

# Sun, Sand, Sea & Sustainability?

*A Study on Sustainable Tourism and Mass Tourism  
Management for the Islands of the Bahamas*

---

Author: Caylie Johnsen

Bachelor Thesis: UTVK03, 15hp

Spring Term 2015

Supervisor: Reza Arjmand



## LUND UNIVERSITY

Lund University

Department of Sociology

Bachelor in Development Studies

## *Abstract*

The aim of this research is to critically investigate and analyze the possible links between the emerging paradigm of corporate social responsibility (CSR) and sustainable tourism, as well if it can be considered for further improvements of mass tourism planning and management in the islands of the Bahamas. This study enquires into the Bahamas' relative history of mass tourism, the role of mass tourism and alternative tourism in the Bahamas in relation to their sustainable development aim, as well the management characteristics of the CSR paradigm in accordance to mass tourism. The research overview is based upon secondary data that incorporates the role of theoretical underpinnings by exploring the perception of tourism business as either an industry or social force, the respective roles of mass tourism and alternative tourism for sustainable tourism management, as well as the differentiating power schemes of the public and private sector in small island economies due to tourism's influence on the market. Connections are drawn in the analysis based on the use of triangulation as a tool to interpret the data with the use of the multiple theories presented. The results suggest that it is necessary for the Bahamas to restructure their current tourism industry to one that is able produce significant change in the face of sustainable tourism. It is also suggested that a top-level driver support this effort, and the emerging paradigm of CSR, in relation to sustainable tourism, may be considered for this position due to the practice's strength of incorporating the ethical needs of the local destination along with the economic needs of tourism business.



*Keywords: Tourism, Bahamas, Sustainability, Corporate Social Responsibility, Sustainable tourism, Mass tourism, Alternative tourism.*

# Table of Contents

<b>1. Introduction.....</b>	<b>1</b>
1.1 Background to Research Area.....	1
1.2 Aims and Objectives.....	5
1.3 Significance of the Study.....	6
1.4 Limitations of the Study.....	7
<b>2. Methodology.....</b>	<b>7</b>
<b>3. Conceptual Framework.....</b>	<b>8</b>
3.1 Conceptualizing the Sustainable Development of Tourism.....	8
Figure 1.....	9
3.2 The Sustainable Tourism Platform Model.....	10
Figure 2.....	11
3.3 Conceptualizing Corporate Social Responsibility.....	13
Figure 3.....	14
Figure 4.....	15
<b>4. Theoretical Underpinnings.....</b>	<b>16</b>
4.1 Tourism as an Industry and Social Force.....	16
4.2 A Synthesis of Practice: Restructuring Tourism from the Top-down.....	18
4.3 A Marketing Perspective for Sustainable Tourism in the Caribbean.....	20
4.4 The Context of the Islands of the Bahamas.....	23
<b>5. Analysis.....</b>	<b>27</b>
5.1 Sustainable Tourism and the Bahamas.....	27
5.2 Mass Tourism vs Alternative Tourism as a Product for Change in the Bahamas.....	29
5.3 Marketization Perspectives and the Bahamas' Tourism Industry.....	31
5.4 The CSR Paradigm and Sustainable tourism.....	32
<b>6. Conclusion.....</b>	<b>35</b>
References.....	37
Image References.....	40

## **List of Abbreviations**

CSR – Corporate Social Responsibility

BPOA – Barbados Program of Action

DLC – Destination Life Cycle Model

GDP – Gross Domestic Product

NIEO – New International Economic Order

SIDS – Small Island Developing State(s)

SIE – Small Island Economy

TBL – Triple Bottom Line

UN – United Nations

UNCSD – United Nations Conference on Sustainable Development

UNWTO – United Nations World Tourism Organization

WCED – World Commission on Environment and Development

WTO – World Trade Organization

WTTC – World Travel and Tourism Council

# 1. Introduction

## 1.1 Background to Research Area

The tropical islands of the Bahamas have been known to many as a paradise; the epitome of sun, sand, and sea. Averaging 200 miles in width and stretching for 600 miles in a southeasterly direction towards Haiti, the archipelago is comprised of around 700 islands and cays, of which approximately 30 are actually inhabited, and of which only about 375,000 people call home (Palmer, 1994). With the closest island in the archipelago chain located only 50 miles southeast of Florida, the island country's proximity to the North American marketplace has served as an immense benefit, namely catering to the year-round influx of tourists to the island's largest and most essential sector to their development. Comprised of both ecotourism and mass tourism developments, mass tourism unmistakably dominates the islands' tourism sector, and is considered to be the most sought after tourist experience. These developments are centralized and concentrated on the urban islands of New Providence (Nassau), Grand Bahama, and Paradise Island, while the 'Out' islands are mainly utilized for day trips, small-scale alternative hotels and business, or simply uninhabited.

While the Bahamas is considered to be one of the wealthiest Caribbean countries, its economy is heavily dependent on tourism; offshore banking is ranked as the second largest revenue, and other industries such as agriculture, food canning, and fishing account for less than a tenth of GDP and show very little growth or incentive to increase in the future (IndexMundi, 2014). According to the WTTC (2014), tourism accounts for approximately 60 percent of the Bahamas' GDP and directly as well as indirectly employs slightly over half of its labor force. As an active member of the UN initiative on Small Island Developing States (SIDS), the Bahamas is a part of a distinct group of developing countries facing specific social, environmental, as well as economic vulnerabilities per their corrosive development history, geographic positioning, as well as climate change risks. With such a strong societal investment in a single sector with relatively no other form of return than a percentage of economic gains as well as a daily influx of vacationing consumers, it has led this author to question the role of this domineering industry as well as its contribution to the Bahamas' sustainable development aim. This author's interest in Bahamian tourism stems from the personal experience of living in Nassau, New Providence Island periodically from 2004 to 2006. While the observations made in that time were not based scientifically, and will not be

used as academic material in this paper; it has led to further question the role of tourism for the development of the Bahamas, as well as how the tourism-entrenched archipelago plans on maintaining their main, if not only significant industry and development strategy since the 50s, and expansion of the industry since their independence from the United Kingdom in 1973.

Tourism, on a global scale, is potentially one of the fastest growing and highest income generating industries in the world. “The juggernaut of the global tourism industry continues to roll inexorably in the early years of the new millennium where mass tourism destinations are now evolving into mega tourism destinations, intensifying tourism activity is affecting more and more places, and there can no longer be any doubt to the potential of this sector to effect fundamental economic, environmental, and sociocultural change on destination countries” (Weaver, 2006: p. 7). The wide contention of either positive or negative change emerging out of the sector, as well as its many links in between, has resulted in a major debate stemming across sustainability science academics, environmentalists, market economists, international development organizations, as well as global society. This change, depending on how this sector is managed, can be either positive or negative, and it is the understandable desire to maximize the former and minimize the latter that has given rise to the now omnipresent engagement of stakeholders with the concept of sustainable tourism (Ibid. p.7)

The ever-evolving paradigm of ‘sustainable tourism’, derived from the broader concept of sustainable development, emerged in the early 1990s largely on the strength of its broadly appealing and seemingly positive moral (Ibid p.9). The concept of sustainable development was introduced in 1987 by the World Conference on Environment and Development, also widely known as the Brundtland Commission, whose report defines sustainable development as, “Development which meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987 in Tepelus, 2008). While this concept was initially a stride toward providing a long-term answer to the heightening problem of Earth’s limited resources, since the increased eco-activism and the 1992 Rio declaration establishing sustainable development as a guiding development principle for more than 178 governments; sustainability has evolved in to one of the most commonly accepted concepts for the management of economic and social development, including the use of intangible assets, comprising know-how, as well as knowledge and expertise that may be shared, disseminated and employed in capacity building (Tepelus, 2008).

Since the concept of sustainability was introduced into the global political agenda, the idea of sustainable development has received highly widespread attention and recognition in the field of tourism (Wickens, Bakir & Alvarez, 2015). Early deliberations on sustainable tourism were undertaken mainly by academics, and it was only after the release of the catalytic Agenda 21 during the 1992 Earth Summit that the concept became more broadly engaged and institutionalized by organizations such as the United Nations, the WTO, and the WTTC (Weaver, 2006: p. 15). However, while the ideologically faultless notion of development that considers the well being of both current and future generations may provide a useful framework to guide tourism development with the least possible negative impacts, in practice, it actually faces many unprecedented challenges. According to Berno & Bricker (2001), among the many obstacles that sustainable tourism development faces, the lack of a clear and widely accepted definition is one of the main challenges to its implementation (in Wickens, Bakir, & Alvarez, 2015). As Butler (1999, p.11) contends, “the very success of the term lies in the fact that it is indefinable and thus has become all things to all interested parties”. Taken in its more literal sense, sustainable tourism may be seen as mainly concerned with sustaining itself; that is, with preserving its viability at a destination for an unlimited period of time, even though it may not be the best use of the destinations resources (Butler, 1999 & Wickens, Bakir, & Alvarez, 2015).

Particularly scrutinized for its large-scale capitalistic paradigm and ‘prime contradiction’ of its own self-destruction, mass tourism contributes the majority of issues to the discussion for the need of sustainable tourism, and a shift to a viable long-term framework. Due to its excessive size, its consumption of excessive resources, and its use of excessive people, mass tourism easily causes vulnerabilities in areas that are heavily dependent on tourism. While alternative forms of tourism have emerged as an early form of engagement within the idea of sustainability by using small-scale agendas representing eco-responsible and community involvement initiatives, its emergence has been recognized as the ‘conscious of mass tourism’ and used as a ‘sustainable fix’ to conventional mass tourism’s negative implications. According to Weaver (2006: p. 58), “Alternative tourism constitutes at best only a partial solution to the problems of a global tourism sector that is overwhelmingly dominated by conventional mass tourism products and activities. Mass tourism, moreover, not only resists conversion into alternative tourism, but also is often the model that government and communities prefer to pursue because of perceived economic benefits that are conferred by size”. With this being said, much of the perceived and simplistic ‘sustainable fix’ in

tourism may have to be re-examined, as different destinations require different planning strategies, especially based upon the history and current reality of tourism in specific destinations.

