels participate in formal external sustainability certification processes (Green Globe for the most part), which require them to measure their impact and contribution to sustainable development.

As part of the local governance process, these hotels contribute to local social and economic development projects, including to the development of social infrastructure and the provision of social services. They participate in and take an active role in developing new sustainable tourism products at the community level (e.g. bird watching, sports tourism, agri-tourism, etc.) and in organizing and delivering events to promote these and other local tourism products through community-wide events (e.g. festivals, tournaments, concerts, etc). The study also showed the potential for these hotels to assist other small businesses to adopt sustainability practices through training, coaching and mentoring on sustainability, marketing and leadership development. However, it underlined that these kinds of activities are most effective when facilitated by an external organization. Some of the institutional structures that were mobilized in the leadership process (e.g. foundations, Chambers of Commerce) could serve this purpose. Finally, through their leadership role, these hotels also shape the governance processes and structures that contribute to advancing the interests of the local community at the national level and they contribute to advancing local and national policies in support of the sustainable tourism agenda. Despite their small size, these three cases demonstrate the potential for tourism SMEs to operate in a sustainable manner and to contribute in very tangible manner to local sustainable development efforts. The lessons from these cases highlight practices that could be adopted by other SMEs and they inform policy-making to measure and support sustainable tourism and business sustainability.

5.3. Implications regarding the role of businesses in sustainable development

Finally, this study sought to explore how business leadership as a relational process is shaping the evolution in the role of businesses in sustainable development. Chapter 2 – Literature Review identified three business leadership models from literature – ethical leadership, civic entrepreneurship and sustainable entrepreneurship – that embody this evolution in business sustainability and that reflect the relational understanding of leadership that was adopted in this study. To recap, these business leadership models reflect systems-based approaches to sustainable development and see businesses contributing value to the society and the environment as well as taking an active part in the collaborative governance efforts towards sustainable development. The findings of this study with regard to the contribution by the three firms to the sustainable development efforts in their communities reflect elements of these three leadership models. They demonstrate that business leadership shapes the role of businesses in sustainable development through leading change at the firm/industry level and at the community level. This study further demonstrates how this happens in an interconnected way through the development of social capital, and in particular through its cognitive aspects.

5.3.1. Business leadership at the firm or industry level

At the firm or industry level, business leadership sets the standards for sustainable practices within their industry by demonstrating through their own policies and practices how this can be done and by providing products or services that have social or environmental value. As demonstrated in these three cases the leaders' commitment to sustainability within their own businesses helped to establish the credibility and the legitimacy of their leadership as well as the authenticity of the values that were driving their actions. Maak (2007) describes this 'engendering' of ethical values in business practices to be critical in order to build stakeholder trust: "For social capital to emerge a certain level of trust and sociability needs to be established. This is only possible if stakeholders believe that they are not instrumentalized for the purpose of maximizing profits but engaged instead to contribute to balanced

values creation." Henton et al (1997), highlights that civic leaders must 'personally demonstrate for others a new level of responsibility for the future direction of their community." From a cognitive perspective, through this business leadership changes the stakeholder perception of business motivation around sustainability and their understanding of how businesses can contribute to sustainable development. Further, by adopting the systems-based understanding of sustainability, business leadership also contributes to shifting the stakeholders' understanding of the relationship between the economy, the environment and the society to be based on interdependency rather than conflict. This helps to establish the basis for further coordination and collaboration of efforts among actors representing these different interests.

