


2016

# Community-Based Tourism: An Exploratory Study of Barbados

Bertram O'Brian Jones  
*Walden University*

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# Walden University

College of Management and Technology

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Bertram Jones

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Walden University  
2016

Abstract

Community-Based Tourism: An Exploratory Study of Barbados

by

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MBA, Heriot-Watt University, Scotland, 2004

Associate, Institute of Chartered Secretaries and Administrators, 1993

BSc, University of the West Indies, 1986

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

June, 2016

## Abstract

Tourism, Barbados's primary industry, declined substantially from the outset of the 2008 global recession, triggering an economic slump in the local economy. The purpose of this exploratory study was to explore the views of 20 Barbadian tourism executives regarding the ability of community-based tourism (CBT) to resuscitate Barbados's tourism industry. The participants included 10 from the government and 10 from the business sector; all possessed knowledge of CBT and worked with tourism for at least 10 years. Arnstein's *ladder of citizen participation* constituted the conceptual framework of this study. Participants were recruited by snowball and purposive sampling. Data were collected using an interview guide with semistructured interview questions, an audio recorder, and interview notes. The collected data were coded and analyzed using thematic analysis, which involved collating the most cited codes into potential themes and developing thematic maps. The major themes that emerged from the data analysis of the private sector included the use of CBT as a means to solidify social relationships among locals and tourists and its ability to encourage repeat vacations. The major themes that materialized from interviewing the government workers included the need for the education of residents regarding the importance of their roles as stakeholder participants and the obligation by the relevant officials to stem any potential for criminal activity that could occur through CBT implementation. Repeated vacations through CBT could give rise to positive social change in the island by generating increased foreign currency injections and improving the social well-being of Barbadians and the Barbados economy.

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## Dedication

I dedicate this research to the memory of my late father and mother, Bertram (Snr) and Claretta Jones. Regarding academics, it was my mother who guided and encouraged my development and journey into the world of academia. Even though Mummy was a maid in Barbados and a factory worker in England, she was an avid and knowledgeable reader on a variety of topics and at one occasion, read every book in our local library in Oistins, Barbados. My mother understood that education was a medium for societal and self-development and hence encouraged and insisted that I pursue higher academic learning. Unfortunately, mom passed away in 1984, 2 years before I received my first degree, but her memory and instructions still linger.

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Completing a PhD is not an isolated act; it requires help. This research would have been impossible to complete without the assistance, encouragement, and understanding of other persons.

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## Chapter 1: Introduction to the Study

Tourism is one of the fastest growing industries worldwide, vastly contributing to business and the creation of jobs. Between the years 1950 and 2010, global income generated by this industry rose from US \$2 billion to US \$919 billion, and the number of traveling tourists grew from 25 million to 940 million (Jackman, Lorde, Lowe, & Alleyne, 2011). Antigua and Barbuda, the Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago make up the islands of the Eastern Caribbean. Low productivity, high costs, high debt-to-gross domestic product (GDP) ratios, and volatile tourism industries are characteristic of these islands (Acevedo, Cebotari, & Turner-Jones, 2013).

Tourism is Barbados's main earner of foreign currency. As Barbados's chief net foreign exchange contributor, tourism can play a significant role in the maintenance of businesses, job creation, and purchases of foreign goods and services. As of 2011, tourism's contribution to employment and GDP was 47% and 46.6%, respectively (Jackman et al., 2011). While there is no single definition for *community-based tourism* (CBT), CBT can refer to a tourism program managed and serviced by members of the local community. Although not limited to rural destinations, CBT is widely characterized as operating in rural communities, where residents are in charge of the program's operations (Jackman et al., 2011).

Barbados's tourism industry underperformed between the years 2008 and 2013. The main reason for the reduction in tourists was the negative economic impact of the

global recession, which began in 2008 (Barbados Ministry of Tourism, 2011a; Li, 2011). This study assessed Barbados tourism management stakeholders' views and opinions—both from the government and private sectors—as to the advantages, disadvantages, and/or shortcomings of introducing CBT in Barbados. The aim of this research was to assist tourism-planning stakeholders in Barbados as well as other small Caribbean states that are dependent on tourism. It could serve as a gauge for the strengths, weaknesses, and start-up challenges associated with CBT. The implementation of CBT in Barbados could lead to positive social change by increasing tourist arrivals and foreign currency. An increase in foreign exchange should result in a reduction in unemployment and increased business creation and investments by the Barbados government and private sector. This study contributed to the literature by filling the existing gap regarding the implementation of CBT in small economies like Barbados.

### **Background of the Study**

Tourism is a major global billion-dollar industry that is responsible for the creation of millions of jobs globally, business ventures, productivity, and disbursed wealth creation (Lorde, Francis, & Drakes, 2011). CBT attempts to distribute tourism's gains into the community widely by creating a division of wealth among broader spectra of society (Salazar, 2012). Barbados is the most eastern of the chain of the islands of the Eastern Caribbean. As of March 2013, the Central Intelligence Agency (2016) estimated the population at 300,725 persons. Like most of its eastern, small state neighbors, Barbados was mainly dependent on sugarcane as its primary export product up until the 1950s. However, the island later changed its export strategy by shifting to tourism. Long-

stay tourists increased from 17,829 in 1956 to 536,303 in 2012 (Barbados Ministry of Tourism, 2011b; Caribbean Tourism Organization, n.d.).