Despite a number of sustainability tools that have been developed in the last decade, the tourism industry often acts as a ‘double edged sword’ for development. This is the result of intensifying problems of pollution, over-crowding in concentrated areas, exploitation of corporate behavior, and the perpetuation of poor and unskilled labor standards, seemingly resulting in the neglect of ‘responsibility’ or responsible action for the destination country (Tepelus, 2008). Collaterally speaking on the development front, over the last two decades Corporate Social Responsibility (CSR) has been pursued as a theoretical framework for a change in understanding the role of business, notably in the case of large corporations, for advancing wellbeing in society and highlighting ethical corporate responsibility (Ibid). Although, CSR as a framework for sustainable tourism is contested right down the middle; the new phenomena seems idyllic because the supposed framework encompasses all three aspects of ‘sustainability’ which acts as a theoretical incentive for mending the gap between private business and local destinations. According to Tepelus (2008), “ The CSR approach to sustainable tourism provides a more comprehensive conceptual framework, which may be suited to accommodate some of the contemporary challenges that the sector is facing. Compared to other concepts of alternative tourism, which, is essentially focused on scale management, CSR is offering more specificity, explicitness, and comprehensiveness”. Further, the CSR approach has particularly taken interest in the global business community due to its potential to capture both the tourism traditional aspects while also incorporating the more recent human rights impacts emerging in light of globalization prevalent neo-liberal trade and development policies (Ibid, 2008). The growing realization of sustainable actions in both business and civil society in the 21<sup>st</sup> century have sparked trends matching the best global practices, and reshaping markets to go ‘green’ and exhibit ethical standards, which has arguably shaped the CSR framework; although the concern of too much market influence has yet to convince many.

The issue, or more so debate at hand, exemplified by many countries and in this case for the Bahamas, is that the overwhelming nature of mass tourism is yet to achieve a ‘sustainable’ framework, which will continue to lead the island country into greater future vulnerabilities. The relative buoyancy of the islands, due to the rapid development of the tourism industry and constant flow of economic gains, has arguably led to heightened future instances of



vulnerability to become overlooked, or not pursued in a significant matter. The respective short-term plan that the islands have incorporated into their development strategy has long out dated the initial benefits, and a consensus surrounding the ramifications of tourism as a whole agree that restructuring is necessary, if not crucial. While much debate still remains for the most efficient restructuring strategy, different perceptions, interests, as well as collective academic knowledge are helping shape new suggestions for the future of tourism management. This calls for a deepened discussion on the notion of sustainable tourism in the islands of the Bahamas, and the possible connections between the emerging paradigm of Corporate Social Responsibility and the role of sustainable tourism for a plausible long-term strategy for the islands.

## 1.2 Aims and Objectives

The aim of this research is to critically investigate and analyze the possible links between the emerging paradigm of corporate social responsibility (CSR) and sustainable tourism, as well if it can be considered for further improvements of mass tourism planning and management in the islands of the Bahamas. Additionally, this paper's objective is to examine the conceptual meanings, theoretical motives, array of strategies, as well as approaches in the sustainable tourism discourse of the Bahamas in regards to that of the corporate social responsibility paradigm. Exploring the theories in this way enables possible links and connections to be made, and progressively contributing to the research questions set forth.

The research questions are: (1) *How has the Bahamas' history of rapid tourism development influenced the current industry in light of sustainable tourism?* (2) *In what ways may the current mass tourism and alternative tourism frameworks contribute to sustainable tourism in the Bahamas?* (3) *How may the CSR paradigm be considered in the sustainable tourism discourse for the Bahamas?*

These questions hold value to the study by not only exploring the island's history of mass tourism and understanding the need for a shift to a more sustainable industry, but also by examining the current alternatives and practices along with their perspective meaning in relation to sustainable tourism. The questions also contribute further to the investigation of whether the CSR paradigm can be suggested for future sustainable tourism planning strategies in the Bahamas.

### **1.3 Significance of the Study**

The intention of this thesis is to make a further contribution to the discussion on sustainable tourism planning in the islands of the Bahamas through questioning the emerging paradigm of CSR in the sustainable tourism discourse and the current Bahamian development strategy. The research scope concerns a conceptual and theoretical premise in regards to sustainable tourism planning and the relative situation in the Bahamas.

The study firstly attempts to conceptualize the sustainable development of tourism, or sustainable tourism, as well the relative meaning of the term per evolution of the global tourism era with relevance to the Bahamas rapid history of tourism development. The conceptual meaning of Corporate Social Responsibility is then explored, as well as the theoretical premise that belie its practice.

The study then departs into theoretical underpinnings by the use of secondary data, with the use of multiple authors' theories based around sustainable tourism planning as well as the perceptions of practice within the sector. The contention of tourism being utilized as either an industry or a social force is taken into deeper consideration in terms of contemporary large-scale and small-scale tourism initiatives; as in this case is described as mass tourism and alternative tourism. Theories regarding the role of both mass tourism and alternative tourism in a sustainable tourism context are then further contemplated, as well as cumulative theories regarding a synthesis of both practices, and the interests of the tourism business in relation to these practices. The pressures for tourism businesses to change to a more sustainable model are then theorized, as well as how important market initiatives are to the tourism industry.

The analysis then takes the form of connections within the theoretical secondary data in regards to the empirical data of the Bahamas. These connections constitute a platform for discussion in terms of the current sustainable tourism reality in the Bahamas, the current use of mass and alternative tourism practices in regards to the Bahamas sustainable development aim and restructuring strategy, the relative influence of marketization strategies in accordance tourism business, as well as if the respective roles of the CSR paradigm connect to the presented theories in terms of sustainable tourism, as well as if it can be suggested for future planning as well as a rejuvenation strategy for the tourism sector in the Bahamas.

While the discussion will remain largely within the conceptual and theoretical realm, it holds deeper insights, which may be put to pragmatic considerations by academics, and tourism planners of the Bahamas to further develop a sustainable tourism industry.

## 1.4 Limitations of the Study

“The topic of sustainable tourism encompasses an enormous body of information and knowledge that expands by the day, and is therefore inevitable that much important material will be excluded in various bodies of literature and perceived in more ways than one” (Weaver, 2006: p 4). While this study attempts to help the reader understand sustainable tourism in the context of the islands of the Bahamas, the concept itself is extremely contested and perceived differently in accordance to its context-specific nature.

This thesis is conducted by the use of secondary data, meaning the theories and empirical data were collected by other researchers and were gathered in the form of books, academic articles, journals, and websites. This can be regarded as a limitation as this author may be using material that other people have gathered for use of a different purpose, or the lack of validity in their research could then hinder the research for this thesis.

Another limitation can be noted as the lack of available literature regarding the Bahamas and sustainable tourism. It is this author’s opinion that the lack of this literature arises from the essential lack of sustainable tourism in the sector, as well as the wide belief that the Bahamas is an arguably stable lower-middle income country that does not face vulnerabilities due to the high economy-waging businesses on the islands. While reports are made regarding this issue by multiple relevant international organizations, it is necessarily disregarded otherwise.

## 2. Methodology

This study is undertaken as a qualitative research overview, employing secondary data as the main empirical foundation of analysis. The material used includes academic articles, as well as books, journals, and reports from tourism-related organizations. While the use of secondary data can be useful for personally conceptualizing and understanding what is a broad field of data and information, it may also hinder the validity of what is used in the study. According to Punch (2005: p. 103), there are some clear advantages to working with an existing body of data including cost, time, and quality of what is found in the field; however, these attractions do not mean that secondary data is always straightforward. A criticism of this type of research may find that difference or difficulty of interpretation of the secondary data grounds the inevitable possibility that it is not always relevant to the present problem, by ‘forcing data’ to

fit with your research, when it originally was not conducted for it (Punch: p.103). While an appealing approach due to the wide breadth of available research, therefore, it is necessary and important to note that careful planning and consideration of the data in light of the proposed research will be undertaken and thoroughly assessed in this study, to minimize any invalidity in this research. Accordingly, it is also important to note that this author's personal interpretation of the secondary data collected and based upon by outside researchers, is what is presented as academic material in this study.

The use of theoretical triangulation will be incorporated as a tool for analysis, and refers to the use of more than one theoretical position when interpreting data (Bryman, 2003). This method utilizes multiple theories in the same study for the purpose of supporting or refuting findings as the different theories help researchers provide a broader and deeper understanding of the problem at hand using multiple 'lenses' (Thurmond, 2001 in Hussein, 2009). The idea of theoretical triangulation has been criticized on several grounds, but the most common is the accusation of the researcher subscribing to a naïve realism that implies that there can be a single definitive account of the social world (Bryman, 2003). Using many theories as a tool for widely accepted confirmation is also a large criticism of this view. But looked at from an opposite perspective, the depiction of this method may also be understood in terms of adding a sense of richness and complexity to an inquiry, becoming a device for enhancing the credibility and persuasiveness of a research account (Ibid). This paper intends to do just that, with the use of multiple theories and positions to better investigate the broad contentions of sustainable tourism development in the islands of the Bahamas.

### **3. Conceptual Framework**

This section of the paper will present the conceptual framework, being the use of key concepts as well as the theories and tools that are derived out of its conceptualization. The conceptual framework is comprised of both concepts and theories that are believed to offer a complementary and constructive approach when attempting to conceptualize sustainable tourism as well as corporate social responsibility in this study.

#### ***3.1 Conceptualizing the Sustainable Development of Tourism***

The complex nature and diversity of tourism as a whole explain why there is not a general consensus on the definition of tourism, nor the definition of sustainable tourism. Some of the

reasons for the difficulties on sustainability research of tourism refer to the multi-disciplinary nature of the sector, a general conceptual ‘fuzziness’ of the area, as well as the ‘image problem’ that tourism suffers from; especially in academic circles as a culmination of different perspectives on what the term should be, or incorporate into its meaning (Cooper et al, 1998 in Tepelus, 2008). Although, in order for there to be a forward contribution and mutual understanding towards the use of sustainable tourism in this paper, a definition of the term will be specified in this section.

The official UNWTO (2015) conceptual definition of the sustainable development of tourism is comprised of many terms, for increased specificity to help rule out any contentions. Expressed simply, sustainable tourism can be defined as, “Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”. Thus sustainable tourism should:

- 1) “Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity;
- 2) Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance;
- 3) Ensure viable, long-term economic operations providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventative and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.”(UNWTO, 2015).

*Figure 1.*

The conceptual definition also explains further that sustainable tourism development guidelines and practices are applicable to all forms of tourism, and in all types of destinations, including both mass tourism and various niche segments.

It is important to note that sustainable tourism, used in this paper, will be used in terms of this definition. This is helpful toward the study as it is a neutral term, and this author is able to refer to it without the issue of unintentional vagueness or confusion of its actual meaning.