5.3.2. Business leadership at the community level

At the community level, business leadership develops new opportunities for sustainable development, in this case through tourism, and it also contributes or leads collective action to address local sustainability-related challenges. As part of this, business leaders work with other stakeholder to develop a shared vision of sustainable development. In the three cases examined in this study the business leaders facilitated this process by helping stakeholders to envision what sustainable development could mean for the local tourism industry and for the local community. This was achieved through the boundary processes – ongoing dialogue and specific local initiatives, which as described above provided the space for shared meaning development. The three leadership models described in literature envision a similar role for business leaders in community. For example, Henton et al (1997) see civic entrepreneurs playing a key role in making 'meaningful the local implications of global forces." Through this, the leaders help other stakeholders to envision local changes that would be necessary in order to respond or adapt to those forces. The sustainability entrepreneurs accomplish a similar objective by identifying and pursuing opportunities for the development of new products that can help address challenges associated with sustainability (Hall et al, 2010). In addition, as noted by Selsky & Smith (1994) community leaders also encourage critical thinking about the existing norms

and practices and "[instill] in community members a capability for questioning [them]." Or as describe by Henton et al (1997) "[they] help educate their community, preparing it to participate effectively in a collaborative process of change." Finally, business leaders help build capacity of the community to pursue collective action through building strategic relationships, mobilizing resources, or creating 'organizational platforms' (Ibid) that can facilitate further collaboration among stakeholders. As described above, all of these actions were undertaken by the business leaders examined in this study.

The influence of business leadership at these two levels are interconnected, because changes at the firm or industry level impact or need to be supported by changes at the community level and beyond. This is even more so the case in tourism industry due to its interconnection with other sectors and with the community. Therefore, tourism businesses have a unique opportunity to drive the transformation towards sustainable development both within their industry and within their communities. In policy terms, the examples of business leadership such as in the three cases examined in this study contribute an understanding of this potential for businesses to undertake a stronger role in sustainable development. They also demonstrate what some of these new roles might be. This can help planners and policy makers to identify how they can better enable and support these efforts or how they can better engage these businesses in the collaborative governance for sustainable development.

5.4. Limitations and Further Research

As noted in the introduction, this study has a number of limitations, which demonstrate the need for further research. Firstly, this study addressed only three cases of business leadership within the context of one country. The destinations or communities where the selected cases are located represent a good diversity of tourism industry and development contexts and can provide the basis for generalizing to other communities with similar experiences in the Caribbean region. In fact, this was indicated by the feedback to the presentation of this study at the Caribbean Urban Forum, a Caribbean Regional conference on urbanism and development, on May 16, 2014. Nevertheless, further research is needed to investigate the phenomenon of relational leadership in the contexts of other tourism destinations

within the Caribbean region or in other parts of the world. Tourism already dominates the local economies of many Caribbean states and is expected to continue growing. As noted above, tourism businesses have a unique opportunity to play a role in sustainable development within their communities. In the Caribbean, there is an even greater impetus for supporting this due to the strong presence of the tourism industry in this region and due to the limited local government capacities in many of the Caribbean states. Highlighting more of the existing business leaders could inspire other businesses to undertake similar efforts within their own communities.

In addition, the study findings uncovered several themes that would warrant further investigation. This includes exploring the role of socio-political power relations in shaping the dynamics in network-based collaboration and in social capital development. This was identified as a potentially important contextual factor in the literature review. However, due to the time and resource limitations as described earlier, it was not explored further in the case study. The understanding of societal power relations can be useful to understanding how the existing power configuration are affecting the relationships and trust building among stakeholders or how they entrench the existing unsustainable systems and practices. The investigation of this dynamic would require an in-depth ethnographic study in each of the three communities that were examined here. Further, the theme of SMEs in tourism could benefit from further studies. This study uncovered a complexity and diversity of motivations, operational and management approaches and relational dynamics among SMEs in tourism, which makes generalization from the experiences of any one group of firms very difficult. Boutique hotels in tourism also appear to be significantly understudied as discovered during the thematic analysis of the research findings. As noted above, this category of hotels could provide interesting and valuable insights on business approaches to sustainability.

5.5. Conclusion

This study is about change. It is based on the recognition of the need for broader and deeper changes in societal practices in order to advance sustainable development and it sought to explore the evolving

role of businesses as part of the governance of this societal transformation. To do this, this study focused on leadership as the process through which change is created.

The study adopted a relational approach to understanding how change is enacted through leadership. This perspective considers actor behaviour and societal practices to be produced through the interaction and relationship-building among various actors in society. This takes place in part through the creation of norms and values that are then reinforced through the institutional structures or through the interdependencies that are developed among actors on the basis of these norms or values. Considered from the relational perspective, leadership is conceptualized as the interactional process that creates change through [re]structuring or [re]organizing the societal relations. This study explored the relational dynamics of this process in the context of three tourism destinations in Jamaica with a focus on leadership by SME hotels. Through this investigation the study showed how business leadership is mobilized via various structures (institutional), processes and people and how through this process it could facilitate the adoption of a new paradigm or new thinking on sustainability and on the role of businesses in sustainable development. It further revealed the roles that SME tourism businesses could undertake in advancing sustainable development in their industry and in their communities and how they could participate in the local governance processes.

This study makes theoretical, methodological and policy contribution. From a theoretical perspective it provides contextual insights into leadership dynamics within the tourism industry and contributes to the ongoing dialogue on the role of businesses in sustainable development. Through this, it attempts to foster the links between the urban planning or community development and the business management disciplines. It does this by drawing on a variety of theoretical and empirical studies from tourism development, leadership studies, community development, and organizational management literature. Methodologically, this research contributes to advancing the social capital or relational approach to understanding leadership, which is currently understudied due to the greater focus on human capital-based perspectives. Lastly, this study informs policy makers and practitioners in the tourism industry.

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It provides policy makers with a better understanding of how to engage and support sustainability leadership within the tourism industry, while also providing both policy makers and industry leaders with ideas for collaboration on sustainable development.

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APPENDICES

Appendix A – Case study database

Case 1 – Port Antonio

PRIMARY DATA		SECONDARY DATA
Interviews	**Documentation**	**Name of document**
Hotel Mocking Bird Hill Chamber of Commerce Portland Environmental Protection Agency (PEPA) Portland PDC Portland Parish Council Bayview Eco-Resort	Interview notes Interview transcript	Hotel Mocking Bird Hill website Portland Parish Development Order Portland Parish Sustainable Development Profile Chamber of Commerce Strategic Plan Portland Green Globe 21 application Local media
Observations		
November 14-20, 2013	Fieldwork Journal	

Case 2 – Negril

PRIMARY DATA		SECONDARY DATA
Interviews	**Documentation**	**Name of document**
Rockhouse Hotel Negril Green Island Local Planning Authority (NIGALPA) Westmoreland Parish Council Westmoreland PDC Negril Environment Protection Trust (NEPT) Sandals / Jamaica Hotel and Tourism Association Local chapter Charella Inn	Interview notes Interview transcript	The Rockhouse Hotel Website Negril Development Order Local media
Observations		
November 22-23, 2013 November 29 - December 1, 2013	Fieldwork Journal	

Case 3 – Treasure Beach

PRIMARY DATA		SECONDARY DATA
Interviews	**Documentation**	**Name of document**
Jake's Hotel St. Elizabeth Parish Council St. Elizabeth PDC Sunset Villas Greater Treasure Beach Citizen Alert Benevolent Society (GTB-CABS)	Interview transcript Interview notes	Jake's hotel website Greater Treasure Beach Sustainable Development Plan Sports Tourism Plan Development Order - South Coast South Coast Sustainable Development Study - Tourism Report
Observations		
November 23-29, 2013	Fieldwork Journal	

Cross-case data

PRIMARY DATA		SECONDARY DATA
Interviews	**Documentation**	**Name of document**
TPDCo NEPA Nature Conservancy The Travel Foundation University of Technology (UTech)	Interview notes	Vision 2030 - Tourism Sector Plan Sustainable Tourism Master Plan TPDCo Interim Report WTTC Travel & Tourism Impact Jamaica 2011 Annual Travel Statistics 2012 Jamaica Community Tourism Strategy Jamaica Community Tourism Strategy Consultations Report JSIF Situation Analysis Travel Foundation Switch off Save Big Project USAID EAST Report Jamaica (1997, 2005) NEPA Development & Investment manual
Observations		
November 12-13, 2013 November 20, 2013 December 2-3, 2013	Fieldwork Journal	

Appendix B – Interview guides

Interview Guide – Hotel Owners/Managers
The following will serve as guide for interviews with Hotel Owners/Managers. The questions are for guiding the interview flow and to ensure that the key points are covered. They do not necessarily have to be asked in the given order or form.