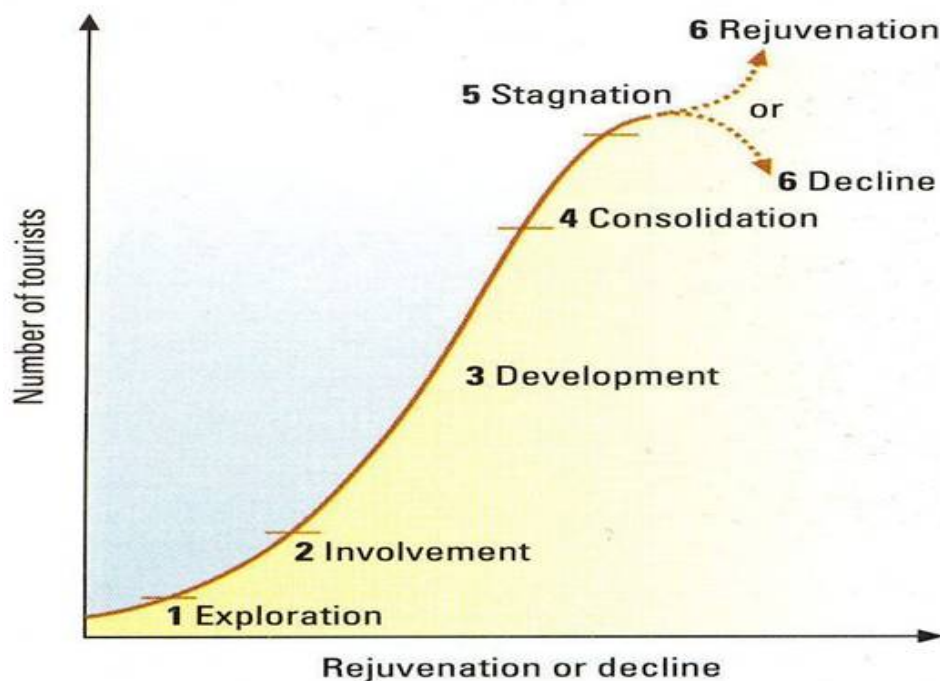
### ***3.2 The Sustainable Tourism Platform Model***

When critically examining, what this author would like to call, the ‘sustainable tourism realm’, it is imperative to understand that sustainable tourism is an ever-evolving concept and paradigm, and much literature has to be analyzed by perceived relevance as well as the era it originated from. This model is helpful toward the aim of the study because it helps to categorize the perceived approaches and definitions of sustainable tourism in the field as it is still used today. Author of this model, and tourism academic Jafari (2001), from his work in “*The Scientification of Tourism*”, argues that the post World War II evolution of the global tourism sector has been both influenced and described by the sequential appearance of the advocacy, cautionary, adaptancy, and knowledge-based platforms or perspectives. While they apply to tourism as a whole, these platforms provide a useful framework for understanding the emergence and development of sustainable tourism in particular; bearing in mind that each platform builds on its predecessors, and all still coexist in the global tourism sector (Weaver, 2006: p.5)

*The advocacy platform* was explained to be the first platform to appear in the post-war period of the 50s and 60s and is mainly characterized by a strong support for tourism for rapid development and economic gains. “Tourism, especially for the newly independent but underdeveloped countries of the south, was touted as a benign avenue to economic development that would be sustained by an inexhaustible supply of tourism resources such as beaches, local culture, and scenery” (Jafari, 2001 in Weaver, 2006: p.5). This platform elucidates tourism as the ideal activity for emerging governments with few negative impacts. Some would explain it as promoting the practice with ‘one eye closed’, going full force into a practice without weighing long-term consequences.

*The cautionary platform* encompasses the 70s and 80s as an argument explaining that unregulated tourism development eventually culminates in unacceptably high environmental, economic, and socio cultural costs for the residents of the destinations and local communities (Jafari, 2001 in Weaver, 2006:p.5). The costs of tourism were noted as being economic, environmental, as well as sociocultural and seen as ultimately causing cultural divides, disparities in wealth, as well as over consumption of the environment. This platform

accentuated higher means for more carefully planned and regulated tourism strategies as an attempt to avoid negative impacts. As a known culmination of the cautionary platform, Butler's well-recognized Destination Life Cycle model (DLC) was created upon assumptions, like the cautionary platform in general, that is not inherently hostile to tourism but contends that unregulated tourism contains within itself "the seeds of its own destruction" (Butler, 1980 in Weaver, 2006: p.8). Here, it is assumed that unregulated tourism eventually undermines the very foundation that supports the growth of a tourist destination in the first place.



**Figure 2.** *Destination Life Cycle Model (Butler, 1999)*

The model, shown by Figure 2, begins with the 'exploration' stage, during which the impacts of the initial stages of tourist flow in the area, either positive or negative, are questioned for further development. The 'involvement' stage, then, is transitional response by locals due to the growth of tourist traffic, which is in turn superseded by a period of rapid tourism 'development' as the destination experiences and responds to the accelerated demand; it is during this stage of mass tourism onset that the problems aforementioned become significant and eventually cause the critical environmental, sociocultural, and economic issues (Weaver, 2006: p 8). The 'consolidation' stage refers to the point in time in which the destination area has adapted tourism as a dominant feature of the local economy, and 'stagnation' along with 'decline' successively occur when and if tourism growth slows from common occurrences such as outer competition or outdated interest, along with over consumption and over building

of the environment; this is argued to happen if the government or industry takes no remedial intervention. While decline would result in tourists choosing to go to other destinations, alternatively, ‘rejuvenation’ is possible if new measures are implemented and typically always requires attracting a different kind of tourist or interest to keep the tourist flow thriving. When used in accordance to specific destinations as well as their history of tourism, this model can be used as a tool to decipher whether the current framework embodies a healthy or deteriorating strategy.

*The adaptancy platform* of the 80s and 90s gave rise to discussions on perceived solutions to the highlighted negative affects of tourism, and was a “perspective aligned ideologically with the cautionary platform that adapted to the unique socio-cultural and environmental circumstances of any given community” (Jafari, 2001 in Weaver, 2006: p.8). It was during this perspective that alternative forms of tourism were introduced, such as ecotourism, voluntourism, and justice tourism, as well as the gaining acceptance of sustainable development among international organizations, practitioners, and academics for long-term initiatives.

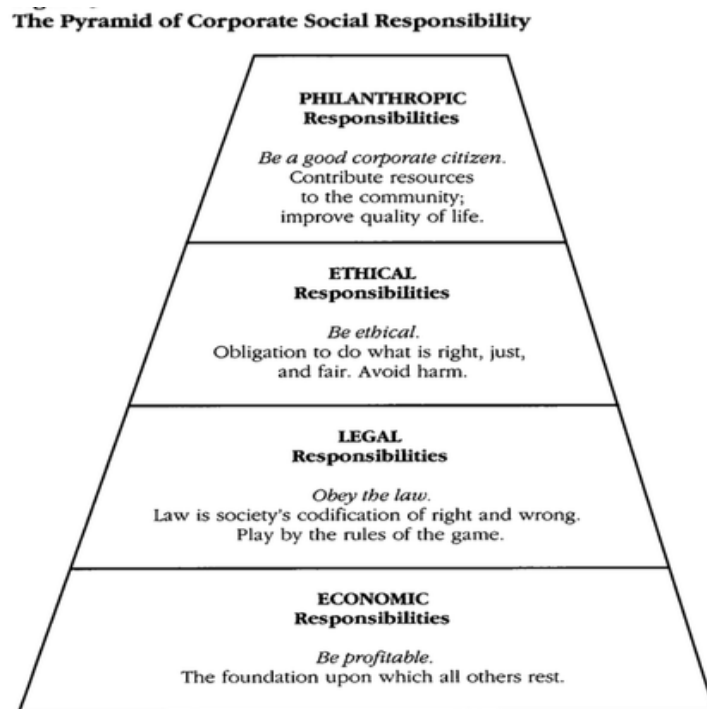
*The knowledge-based platform* arose from several factors from the 90s to the new millennium; one of which was the growing realization among tourism stakeholders that the sector had evolved into an enormous global industry, and that the alternative tourism initiative, espoused by the adaptancy platform, is not a practical or even appropriate option for the many destinations already dominated by mass tourism (Weaver, 2006: p.8). It is the conclusion of this era that alternative tourism, accordingly, is only a partial solution to a broader set of caused by problems of global tourism. Furthermore, it became increasingly apparent that any mode of tourism in any destination gives rise to both positive as well as negative impacts. “Suggesting that the ideologically polarized advocacy, cautionary, and adaptancy platforms offer a limited and biased world view of an increasingly complex global tourism sector that defies such simplistic analyses” (Jafari, 2001 in Weaver, 2006: p.9). Therefore, this platform suggests that what is required is a holistic approach that incorporates scientific methods, theories, perspectives, and knowledge towards properly assessing the tourism sector. Within this framework, it is unable to contend that small-scale tourism is inherently superior to large scale, because the decision should be based upon the characteristics and what is best for the particular destination, “based on sound scientific analyses and the subsequent implementation of appropriate planning and management strategies” (Jafari, 2001 in Weaver, 2006: 9).



### 3.3 Conceptualizing Corporate Social Responsibility

The concept of Corporate Social Responsibility has been defined and described in so many different ways over the course of the last couple decades, so much that it has also been difficult to achieve a consensus as to the definitive meaning of the term. Hohnen and Potts (2007) consider CSR to be a comprehensive multi-stakeholder effort to improve economic, environmental, and social conditions while preventing future harm to local areas with the complementary actions of all sectors of society—including governments, non-governmental organizations, citizens and others involved with the area. Enterprises, in this framework, integrate economic, social, environmental and other additional concerns into their decision making process in a way that is transparent and accountable—thereby establishing more ethical practices within the firm, contributing to improvements in society and environments while in the process of creating wealth (Hohnen & Potts, 2007).

Theoretically, CSR embodies the notion that corporations are members of the moral community, as a ‘corporate citizen’, and have responsibilities to other members of the moral community in which they reside. Although, this practice has to take place within a large business or firm, and it must be within the business’ self interest to incorporate this model. Carroll (1991) highlights the elements of CSR in terms of economic, legal, ethical, and philanthropic; which can also depicted from her pyramid model.