Introductory questions:

1. What organization do you work for?

2. What is your role within this organization?

3. What is your educational/professional background?

Understanding of sustainability:

4. How would you describe sustainable development? Provide examples of successful communities (in the Caribbean or elsewhere)

5. In your opinion, how does sustainability apply to tourism? What is the role of tourism in sustainable development?

6. How do you think your community is doing in terms of sustainable development?

7. What is the role of government/businesses/community in advancing sustainable development?

8. What would you like to see in your community? How would you like to see your community to develop?

Sustainability Objectives/Actions`:

9. How in your opinion does your company contribute to sustainable development in the community? What are the sustainability objectives of your company?

    a. Economically
    b. Socially (in relation with the community)
    c. Environmentally

10. What do you see your company's role in this process?

11. Do you see your company as a leader in sustainable development in your community?

12. What motivates you to contribute to sustainable development in your community?

13. When did you become involved in sustainable development in your community?

14. What have you done previously towards sustainability?

15. What measure/programs does your company use to advance environmental sustainability?

16. Why did you adopt those particular measures/programs?

17. What measures/programs does your company use to advance social sustainability (ensuring communities benefit and that the benefits are equally distributed within the community?) How does your company work/engage with the community?

    d. Wages and hiring practices
    e. Community programs
    f. Local market (food, other tourism providers)
    g. Participation/contributing to local development process

18. Why did you adopt those particular measures/programs?

19. Which of these programs measures do you view as innovative (new in terms of process, product, or idea)?

Mapping relationships/networks around sustainability:

20. Which of these stakeholder groups do you work with/engage with in your sustainability work and how? *Ask the names of organizations/groups they work with. Ask for examples of specific initiatives involving these stakeholders.*

    o National-level ministries and agencies
    o Local government & affiliated organizations
    o TPDCo
    o Industry associations
    o Community organizations
    o Other businesses in the tourism industry/other industries

21. How would describe your relationship with each of these stakeholders?

    o Peers/colleagues
    o Position of authority
    o Competitor
    o Collaborator
    o Most valued contact
    o Personal contacts
    o Other

22. What activities describe your relationship?

    o Partnership
    o Collaboration
    o Information sharing
    o Regulatory
    o Financial support
    o Other

23. What qualities would describe your relationship?
Probe for words such as trust, shared values, shared objectives, motivation, friendship, support, etc.

24. Which of these relationships are formal, which are informal? *Probe for the informal side of formal relationships.* Which parts of the relationship are most important for your sustainability efforts?

25. How did these relationships form?

26. What is the duration of each of these relationships?

    o New (less than a year)
    o Established (up to 5 years)
    o Old (over 6 years)

27. What is the frequency of your engagement with each of these relationships?

    o Daily
    o Weekly
    o Monthly
    o Quarterly

- Annual
- Other

28. Which of these existing relationships/connections do you see to be key for advancing your sustainability objectives?

29. Which other organizations/sectors do you see as important for you to partner/collaborate with to advance your sustainability objectives? Which of these are on board already and which ones are not?

30. What new relationships/connections do you think are needed to advance your sustainability objectives? Are you aware of how you can build these relationships? What existing relationships would you draw on for that, if any?

Structures/Processes/Participants

31. What structures do you draw on to advance your company's sustainability objectives (to build the relationships that you need for that)?