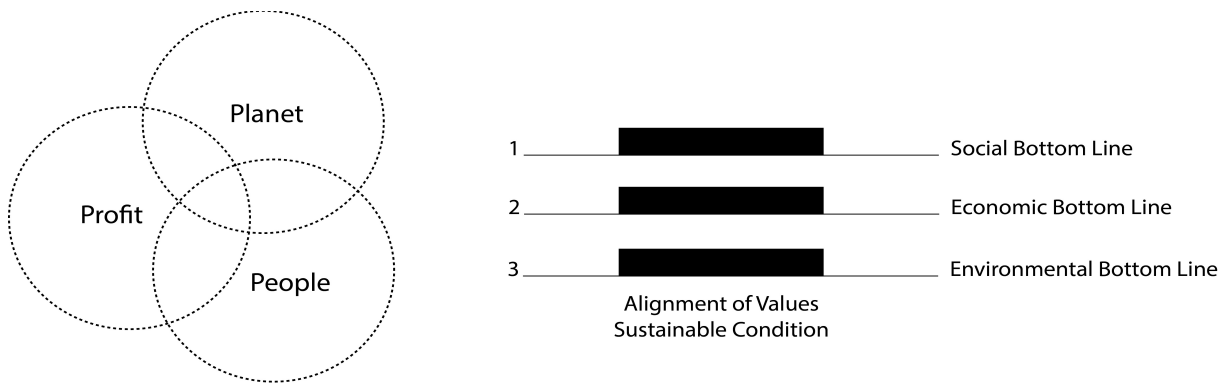
**Figure 3.** (Carroll, 1991)

Carroll's (1991) pyramid of CSR portrays its four components, starting from the bottom up and beginning with the underlying 'building block' notion that economic performance ties in and enables everything else. Legal responsibilities fall under typical business standards, as business is expected to obey society's regulations that have been set in place to distinguish acceptable and unacceptable behavior. Business's responsibility to be ethical falls under the broad and most contended area of being obligated to do what is right, just, and fair—avoiding or minimizing harm to stakeholders including employees, consumers, the environment, and society (Ibid). And lastly, business is expected by the community to be a good citizen, captivating the notion of philanthropic responsibility, whereby business is expected to contribute financial and human resources to the community and help to improve the quality of life.

Philanthropic responsibility, explained by Carroll (1991), is at the top of the pyramid because it is argued that it is highly desired and prized, but actually less important than the other three categories of social responsibility; "In a sense, philanthropy is icing on the cake—or on a pyramid, using our metaphor". This can be the main point of contention against CSR, as it is arguably the most desirable component to emphasize, when it may be the least of importance in terms of practice. Other points of contention include the issue of self-regulation of the business practice, as there is no formal act of legislation within the incorporated business model making it a form of corporate 'soft law' practice. This poses as a concern to many because it is believed to give the businesses too much power on the terms of how they represent themselves, and what is actually accomplished in practice.

When looking at CSR in terms of its relevance in sustainable development initiatives, big names such as Starbucks, Nike, Coca-Cola, as well as many others have been well known for their contributions, however contested, to the respective areas they reside as well as to the people they influence. CSR is still a relatively underdeveloped practice in tourism, but many have questioned the possibility of its emergence and functionality in the sector, especially in regards to responsible tourism initiatives. Among the first industry publications specifically addressing CSR and tourism is a (2002) WTTC report; including examples of corporate social leadership by top companies and presents the business case of CSR to consist of: favoring by governments and communities prioritizing sustainability, building brand value and the market share of socially conscious travellers, attracting socially conscious investors, enhancing the ability for recruitment of highly skilled workforces, as well as improved risk assessment and response capacity (Tepelus, 2008). The same WTTC (2002) report also incorporates their

argument against regulation stating, “Attempting to regulate social responsibility would not only be impractical, given the diverse needs of different communities, it would undermine the personal commitment and creativity that fuel it—a voluntary approach is crucial”. This point is a good example of the polarized views of CSR’s legitimacy; viewed upon as either a market incentive with no positive impact, or a necessary measure to spur positive impact.



**Figure 4.** Elkington (1997)

Incorporated further within the concept, the triple bottom line theory (TBL) works on the assumptions aforementioned of CSR; focusing on sustainability, and concurrently enquires that any company weigh its actions and decision making on the three scales of: economic sustainability, social sustainability, and environmental sustainability. Elkington (1997: p. 73) asserts that as the concept of the TBL, while always developing, is the notion that society depends on the economy, and the economy depends on the global ecosystem, whose health represents the ultimate bottom line. The coined “People, planet, profit” reasoning behind this theory, is that if businesses calculate their gains and losses in this way they will be more likely to benefit both business and community. It has been argued by Elkington (1997: p.75) that triple bottom line sustainable tourism development is ideal for facilitating all crucial aspects and management of all resources, in a way that fulfills aesthetic and economic and business needs, while also maintaining the environment and cultural morality of the land. This is beneficial because in sustainable practice, more times than not, emphasis is only drawn on one or two aspects of sustainability while this approach incorporates all three; this is exemplified in Figure 4.

## 4. Theoretical Underpinnings

This section of the paper will propose theories generated by well-known tourism authors and academics such as Weaver, Higgens-Desboilles, and Middleton from their works on addressing the critical realm of sustainable tourism, and the incentives as well as underlying factors that take place within the practice. This section of the paper can be referred to as a research overview, as the work presented is secondary data, but the use of drawing theories out of the literature and underpinning specific views and meanings is what this section purposes to do.

### *4.1 Tourism as an Industry and Social Force*

While highly contested in the realm of sustainable development, tourism is seen through two common and very polarized perceptions. Many times the distinction results in the idea of tourism as a powerful industry and exploitive business, or tourism as a highly transformative and positive social force. According to Higgens-Desboilles (2006), people today accept the notion of tourism as an industry due to mainly hearing the term repeatedly, although the academic debate remains unresolved. The argument that Higgens-Desboilles embodies in the work of “*More than an Industry: The forgotten power of tourism as a social force*”, is the notion that tourism emerged as a positive global social effort and got distorted along the way by parties with interests of their own.

Tourism, mainly when characterized as an industry, stems back to the 1960s when modernizing forces looked to industries as major engines of economic growth. As tourism was no longer circumscribed to countries in Western Europe and America, it became a global phenomenon and governments in the developing world, especially in small island economies (SIEs), promoted tourism in their countries as a rapid and efficient way to generate foreign exchange earnings (Ibid). It is apparent that SIEs tend to heavily associate themselves in the tourism ‘industry’ mainly because they lack the natural resources, domestic market, and industry technology to exploit for export production; therefore, the quick dive into profit maximization was chosen over the concerns of social and environmental exploitation (Carlsen & Butler, 2011 & Carbone, 2005).

A central criticism of the ‘industry’ discourse in tourism is the fact that it is just a large and powerful business, doing “business as usual”. Much of this criticism is evident in the marketization processes following tourism, where the industry is driven coarsely by profits

and market imperatives. Although Higgens-Desboilles (2006) argues that while tourism possesses the attributes of an industry and holds much essence to its barest market attributes, it holds much greater significance and is a particularly important and influential social force. He contends that since the advent of the neo-liberal era, many have forgotten the agenda set for tourism in the promotion of equity between the countries of the developed and developing worlds, also known as the North-South debate. Tourism was a very important component to the New International Economic Order (NIEO), in which Higgens-Desboilles (2006) defines as, “the demand by newly independent countries of the development world as a systemic program to bring just relationships to the increasingly interdependent but very unequal world”. It is his belief, then, that the industry aspect has distorted this equitable view. “The marketization of tourism evident in the ‘tourism as an industry’ discourse has overshadowed awareness of the transformative capacities of tourism as a social force and a resulting outcome is a diminishing of tourism’s potential as a result of this intellectually myopic vision” (Higgens-Desboilles, 2006). The believed overseen positive aspects of tourism mentioned include the fostering of cross-cultural understanding, contributing to cultural protection, supplementing development, fostering environmental protection, promoting peace, and formatting a global consensus, which, in his belief, contributes to the formation of a global society.

On this scale, much attention is drawn toward alternative tourism initiatives as a combating force against the industry aspect of tourism. But what is lacking in the argument, or more so overseen, is the presence of marketization aspects in alternative tourism as well. This author’s argument, then, is that the ‘social’ aspects of tourism do in fact have a heavily intended positive influence, much like the arguments of the industry discourse of tourism, although not all of them are actually positive and absolutely self-less. The tourism complex is in fact imperfect; but implying that ethically-marketed tourism initiatives and stray away from the “industry” complex is naïve.

It is important to stress that tourism, in this study, will be expressed as both an economic phenomenon that acts as an engine of economic progress as well as an influential social force. While it must be recognized that contemporary tourism does in fact hold attributes as an industry because it is comprised of businesses that create services that are sold to tourists through market mechanisms, it must also be recognized that it is dissimilar to other conventional industries. It encompasses a type of flipped consumerism, whereas in usual industries the product is brought to the consumer, when in tourism, the consumer is brought to

the product or service, that being, the tourism destination (Higgins-Desboilles, 2006). It is this author's opinion that the powerful force of tourism should no longer be segmented into 'industrial' and 'ethical' when comparing large and small-scale tourism, for the reasons being that there simply is no 'ethically perfect' model that lacks aspects of an industry. When a sector hold attributes of both the power to large economic gains as well as social influence, such polarizations should not be spread further apart, but work together to create the best 'product', local reality, and opportunity for all involved.

#### ***4.2 A Synthesis of Practice: Restructuring tourism from the Top-down***

As aforementioned, the assessment of sustainable tourism has mainly remained contested due to the massive diversity of destination settings, and the associated persistence of conflicting perceptions about its core identity as either profit-based mass tourism or ethically based alternative tourism (Weaver, 2014). In Weaver's (2014) article entitled, "*Asymmetrical Dialectics of Sustainable Tourism: Toward Enlightened Mass tourism*", he contends that sustainable tourism is necessarily evolving as a synthesis of mass tourism and alternative tourism. "By positioning these two types of tourism as contrasting each other, yet potentially pertaining complementary ideal types as a whole, correspondingly, can provide a useful framework for positively influencing the evolution of sustainable tourism by resolving the outstanding areas of contention"—hence, the evolution of a mass tourism product with an alternative tourism ethics base, coined 'Enlightened Mass Tourism' (Weaver, 2014).

The dominating role of mass tourism over alternative tourism as a mode for change in Weaver's (2014) presented synthesis is not only described as 'logical and probably inevitable' due to its large capacity and considerable influence on its destinations, but also desirable as long as sustainable mass tourism 'crystalizes' into the theoretical enlightened mass tourism format. Alternative tourism is denounced as a reasonable driving force for change in the system because it is argued to be functionally incomplete as an independent method without mass tourism, and physically incapable of replacing mass tourism as a solution to the actual or potential problems created by contemporary high levels of tourism demand (Weaver, 2014). Further, more times than not there is 'no going back' in the situation where mass tourism dominates a destination, and the development of many small-scale initiatives would essentially only be back-pedaling and consuming more space as it is still unlikely to change the mass tourism spoliation.

While mass tourism would then move toward synthesis with alternative tourism in order to account for its own ‘prime contradiction’ of destruction, Weaver (2014) also argues that the associated changes may be positioned along a continuum ranging from those closely aligned with the dominant capitalist paradigm to those more clearly related to the ‘pure’ ethical motivations of ideal-type alternative tourism. An example of the former in a large-scale context is given as the beneficial and cost-effective transition to environmentally friendly innovations such as the re-use of linens, extensive recycling, and installation of solar panels; while the latter side of the continuum includes ethical considerations over profit maximization such as supporting the welfare of local communities and the environment, fostering customer awareness and education on the destination society and the environment, going beyond basic compliance with official regulations, and disclosing social and environmental performance for further improvements (Henderson, 2007 in Weaver, 2014). When incorporated into a large scale, it is argued that ‘eco’ as well as ‘ethical’ practices that are mainly seen in alternative tourism, can be influenced further in a larger discourse. With the larger size comes the larger influence as it can influence market initiatives and distribution systems, ecological practices on a large scale, as well as diverse skills and competencies. Weaver (2006: p.68) argues that the larger the business or corporation, the more likely to allocate resources to establish departments where specialists can focus on the pursuit of more sustainable environmental and social practices, as well as indicator monitoring and environmental auditing.

As a harmonizing component to the former, Weaver (2006) then also introduces the theory of enlightened self-interest for the ethical foundation of business decisions in his book, *“Sustainable tourism: Theory and Practice”*. Here, he explains that the focus on self-centered sustainability incentives within the mass tourism industry does not mean that ethical considerations are unimportant or irrelevant, even though they are more commonly associated with alternative tourism activities. As previously mentioned, a necessary ‘shift’ needs to take place in the mass tourism discourse to better ensure long term viability of both the destination and business. Incorporating an ethical foundation for business decisions, in this sense, may come from the realization of the dominant industry that the failure to behave ethically will eventuate in disastrous consequences, in which case the foundation is an expression of the principle of enlightened self-interest (Weaver, 2006: 69). Enlightened self-interest, then, more so comes as a necessary step forward in order for the business to survive, but by the means of their own will. This can be understood on multiple levels; firstly on the terms of over-consumption of the relative environment to the point of deterioration and lack of business,

international pressures on energy and resource conservation, as well as ethically-based consumer pressures for a higher standard in practice.

Consequently, the components of the conventional mass tourism industry with large capital investments in a destination should have a particularly strong vested interest in maintaining the environmental and socio-cultural integrity of their surrounds. The theory of enlightened mass tourism as well as the theory of enlightened self interest theoretically exemplify constructive change from the top-down, while incorporating an ethical premise much like that of the alternative tourism practice. Large size may be the highest contributor to negative aspects of tourism, but it may possibly also be the most influential candidate for change in the sector. Like any business, the consumers must remain happy and satisfied with the product being sold; but as in the tourism business, when people, local destinations, standards, and environments are in- fact the product, then it is necessary to conserve its wellbeing –both on the terms of ethically based moral and business based moral. Therefore, a generalization taken from these theories may suggest that altering the current dominant system with the capacity to change may ground more merit than continuously creating new outer systems to ‘fix’ the issues put forth by mass tourism, and its indefinite existence in the areas affected.

### ***4.3 A Marketing Perspective for Sustainable Tourism in the Caribbean***

The Caribbean region, with its highly alluring natural advantages as well as its heavy access and dependency to the North American market, have resulted in a long and diverse history of tourism development. While tourism is absolutely essential to these economies, and the growing recognition of cultural, environmental, and economic dependency plagues these regions; Middleton (1998: p.43) highlights the notion that the pressures for change in these economies are often driven more by a negative fear of losing market share than a positive desire to reduce the negative impacts on the local destinations. These pressures, explained in his book, *Sustainable Tourism: A Marketing Perspective*, include consumer choices, national and international regulations, increased competition, and resource shortages.

The pressure of consumer choices, especially in an industry that absolutely revolves around keeping people interested in their ‘product’, or in the case of tourism, its destination and services, may be one of the most noticeable and prominent pressures the industry faces. “Consumers are demanding ever-more fulfilling and meaningful experiences from the destinations that they select; as travellers become more experienced, they are becoming more



discerning in the environmental quality of the products that they choose, and in some cases this has changed the structure of the tourism industry” (Middleton, 1998: p. 44). Also under the influence of consumer choices, increased competition from other destinations are pressuring changes. As the ‘sun, sand & sea’ product has always offered exotic appeal, scenery, and climate, it may no longer have the same appeal in light of new rapidly developing and modernizing destinations (Ibid, p.44). This continuous strive for acceptance and attractiveness, especially in the Caribbean region, leads economies towards constantly upgrading their marketing profile; while the environment, culture, and niche markets are particularly important in this respect (Ibid, p. 45).

Resource shortages for the Caribbean, according to Middleton (1998: p 45), will inevitably lead to a change in the operating practices by travel and tourism companies; the fuels to generate power and cars are mostly imported, agricultural products are imported, and the destructive practices coupled with poorly enforced regulations have caused irrevocable damages to reefs and other attractions. While the governments in the region are aware of the issues, the fact that they must limit themselves in terms of tourism development conflicts the continuous need to assimilate to consumer interests. While marketing perspectives as a strategy for change in the tourism industry is criticized as being too careless of the local destination and too economically incentivized, the industry as well as its critics many times overlook its capacity for change. Middleton (1998: p. 46) stresses that a marketing perspective can be defined as a particular set of corporate attitudes toward the conduct of operations involving the public as targeted customers or users; it is “essentially an overall management orientation reflecting corporate attitudes that, in the case of travel and tourism, must balance the interests of both shareholders and owners with the long run environmental interests of a destination, while at the same time meeting the demands and expectations of international regulations and customers”. Therefore, a marketing perspective in the Caribbean essentially can only succeed if the needs of the shareholders, environment, as well as customers are equally met.

While the tourism market is so consumed by outer pressures of desirability, the demands of the ‘conscious consumer’ may come as both a strategic marketing scheme for both the business as well as the environment. Edwards (2004) relates the use of appropriate and environmentally sound ‘green’ technologies by the tourism industry as a strategic form of development, as the need to safeguard the environment as well as remain internationally competitive are main concerns for the industry. Luu (2011) accordingly suggests that there is

a need to rethink strategy to shift the marketization ‘product and packaging’ on tourism, so that the product offered to the consumer integrates wider issues of sustainability. Although, the contention of marketing strategies having too much of a business incentive on a destination may overpower the ethical contribution in terms of sustainable development.

Following this contention, industries have held a historical cliché of dominating vulnerable economies, and it is especially prevalent in the Caribbean as it is filled with SIEs that are mainly led by the private sector in the form of mass tourism business. While a large majority of academics condemn sustainable development to the hands of the public sector with the belief that it is the most powerful tool for honest change, while this may be true, it is also important to realize the respective power of the private sector as well. According to Middleton (1998: p.83), “Elected local governments and the public sector managers responsible for planning and regulatory matters in a destination are, at least in theory, the most obvious source of destination management; but experience proves that they cannot manage effectively in practice without the active support and participation of tourism business”. It is Middleton’s (1998: p.106) argument, then, that the public sector does not have sufficient ‘power’ in the light of these SIEs, where large businesses dominate, especially when it comes to the need of restructuring the current tourism system. It is the lack of necessary management information as well as insignificant stature of demand patterns in national and international tourism markets that highlight the point the public sector is typically not equipped at the local level to influence market demand; and with the notion that developing practical ways to change business attitudes toward achieving more sustainable tourism, the large commercial tourism sector may seem more qualified in this regard (Ibid p.106).

Middleton (1998: p.107) further refers to many SIEs in the Caribbean as ‘economically hungry governments’, definitively meaning exactly how it sounds, and is explained that if these governments are in fact ‘hungry enough’ for economic development for political or social reasons, including pressures of international organizations as well as the need for a sustainable shift, the cumulative pressure of the commercial sector will nearly always be able to overwhelm public sector controls. This is not only because the public sector lacks the tools, it is also because an economically hungry government usually will not apply them or will allow them to be evaded with impunity (Ibid, p 107). In theory, an economically hungry government will always look toward profit maximization above much else, even though the public sector is commonly referred to as more ethics-based as well as benefit maximizing

force for local areas. With that said, the private sector could play the most powerful role in managing tourism at local destinations.

The classic problem that has been seen in local management for tourism is that, in theory, the public sector has the powers needed to manage tourism but in practice lacks the combination of political will, tourism industry expertise, and basic research information in which to act effectively—all of which private sector business possess, along with the practical influence needed to shift key aspects of tourism toward sustainability (Middleton, 1998: p. 83). Thus, when looking toward restructuring the tourism industry to in fact be more sustainable and produce outcomes that will benefit tourism dependent environments in the long run, it may be useful to look within the tourism industry for these changes; as pressures to change to a more sustainable industry rely on consumer interests, market share, and competition.

#### **4.4 The Context of the Islands of The Bahamas**

The context of the islands of the Bahamas for this study in reference to the emergence of sustainable development is a complicated one. The dilemma posed by the tourism industry arises from the historical need to achieve economic growth on one hand, and to meet the challenges of sustainable development on the other, which involves all people, places, and environments that come with it.

Sustainable tourism, according to Tewarie (2002: p. 35) and conceptualized by the Bahamian development strategy, is used as a model approach and preferable form of economic activity that has the capacity to improve the quality of life of citizens in the host community while also providing a ‘high quality’ experience for the visiting tourist. Therefore, sustainable tourism in this context is aimed at maintaining the quality of the environment that both the host community and the visitor depend to prosper. As a Small Island Developing State (SIDS), classified by the UN after the Barbados Program of Action (BPOA) in 1994, the Bahamas has been incorporated into a group of vulnerable island countries facing vulnerabilities in the pursuit of sustainable development, and in much of the islands, sustainable tourism (UN-OHRLLS, 2011). As the SIDS have their own peculiar vulnerabilities and characteristics, the commonalities that are highlighted are their small size and the many disadvantages that come with it, such as geographic isolation, climate change and sea level rise, as well as high vulnerability to natural and environmental disasters (United Nations, 2015). Due to the outside attractiveness of the sustainability approach as well as

heavy international pressures, much discussion has focused upon the current state of the industry in the islands, and a consensus of public and international relations have deemed necessary to ensure a 'paradigm shift' to a 'wholly sustainable' industry. While a tough incentive to accomplish, wholly sustainable, in this context, is the furthering of natural socio-cultural environments, maintaining a strong economic premise, as well as taking steps to ensure protection and prevention of natural resources and clean technologies.