- Organizations
- Networks
- Associations
- Working groups
- Committees
- Other

32. What is your role in these structures?

- Convener/Leader
- Contributor/participant
- Board member
- Other

33. How frequently do you participate in these structures?

- Daily
- Weekly
- Monthly
- Quarterly
- Annual
- Other

34. What processes do you participate in to advance your company's sustainability objectives?

- Events
- Meetings
- Communication and engagement tools
- Campaigns
- Reports, studies, etc.
- Other

35. What was your role in these processes?

- Convener/Leader/Initiator
- Contributor/participant
- Sponsor
- Other

36. What was the frequency of your participation in these processes?

- o Daily
- o Weekly
- o Monthly
- o Quarterly
- o Annual
- o Other

37. Which of these processes were new to your community, industry?

38. What other individuals/organizations were involved in these structures/processes?

39. Which individuals/organizations were the most instrumental to make these structures/processes successful?

40. Why did you choose to participate in those specific structures/processes? What was your motivation?

41. Which structures/processes did you not get involved in? Why?

42. What is your opinion about the value of your participation in these structures/processes? Did you achieve your objectives? Why or why not?

43. Did you participation in these structures/processes result in:

- o New relationships
- o Collaborations/initiatives
- o Partnerships
- o Networks
- o New resources generated for sustainable development

Ask for details: which specific processes/structures did these result from? How?

44. Are there any processes/structures that you would not get involved with again?

45. As a result of your participation has there been any change in:

- a. Your views on sustainability
- b. Your understanding/opinion of your role in sustainable development
- c. Your views on how to pursue your sustainability objectives – what organizations to work with/what actions to pursue

For activities where the firm was the initiator/leader/convener of the structure or process:

46. What was the purpose and the expected outcomes of this process/structure?

47. In your opinion did this structure/process achieve its objective? How? If not, why?

48. What were the factors that contributed to the success of this structure/process?

49. Which individuals/organizations contributed the most to your success?

50. What were the constraints you faced when implementing these structures/processes?

51. Which of these do you participate in? Which of these is *[company name]* involved in?

52. What is *[company name]'*s role in these?

- o Convener/Leader
- o Contributor/participant
- o Board member
- o Sponsor
- o Other

Follow up on specific structures/processes where the interviewee and the subject company are both involved in.

53. How frequently do you participate in these structures/processes? How frequently does *[company name]* participate?

- o Daily
- o Weekly
- o Monthly
- o Quarterly
- o Annual
- o Other

54. Which of these processes were new to your community, industry?

55. What other individuals/organizations are involved in these structures/processes?

56. Which individuals/organizations are the most instrumental to make these structures/processes successful?

57. Why did you choose to participate in those specific structures/processes? What was your motivation? What was your understanding of the purpose or expected outcome of these structures/processes?

58. What is your opinion about the value of your participation in these structures/processes? Did you achieve your objectives? Why or why not?

59. What in your opinion is the motivation for *[company name]* for getting involved or initiating these processes/structures?

60. Did you participation in these structures/processes result in:

- o New relationships
- o Collaborations/initiatives (especially with *[company name]*)
- o Partnerships
- o Networks
- o New resources generated for sustainable development

Ask for details: which specific processes/structures did these result from? How?

61. Are there any processes/structures that you would not get involved with again?
Probe specifically for the ones initiated by [company name] if any.

62. As a result of your participation has there been any change in:

- o Your views on sustainability
- o Your understanding/opinion of your role in sustainable development
- o Your views on how to pursue your sustainability objectives – what organizations to work with/what actions to pursue

If yes, ask for details on the before and after.
Interview Guide – Other Stakeholders

Dear Participant,

*Thank you again for participating in my research study entitled **Small and Medium-size Enterprise Leadership in Sustainable Development, a Case Study of the Tourism Industry in Jamaica.** The following are the guiding questions that will help you prepare for our upcoming interview. I will use these questions to guide our discussion but please note that I might not ask them in exactly the same order or using the exact same wording. Please note that you may decline to answer any of the questions you do not wish to answer. If you have any questions or concerns about the questions provided below, please do not hesitate to advise me prior to or at the start of the interview.*

Introductory questions:

1. What organization do you work for?

2. What is your role within this organization?

3. What is your educational/professional background?

Understanding of sustainability:

4. How would you describe sustainable development? You can do this by providing examples of successful communities (in the Caribbean or elsewhere).