Undoubtedly, although subtly mentioned, the highest level of importance in the sustainable approach of the islands has been the constant need of economic sustainability. A facilitating factor to the current situation is the Bahamian government's early active support for tourism development, which according to Wilkinson (1997, in Weaver, 2006: p. 16), were 'fascinated by its short term benefits' and closely tied to local business elites that stood to profit from the sector's expansion. Although while economic gains from the tourism industry are recognizably the most successful and prominent in the country, given the extreme dependence on tourism, the industry has faced the issue of having to expand at a proportionate rate in order to absorb the excess capacity of development of an even manner (Tewarie, 2002: p.37). An example of this is the noticeable concentration of resort mass tourism on just three of the archipelago's 700 islands, including New Providence, Paradise Island, and Grand Bahama. This foreshadows the virtual lack of public sector tourism planning until the mid 80's, which consequently resulted in congestion, pollution, and extreme stresses on services (Weaver, 2006: p.17). In addition to this, and due to the extremely high import propensity of the island country, only about 15 cents of each dollar spent in the country remains there, and estimated 'leakage' percentages have been known as some of the highest in the world and reaching up to 90 percent (Tewarie, 2002: p.37).

The government's enthusiasm and appreciation for tourism development and its viability is also stemmed to the fact that the country's agriculture, fishing, mining, or manufacturing lacked the capacity to support economic development (Weaver, 2006: 16). With the noticeable absence of an agricultural sector due to islands difficult and almost uncultivable soil, outside dependence on imports have been a crucial factor and a large portion of investment. Despite the relative buoyancy of the industry, tourism interests in the Bahamas are aware that long-term viability will demand a different approach.

Master planning for Bahamian tourism initially commenced in 1981 in response to the aforementioned problems of overbuilding, and ironically, the preferred solutions included further tourism expansion, and increased incentives along with the diffusion of tourism to

other islands; these plans emphasized product diversification, authenticity and ‘up-scale’ tourism products (Weaver, 2006: p.17). The global ‘push’ for sustainability crossed paths in the islands in 1992, as an approach centered on sustainable development resulted in part from the government’s recent participation in the Earth Summit. The Government of the Bahamas took the initiative to sign a national policy or sustainable tourism development agreement based upon influential studies from the World Travel and Tourism Council (WTTC) as well as technical assistance from the Department of Regional Development and Environment of the Organization of the American States (OAS) (Tewarie, 2002: p 39). This policy was based on the premise that the environment of the Out Islands, the islands outside the urban islands previously mentioned, were being negatively impacted by coastal water pollution from cruise ship dumping, littering, inadequate solid waste management, and excessive importation of goods and services (Ibid: p.40). While pushing for this ‘sustainable industry’, and in order to keep tourists coming to the island, the Bahamas mainly focused on changing its marketing strategy; promoting itself as a multi-destination operation (Ibid p. 39). By doing so, the Out Islands were planned on being marketed as distinct destinations, and were then marketed as eco or alternative tourism destinations. According to Tewarie (2002: p 39), the Hotel Encouragement Act was then amended to make it possible for small, eco-sensitive hotels to ‘develop’ the family islands, where mass tourism was absent. Here, it was theorized within the new policy that the concentrated resort mass tourism on the central urban islands would be overtaken by the new sustainable tourism potential of the Out Islands.

In 2001, the government of the Bahamas continued their ‘sustainable aim’ and signed the ACS convention establishing a Sustainable Tourism Zone of the Caribbean; “which obligates signatories to protect and promote Caribbean Culture, foster community participation, protect natural resources, promote sustainable technology, provide incentives for sustainable tourism enterprises, educate tourists, develop sustainable tourism indicators and create an information center on sustainable tourism development that is accessible to all ACS members” (Weaver, 2006: p. 17). It can be suggested that the Bahamas’ participation and changed policy initiatives toward a more sustainable form of practice has definitely been present, but it is the underlying incentive for the islands that have been criticized.

Much has been done in relation to the Bahamian marketing strategy and in order to keep tourists coming and interested in this destination, initiatives have been undertaken to increase the attractiveness of the islands and increase ‘product quality’. By product quality, Tewarie (2002) explains that the infrastructure, notably only in urban tourist areas have been

refurbished to look nicer, and the quality of tourism services were also reviewed for improvements. “Visitor exit surveys have revealed dissatisfaction with the cleanliness of the Bahamas experience, as well as the local entertainment; the country is therefore seeking to reposition itself in the marketplace with greater exotic appeal” (Tewarie, 2002: p.38).

What can be seen here is that the traditional mass tourism strategy is gradually being altered to focus upon a more upscale clientele, and as the islands of the Bahamas has primarily been focused on keeping itself desirable in a highly competitive and fluctuating market, changes have been made only to influence the market aspect (Ibid.). Improvements made on the island have been primarily business associated; the highly contested ‘Bahamian culture’ has even been scrutinized as lacking authenticity, and has been fabricated on the sole purpose of seeming more exotic to tourists. Further, many would say that the emergence of ecotourism destinations on the Out Islands have essentially failed to decentralize the main tourist destinations in the country, and the ‘eco’ developments that have taken place there are also mainly privately owned and not necessarily connected with the local Bahamian community.

Around the period of sustainable tourism development in the mid 1990s were described by Wilkinson (1997, in Weaver, 2006: p.17) as a ‘house of cards’ for the future of Bahamian tourism development; as the possibilities for the diffusion of such high resort mass tourism developments is a very difficult task, but the policy aim in place to create alternative tourism activity in the uninhabited islands had promising theoretical grounds for future improvements.

While currently, the Bahamas has incorporated eco-incentives and small scale tourist attractions, it can be argued that much of these incentives are privatized and have no inclusive grounds for the Bahamian community, and other small attractions are still linked to the larger tourism industry. Also, looking at contemporary investments that the island has in place for the year include the opening of the new luxury resort, Baha Mar, in the summer of 2015 on most heavily populated New Providence Island, as well as continuing sustainability conferences with international organizations in continuing their sustainable aim. This shows that the metaphorical house of cards may have collapsed; large resort building is still in place, congestion of activity is still arguably centered in the urban islands, and the alternative tourism strategy has essentially failed to shift attractions.

## 5. Analysis

### *5.1 Sustainable Tourism and the Bahamas*

Conceptualizing sustainable tourism, as this paper has suggested, is not a straightforward comprehension due to the utmost contention of definition, intention for its use, as well as its perceived significance in light of specific time eras of global tourism expansion. The trouble of specificity lies largely within the basis of its evolution, and evidently in the Bahamian history of tourism development, the understanding and practice of tourism has fluctuated throughout the years and has ultimately paved the pathway for the incentives used today.

A tool to help understand the Bahamas' history of tourism development further, as well as the perceptions influencing change in the sector can be utilized with Jafari's (2001) platform model suggested earlier in the paper. The use of his platform model may help to analyze perceptions of the ever-evolving concept, especially in terms of the Bahamas long and diverse history with tourism development.

It can be argued that the Bahamas' history of tourism development has been influenced by almost all four of Jafari's platforms. The advocacy platform of the 50s and 60s is prevalent in Bahamian history due to the time's belief that a strong support for tourism would be the ideal development tool. According to Weaver (2006: p. 17), with its emergence in the 50s as a major pleasure periphery destination due to its proximity to the United States as well as the ample 'sunlust' resources, the Bahamas rapid industrialization of large-scale tourism developments began as mass economic benefits that created a strong basis for the country and led the way to prosperity.

The influence of the cautionary platform can be recognized in the Bahamian development strategy of the 80s when international relations urged the island country to restructure its tourism development strategy. As restructuring came in the form of the 'master planning' that began in 1981 as a response to the problems of overbuilding of large resorts in concentrated areas, as well as extreme pollution of the outer islands, the awareness of the necessity for a viable long-term strategy was understood.

Signs of the influential adaptancy platform made its way into the Bahamian discourse by the early 90s after the government's participation in the Earth Summit of 1992. The national policy agreement made shortly after, along with the Hotel Encouragement Act, was based on the premise of developing the 'Out Islands' with the plan to diffuse concentration of

large resort developments with small eco-friendly initiatives. The adapting strategy was intended to even out resort development in a sustainable manner, and also with the hopes of lessening the negative impacts and pollution from the concentrated resort areas. The perceived knowledge-based platform of the new millennium can be argued to have sparked interest in the Bahamas in 2001 when the government signed legislation to the ACS convention establishing the ‘Sustainable Tourism Zone of the Caribbean’. Although what seems to be lacking in this knowledge-based period, as put forth by Jafari (2001), is the Bahamas’ practical understanding that alternative tourism is only a partial solution to the broad set of problems as a result of mass tourism development.

Thus, as the platform model suggests that Bahamas has taken the basic steps into the knowledge based platform, it can be argued that characteristics stemming from the earlier influences of rapid development and profit maximization have left a remaining mark on the islands interest in furthering their role as a sustainable tourist destination. The literature suggests that the islands, in practice, have implemented smaller scale tourism initiatives, but they have not been seen as the product of significant change in light of their continuously growing resort mass tourism sector. Looking at Figure 2, which exemplifies Butler’s (1999) DLC model as a culmination of the cautionary platform, may be an applicable and complementary tool for framing the sustainable tourism reality of the Bahamas, as well as where it stands in terms of vulnerability. When incorporating the history of the Bahamas into this model, it can be argued that the island country is in the stagnation stage; leaving the country vulnerable to decline and difficult to rejuvenate. This may be seen in terms of the relative stagnation in their sustainable tourism development strategy, as alternative tourism practices make up a comparatively small contribution in the island country’s tourism sector in light of the dominating luxury resorts and is contradictory to their initial aim of minimizing the negative impacts already in place. Rejuvenation, as well as sustainable tourism, in this context, would have to take place by a significant shift in the strategic tourism discourse.

## ***5.2 Mass Tourism vs. Alternative Tourism as a Product for Sustainable Change in the Bahamas***

The debate of whether large-scale or small-scale tourism development is essentially ‘better’ for sustainable tourism outcomes have been the product of much discrepancy in the sector, and especially in tourism planning. Mass tourism has been criticized for its inherently large, over-consumptive, and destructive nature while arguably the most sought after tourist



experience, as well as most profit maximizing for any economy. Alternative tourism, comparatively, known for its small bottom-up initiatives to tourism that encompass eco-friendly practice, community participation, as well as cultural merit, are criticized on the basis of being too weak on the premise of significant change as well as only a separate tourism practice that drives off of niche trends and markets. While it is the current understanding that mass tourism as well as alternative tourism emit both positive as well as negative impacts, Jafari (2001) asserts that it is also important to assume a proper sustainable tourism strategy based upon the specific characteristics of a destination.

The Bahamas reality of tourism, in relation to this debate, is a very interesting one as it is made up of both tourism initiatives. As previously explained, the Bahamas tourism development strategy has fluctuated in terms of international pressures of sustainability guidelines as well as market-led initiatives to spur tourist arrivals. It can be argued that the alternative tourism initiatives were put in place initially in order to help develop the underdeveloped outer islands, as well as lessen the environmental destruction that mass tourism created. But it has been suggested by Weaver (2006 & 2014) that such a small practice taking on such a large remedial role is bound to, essentially and theoretically, fail. Hence, it can be assumed that the current alternative tourism role in the Bahamas is more realistically placed as a niche market to ‘alternative tourists’, rather than a means for restructuring within the sector. Higgens-Desboilles’ (2006) assertion that tourism initially emerged as a positive force for development while the ‘industry’ aspect distorted the aim long the way, can also be inquired within this context as the literature suggests that its initial involvement ideally encompassed the notion of positive change in the sector, although it arguably got ‘distorted’ into a niche market.

Although, while it is also Higgens-Desboilles (2006) stance in this debate that sustainable tourism cannot, in fact, work within what he describes as the ‘industry’ complex; Weaver (2014) and Jafari (2001) argue that industry is imperative, and that sustainable tourism cannot take place purely by the use of small-scale alternative tourism. Weaver’s (2014) suggestion of enlightened mass tourism, with its ideological connections to Jafari’s (2001) knowledge-based platform, theorize that using both contrasting tourism types as potentially complementary, can provide a useful framework for positively influencing the evolution of sustainable tourism. The relevance of this framework to the current Bahamian tourism strategy may be seen as compatible, as it can only work if top-level mass tourism

drivers support the effort, which thoroughly dominates the Bahamian tourism sector as a whole.

The connection of this framework, then, to that of the enlightened self-interest theory put forth by Weaver (2006), could be understood as a further motive and complementary aspect to the former, as it is described as the eventual realization that the failure to act ethically in large-scale tourism and preserve the business' surrounds will ultimately result in consequences of environmental degradation to the point of being unfavorable to tourist's standards. Higgens-Desboilles' (2006) explanation of flipped consumerism plays an active role in this respect, as it is the general understanding that the tourism industry is different than most conventional industries, where the product is brought to the consumer, when in tourism, the consumer is brought to the product or service, that being the tourism destination. An unfavorable, or less attractive destination, then critically affects the tourism product; prompting tourists to go elsewhere and the industry left adverse. As a further connection, when incorporating Figure 2 as Butlers (1999) DLC model into the theoretical notion that the Bahamian tourism development strategy does not restructure in a such a way that the surrounding environment continues to suffer, then decline, meaning less tourists coming to the destination and economic decrease, is very likely to occur.

Thus, while the theory of enlightened mass tourism may be disputed due to the fact that the change would have to take place within the large-scale mass tourism context, the literature suggests that the Bahamas would have the capacity to support the change with its many, and powerful, luxury tourism resorts. Contrastingly, the small number of alternative tourism destinations as well as eco-lodges would not be able to be the main driver for change, as it is almost impossible to compare to the high-level tourism demand of mass tourism to the respective low number of alternative hotels. Change coming from the numerous luxury mass tourism resorts may also be a large advantage to the islands, as Weaver (2006: p. 68) suggests that these economies of scale have advantages that are conferred by size, including the availability of diverse skills and competencies, an enhanced capacity to innovate, the higher probability of profiting from a sustainability practice, as well as the ability to influence distribution systems and consumers.

### ***5.3 Marketization Perspectives and the Bahamas' Tourism Industry***

Noted as the dominating strategy for the tourism sector in the Bahamas, marketing the tourism 'product' of the islands, as described earlier, highlights the absolute necessity of

gaining consumer interest and consuming the tourism ‘product’. As tourism is absolutely essential to the Bahamian economy, pressures to change to a more sustainable industry, as suggested in the literature, would have to gain interest from both the industry as well as the consumer. Middleton (1998: p. 43) highlights that the pressures for change in many tourist economies of the Caribbean are often driven more by a negative fear of losing market share than a positive desire to reduce the negative impacts on the local destinations. This can be connected to pressures of change that are evident in the sustainable tourism policy of the Bahamas, as Tewarie (2002: p.36) explains that the traditional mass tourism strategy is gradually being altered to focus upon a more upscale clientele, primarily to keep itself desirable in a highly competitive and fluctuating market. As it is a somewhat of a discerning truth to understand that the industries who in fact have the capacity to change, as well as make a difference in the sector and local destination must essentially have their own business incentives involved to do so; it is also theoretically important to understand the ‘language’ that the industry speaks, referring to profit incentives, to truly comprehend what it takes to make a change within the industry that holds so much power and is indefinitely tied to the location.

Middleton (1998: p. 43-46) highlights the main pressures for change in the Caribbean tourism industry, involving consumer interest in exceptional environmental quality, exotic and modern appeal, as well as resource shortages of the land that will inevitably lead to a change in operating practices by travel and tourism companies. Accordingly, in Weaver’s (2006: p.61) previously stated theory of enlightened self- interest as an ethical foundation for business decisions, he suggests similar pressures of the mass tourism industry, and asserts that the reluctance to adhere to environmental and ethical standards will eventuate in deterioration of the tourism product; which therefore grounds the highest importance to the industry. As marketing strategies, suggested in the context of the Bahamas, have been criticized on being too careless of the local destination as well as being too economically incentivized to be a force for sustainable development, Middleton (1998: p. 46) stresses that its potential to make positive change is overlooked. As a major criticism of Bahamian market distortion, unauthentic Bahamian culture as a result of pressures for the community to portray themselves as being more ‘exotically appealing’, can be seen as a measure is how far the islands will go in order to seem appealing to the global community. One could assume that capitalizing off of trends, stereotypes, and all things appealing to the foreign tourist in this regard have been used as a tool of cultural marketization.

Thus, when coupling the ideals of Weaver's (2006) enlightened self interest for ethical business decisions along with Middleton's (1998) argument of positive marketization proponents, it can be assumed that in regards to the Bahamian context, green consumerism as a tool for consumer acceptance as well as ethical practice may be a positive scenario in light of the forced market pressure. As Edwards (2004) theorizes, "Within sustainable tourism, the need to safeguard the environment, while remaining internationally competitive lends itself to the development of strategies that, in keeping with the urge of the UNCSO, attract the widespread use of appropriate environmentally sound or 'green' technologies by the tourism industry". Notwithstanding, Weaver (2006) explains that the transition to greener technologies is not only attractive to the 'ethical tourist', but it is an all around cost effective strategy for large resorts.

#### ***5.4 The CSR Paradigm and Sustainable Tourism***

The only very recently developed notion of CSR as an applicable actor for sustainable tourism initiatives has left the academic community torn in terms of its actual functionality as well as its underlying interests. When exploring connections within the meaning of both practices, the conceptual definition of sustainable tourism as well as the conceptual definition of CSR, hold much similarity.

As previously noted, the UNWTO's (2015) conceptual definition, exemplified in Figure 1 of the sustainable development of tourism, was used as the main understanding of the sustainable tourism concept in this paper, as it is the most widely-accepted as well as specific definition to date. The definition is weighed upon three scales, highlighting principles that refer to the environmental, economic, and socio-cultural aspects of tourism development. Specifications to these scales include the socio-cultural authenticity of communities, as well as heritage and inter-cultural understanding; the importance of viable long-term economic operations that ensure the benefits of involved stakeholders, stable employment to locals, social services to host communities, environmental protection, and contribution to poverty alleviation (UNWTO, 2015). Hohnen and Potts (2007) describe the definition of CSR as an enterprise drawing on the same three general scales of social, economic, as well as environmental interests as further concerns into their decision making process, business culture, values, strategy, and operations in a manner that is meant to be transparent and accountable. This framework thereby incorporates more ethical practices within business as

well as facilitating improvements of the society and environments all the while in the process of creating wealth.

Referring back to Figure 3 of Carroll's (1991) pyramid of corporate social responsibility and Figure 4 of Elkington's (1997) triple bottom line diagram; one can assume that CSR, in terms of comparability with the sustainable tourism aim, can be understood as the need for stable business, yet also the need for environments and communities involved. Figure 3 exemplifies the importance of the economic base, of which Carroll (1991) describes as "the foundation in which all others rest". While sustainable tourism is contested in terms of its label as an industry or social force by Higgens-Desboilles (2006), one could argue, by process of comparison, that the underlying factor in any type of tourism business is economic gain, but it could also be argued as a tool to incorporate both. Figure 4, in relation to the TBL theory of CSR, exemplifies more of the social and environmental aspects of the paradigm in its 'people, planet, profit' diagram, as well as its alignment of values with incorporating all three aspects into a sustainable and prosperous business model.

The similar nature can be inferred by both terms being related to the same sustainable aim, although separated by practice and business in terms of size. What can be seen in the context of the Bahamas, as well as the tourism industry in general, is the fact that the tourism businesses come in the form of different sizes, and is argued by Higgens-Desboilles (2006) that the relative size of the 'industry' is what differentiates the ethical motive, or as he calls it, 'positive social force'. A weakness of this view, as stated previously, is that tourism business, regardless of size, can facilitate costs as well as benefits and it is naïve to contend that small-scale tourism can only bring about positive affects and large scale can only result in negative.

The CSR conceptualization of ethical large-scale business may be understood as an example of this. As CSR is driven by the role of private business as corporate 'citizens', criticisms arise from the notion that business will only do what is profitable for the business, and nothing more. While it can be assumed that the Bahamas continuously strive for profit maximization can constitute it as a theoretical 'economically hungry' government, Middleton (1998: p.107) explains that if they are 'hungry enough' for economic development and there are in fact profits to be made, the cumulative force of the commercial private sector will nearly always be able to overwhelm public sector controls, however specified. Although the public sector is commonly referred to as more consciously connected to the local area, the private sector could theoretically play a more powerful role in managing tourism at local destinations in terms of sustainable tourism. Further, Middleton (1998: p.108) asserts that the

private sector's potential powers or management tools for achieving and maintaining sustainability through tourism are ultimately more powerful in practice because of the high depth of commercial knowledge of customers and market forces that are inherent in demand management.