5. In your opinion, how does sustainability apply to tourism? What is the role of tourism in sustainable development?

6. How do you think your community is doing in terms of sustainable development?

7. What is the role of government/businesses/community in advancing sustainable development?

8. What would you like to see in your community? How would you like to see your community develop?

Mapping sustainability relationships/networks:

9. How is your organization involved in sustainable development in your community? What are your objectives?

10. Who or which organizations do you see as leaders in sustainable development in your community?

11. Who or which organizations do you see as key contacts for advancing your sustainable development objectives?

12. Do you see *[Hotel name]* as a leader in sustainable development in your community?

13. How does this company contribute to sustainable development?

14. Why would you describe it as a leader? (e.g. innovation, new ideas, entrepreneurship, etc.)

15. How would describe your relationship with *[Hotel name]* (or other private sector leaders)?
    o Peers/colleagues
    o Position of authority
    o Competitor
    o Collaborator
    o Most valued contact
    o Personal contacts

   o Other

16. What activities describe your relationship?

   o Partnership
   o Collaboration
   o Information sharing
   o Regulatory implementation
   o Regulation development
   o Planning or implementation
   o Financial support
   o Other

17. What qualities would describe your relationship? (e.g. trust, shared values, shared objectives, motivation, friendship, support, etc.)

18. Would you describe your relationship as formal or informal? Which parts of the relationship are most important for your sustainability efforts?

19. How did this relationship form?

20. What is the duration of this relationship?

   o New (less than a year)
   o Established (up to 5 years)
   o Old (over 6 years)

21. What is the frequency of your engagement with this company?

   o Daily
   o Weekly
   o Monthly
   o Quarterly
   o Annual
   o Other

22. Which of these other stakeholder groups do you work with/engage with in your sustainability work and how?

   o National-level ministries and agencies
   o Local government & affiliated organizations
   o Businesses (accommodation, transportation, tour operators, etc.)
   o Tourism Product Development Company (TPDCo)
   o Industry associations
   o Community organizations

23. Which of these existing relationships/connections do you see to be key for advancing your sustainability objectives?

24. What new relationships/connections do you think are needed to advance your sustainability objectives? Are you aware of how you can build these relationships? What existing relationships would you draw on for that, if any?

Structures/Processes/Participants

25. What formal structures/processes are in place to facilitate the sustainability-oriented relationships and collaboration between different stakeholders in the tourism industry in your community?
Organizations
   a. Networks
   b. Associations
   c. Working groups
   d. Committees
   e. Other

   o Events
   o Meetings
   o Communication and engagement tools
   o Campaigns
   o Reports, studies, etc.
   o Other

26. Which of these do you participate in? Which of these is *[Hotel name]* involved in?

27. What is your role in these? What is the role of the *[Hotel name]* in these?

   o Convener/Leader
   o Contributor/participant
   o Board member
   o Sponsor
   o Other

28. How frequently do you participate in these structures/processes? How frequently does *[Hotel name]* participate?

   o Daily
   o Weekly
   o Monthly
   o Quarterly
   o Annual
   o Other

29. Which of these processes were new to your community, industry?

30. What other individuals/organizations are involved in these structures/processes?

31. Which individuals/organizations are the most instrumental to make these structures/processes successful?

32. Why did you choose to participate in those specific structures/processes? What was your motivation? What was your understanding of the purpose or expected outcome of these structures/processes?

33. What is your opinion about the value of your participation in these structures/processes? Did you achieve your objectives? Why or why not?

34. What in your opinion is the motivation for *[Hotel name]* for getting involved or initiating these processes/structures?

35. Did you participation in these structures/processes result in:

   o New relationships
   o Collaborations/initiatives (especially with *[Hotel name])*

- o Partnerships
- o Networks
- o New resources generated for sustainable development

36. As a result of your participation has there been any change in:

- o Your views on sustainability
- o Your understanding/opinion of your role in sustainable development
- o Your views on how to pursue your sustainability objectives – what organizations to work with/what actions to pursue

37. Are there any processes/structures that you would not get involved with again?

Thank you for answering my questions. If you have or are aware of any documents that would help provide additional information to support this interview, please share them with me.