The power of the private sector, in this regard, coupled with Weaver's (2014) theory of enlightened mass tourism connects in terms of the relative capacity for sustainable change from the top-down. Theoretically, one could assume that CSR is characterized by a positive relationship between ethical participation, financial performance, as well as influencing consumer attitudes. Although a solid weakness brought upon CSR is its relative lack of third party verification, as it is a self-regulatory practice in business and known to abide by a 'soft law' set of regulations, meaning that the businesses 'should' abide by their own promise of standard, but it isn't verifiable in terms of legality. It is this author's speculation, then, that Weaver's (2006) theory of enlightened self interest for the ethical foundation of business decisions works as a form a verification, but in terms of the business' own self interest. As a large-scale tourism business, especially in terms of marketing off of sustainable and ethical practices, the use of these practices such as solar panels, correct recycling, re-use of linens, and community education initiatives could result in a cost-effective transition while also living up to the ethical standards the business is based upon. Marketization is also important to note in this regard, as trends leaning toward consuming 'greener' practices may also satisfy the alternative tourist, comply with stresses posed by international organizations, and constitute an ethical restructuring to the current notion of consumption.

Hence, with additional reference to Butler's (1999) DLC model in Figure 2, the CSR paradigm in relation to sustainable tourism in the Bahamas may be suggested as a framework which could constitute a possible 'shift' toward rejuvenation, as it theoretically suggests that it holds the capacity for significant change in the sector by business, ethics, and market leadership.

## **6. Conclusion**

The premise of this study has been based around the issue of the Bahamas' continuous need to generate economic gains on one hand, as well as meet the challenges of sustainable development on the other. With such heavy economic as well as societal dependence on the privatized mass tourism developments, the islands have been hampered by an irrevocable partnership with tourism, along with the negative as well as positive affects it renders. The

issues explored in this study concern how the Bahamas' history of rapid tourism development has influenced the current industry in light of sustainable tourism, the ways in which the current mass tourism and alternative tourism frameworks contribute to sustainable tourism in the Bahamas, as well as how the CSR paradigm may be considered in the sustainable tourism discourse for the Bahamas.

The need of a 'shift' to a more sustainable tourism industry, while also adhering to the 'prime contradiction' component of the mass tourism industry has left the Bahamas in a situation where they must strategically weigh out economic, environmental, and socio-cultural motives to ensure the prospering tourism business, healthy environment, as well as a developed and authentic society. Although this 'shift' will not be as easy as it may seem. Wide contentions on how to achieve a successful sustainable tourism practice typically have resulted in polarized perceptions, as well as practices, that are both inherently imperfect. It can be suggested that these practices, generally consisting of mass tourism and alternative tourism business, should not be further segmented, but rather work together to create the best tourism 'product' that contributes to both aspects of the industry as well as ethically based principles. Further, it is assumed that while mass tourism business may be the greatest contributor to negative impacts at local destinations, the potential benefits arising out of its large-scale influence are also to be regarded. The role of the private sector in economies that are essentially dominated with tourism business have also been suggested to have a considerable position in terms of restructuring the tourism industry in order to shift key aspects toward more sustainable practices; and in many instances more so than the public sector in terms of consumer demand, market expertise, as well as breadth of influence.

The current reality of the Bahamas in regards to sustainable tourism is argued to have much relevance to the island's history of rapid development through the tourism sector. The constant characteristic of profit maximization can be recognized by the island's heavy influence of market strategy and further upgrade of 'product quality'. Sustainable tourism, conceivably, has arguably not been achieved, as the only sustainable initiatives put in place are not significant in light of the entire tourism sector. It can be argued that the Bahamas has held on to the relative short-term benefits that initially spurred the tourism industry in the first place, and has continued to hold on to these attributes in the emerging years, following their alternative tourism incentives for a more sustainable industry. While mass tourism emerged in the 50s as a rapid tool for development, alternative tourism emerged in the 80s as an aid for the large, destructive, and centralized business. A synthesis of both powers in tourism has

been suggested for the specific case of the Bahamas as it may utilize the large scale of the mass tourism industry while also incorporating ethical considerations. With the current Bahamian situation being that it is not desirable for mass tourism to stand alone, or alternative tourism, nor the separate initiatives of both; it is this author's conclusion that a possible step in the right direction could be to further incorporate the two for maximum benefits rather than a complete external restructuring of the tourism strategy. Due to the relative history of the islands, along with its industrial and market based ties and reputation, it is this author's opinion that a restructuring strategy based upon the expansion of alternative tourism incentives to overpower the dominating force of mass tourism is purposeless, and would only result in redundancy.

Private sector led change can also be suggested for the Bahamas in succeeding their sustainable tourism aim, as considerable influence for change is in the hands of the industry itself. It is this author's opinion that the CSR paradigm, as an eligible private sector initiative, could be considered as a method for rejuvenation in a sustainable tourism context for the Bahamas. When exploring the elements that make up the practice, which are inherently similar to that of sustainable tourism, the result stretches across profit maximization, social justice, environmental protection, as well as market led initiatives. The respective force that this practice holds in terms of comprising both an industry as well as an ethical component potentially enables its large-scale role to positively influence business, people, as well as environment; and conceivably giving means to the aspects of Sun, Sand, Sea & Sustainability to the islands of the Bahamas.



## References

- Bryman, A. (2003). Triangulation. *The Sage encyclopedia of social science research methods*. Thousand Oaks, CA: Sage (2003).
- Butler, R.W. (1999). Sustainable Tourism: a state-of-the-art review. *Tourism Geographies*, 1(1), 7-25.
- Carlsen, J. & Butler, R. (2011) *Island Tourism: Sustainable Perspectives*. Ecotourism Series NO.8. [cami.org](http://cami.org).
- Carbone, M. (2005). Sustainable Tourism in Developing Countries: Poverty Alleviation, Participatory Planning, and Ethical Issues. Review essay.
- Carroll, A. B. (1991). The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. *Business Horizons*, 34,4, 39-48.
- Edwards, J. (2004). *Making Tourism Sustainable. Environmental Incentives for Sustainable Tourism: A Renewed Strategy For Tourism Development in Small Island Developing States*. University of the West Indies. Centre for Hotel and Tourism Management; Nassau, Bahamas.
- Elkington, J. (1997). *Cannibals with Forks: The Triple Bottom Line of the 21<sup>st</sup> Century Business*. John Wiley & Sons ltd. P. pp. 63-80
- Higgins-Desboilles, F. (2006). *More than an 'Industry': The Forgotten Power of Tourism as a Social Force*. Elsevier.
- Hohnen, P. & Potts, J. (2007). *Corporate Social Responsibility: An Implementation Guide for Business*. International Institute for Sustainable Development. Available at : [http://www.iisd.org/pdf/2007/csr\\_guide.pdf](http://www.iisd.org/pdf/2007/csr_guide.pdf)

- Hussein, Ashatu. (2009). "The use of triangulation in social sciences research: Can qualitative and quantitative methods be combined." *Journal of Comparative Social Work* 1.8 (2009): 1-12.
- IndexMundi (2014). Bahamas, The Economy Profile 2014. Website. Available at: [http://www.indexmundi.com/the\\_bahamas/economy\\_profile.html](http://www.indexmundi.com/the_bahamas/economy_profile.html)
- Jafari, J. (2001). The Scientification of Tourism. In *Hosts and Guests Revisited: Tourism Issues of the 21<sup>st</sup> Century*. 28-41.
- Luu, T.T. (2011). *Corporate Social Responsibility and Sustainable Tourism*. Business and Economic Research. Macrothink Institute. Vol. 1. ISSN: 2162-4680.
- Middleton, V.T.C. (2002). *Sustainable Tourism: A Marketing Perspective*. Routledge, 1998. Oxford. P. 81-184
- Palmer, C. (1994). 'Tourism & Colonialism: The Experience of the Bahamas'. *Annals of Tourism Research*, Volume 21 (4): 792-812
- Punch, K. F. (2005). *Introduction to Social Research: Qualitative and Quantitative approaches*. Sage. 2<sup>nd</sup> ed.
- Tepelus, C.M. (2008) *Destination Unknown? The Emergence of Corporate Social Responsibility for Sustainable Development of Tourism*. Dissertation for the International Institute for Industrial Environmental Economics. Lund University, Sweden. IIIIEE.
- Tewarie, B. (2002) *Island Tourism and Sustainable Development: Caribbean, Pacific, and Mediterranean Experiences—The Development of a Sustainable Tourism Sector is the Bahamas*. P. 35-46.

- United Nations. (2015). Sustainable Development Knowledge Platform: Small Island Developing States. Website. Accessed May 17, 2015. Available at: <https://sustainabledevelopment.un.org/topics/smallislanddevelopingstates>
- UN-OHRLLS. (2011). Small Island Developing States: Small Islands Bigger Stakes. Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS). Available at: [www.un.org/ohrls](http://www.un.org/ohrls)
- UNWTO. (2015). Definition of Sustainable Development on Tourism. Accessed May 13, 2015. Retrieved from website: <http://sdt.unwto.org/content/about-us-5> . Referenced from Making Tourism More Sustainable- A Guide for Policy Makers, UNEP and UNWTO, 2005, pp. 11-12.
- Weaver, D. (2006). Sustainable Tourism: Theory and Practice. Elsevier Publishing ltd. \*\*add page numbers\* Pp. 1-17, 58-71
- Weaver, D. (2014). Asymmetrical Dialectics of Sustainable Tourism: Toward Enlightened Mass Tourism. Journal of Travel Research 2014, Vol. 53(2) 131-140. Sage Publications
- Wickens, E. Bakir, A. & Alvarez, M.D. ( 2015). Sustainable Destination Development: Issues and Challenges, Tourism Planning & Development, 12:1, 1-5, DOI: 10.1080/21568316.2014.960597
- WTTC. (2002). Corporate Social Leadership in Travel & Tourism. World Travel & Tourism Council. Available at: [http://www.ontit.it/opencms/export/sites/default/ont/it/documenti/archivio/files/ONT\\_2002-11-01\\_00149.pdf](http://www.ontit.it/opencms/export/sites/default/ont/it/documenti/archivio/files/ONT_2002-11-01_00149.pdf)
- WTTC (2014) Travel & Tourism: Economic Impact 2014, Bahamas. World Travel & Tourism Council.

## Image References

Abstract image retrieved from : <http://www.kosherica.com/winter-break/atlantis-resort.asp>

Figure 2. Butler, R.W. (1999). Based upon Butler's Destination Life Cycle Model from his work in Sustainable Tourism: A State-of-the-Art Review. Image available at: <http://greenfieldgeography.wikispaces.com/IGCSE+and+GCSE+Tourism>

Figure 3. Carroll, A.B. (1991). The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. Business Horizons, 34,4, 39-48. Image available at: <https://www.mycgaonline.org/bbcswebdav/courses/Resources/erh/b2.carroll.html>

Figure 4. Elkington, J. (1997). Based upon Cannibals with Forks: The Triple Bottom Line of the 21<sup>st</sup> Century Business. Image available at: <http://www.formfollowsworldview.com/chapter-2-diagrams/updated-fig-2-4/>