Successive Barbados governments invested significantly in the tourism industry over the years. In 1971, tourism contributed to between 10% and 12% of the island's GDP. Tourism also became the major monetary driver of foreign earnings (Lorde et al., 2011). However, tourist arrivals to the island had not increased in any marked volume between the global recessionary year of 2008 and 2013; rather, they were sporadic and even declined in some instances (Worrell, Belgrave, Grosvenor, & Lescott, 2011). The Caribbean Tourism Organization (n.d., 2012, 2013) documented Barbados's tourist arrivals for the period spanning 2007 to 2013 (see Table 1).

Table 1

*Barbados Tourist Arrivals from 2007 to 2013*

| <hr/>       |             |             |             |             |             |             |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|             |             |             | Year        |             |             |             |
| <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> | <u>2013</u> |
| 572,937     | 567,667     | 518,564     | 532,180     | 567,724     | 536,303     | 508,520     |

---

*Note.* Adapted from “Individual Country Statistics (2010, 2009, 2007, 2006, 2004)” by Caribbean Tourism Organization (n.d.); “Latest Statistics 2011” by Caribbean Tourism Organization (2012); “Latest Statistics 2012” by Caribbean Tourism Organization (2013); “Tourist Arrivals by Country of Residence. December 2012 & 2013” by Barbados Statistical Service (2014).

Based on the above tourist arrivals, the following are total and percentage increases and decreases over the 7-year period from 2007 to 2013 (See Table 2).

Table 2

*Changes in Barbados Tourist Arrivals for Years 2007–2013*

| Years     | Total Increase/Decrease | %Increase/Decrease |
|-----------|-------------------------|--------------------|
| 2007–2008 | –5,270                  | –0.0091            |
| 2008–2009 | –49,103                 | –0.0864            |
| 2009–2010 | 13,616                  | 0.0262             |
| 2010–2011 | 35,544                  | 0.0667             |
| 2011–2012 | –31,421                 | –0.0553            |
| 2012–2013 | –27,783                 | –0.0518            |

*Note.* Adapted from “Individual Country Statistics (2010, 2009, 2007, 2006, and 2004)” by Caribbean Tourism Organization (n.d.). “Latest Statistics 2011” by Caribbean Tourism Organization (2012); “Latest Statistics 2012” by Caribbean Tourism Organization (2013).” Tourist arrivals by country of residence. December 2012 & 2013” by Barbados Statistical Service (2014).

As shown in the Barbados tourism statistics in Tables 1 and 2, the unstable, flagging numbers of tourist arrivals demonstrate the need for new ideas to improve the island’s tourism industry. CBT can help struggling, small tourist industries (Brida, Osti, & Faccioli, 2011; Ho, 2011; Vanagas & Jagminas, 2011). There has been a gap, however, in the literature about Barbados and CBT and the potential outcome of introducing CBT to shore up Barbados’s tourism industry. The aim of the study was, thus, to close the gap in the current literature by exploring Barbados tourism professionals’ views on general tourism and CBT. These professionals shared their perspectives and insights regarding the plausibility of commencing a CBT program in Barbados and the advantages and potential shortcomings of CBT. This study is, therefore, relevant to Barbados tourism investors in the private sector, the Barbados government, and Caribbean researchers interested in business and tourism.

### **Problem Statement**

The decline in Barbados's economy started in 2008, the year of the global recession. Reduction in tourism earnings—the country's main source of foreign currency—triggered increased unemployment, a decrease in government social services offerings, and an increase in business closures (Barbados Government Information Service, 2014; The Commonwealth, 2015; Economic Commission for Latin America and the Caribbean, 2013; International Monetary Fund [IMF], 2014). Compared to 2012, foreign exchange reserves and net foreign capital inflows decreased by US \$301 million and US \$188 million, respectively. GDP fell by 0.03%, and unemployment rose to 11.2% for the first 9 months of 2013. By December 31, 2013, foreign exchange reserves amounted to the equivalent of 15 weeks' imports of goods and services (Central Bank of Barbados, 2014).

The general problem was to find ways to improve and strengthen Barbados's tourism industry (Hall, 2012) and to explore the possibility of introducing CBT to Barbados. Marx (2011) identified CBT as a brand of tourism that can improve tourism in small economies. In reviewing the existing literature, no studies emerged on the potential impact of CBT on Barbados's economy. This research has gone further to begin addressing the gap.

### **Purpose of the Study**

The purpose of this qualitative exploratory case study was to investigate the views of tourism experts from Barbados's public and private sectors on the differences between

CBT and traditional tourism, the ability to adopt CBT in Barbados, and the potential benefits and shortcomings of adopting CBT.

### **Research Questions**

The main research question was as follows: How will CBT affect Barbados's tourism industry?

Below are the sub-questions:

RQ1: How do members of the Barbados government and local tourist industry describe CBT?

RQ2: What are the necessary elements required for successful CBT implementation in Barbados?

RQ3: How will CBT alter Barbados's tourism industry in a positive manner?

RQ4: How will CBT alter Barbados's tourism industry in a negative manner?

### **Theoretical Foundation**

The purpose of this qualitative exploratory case study was to investigate the views of tourism experts from the public and private sectors of Barbados. These observations related to their perceptions of the differences between CBT and traditional tourism, the ability to adopt CBT in Barbados, and the potential benefits and shortcomings of CBT. I used a theory of participation to analyze CBT's effects on the tourism industry based on the Barbados tourism experts' perceptions. If CBT can lead to higher local participation and reduce the adverse effects of traditional methods of tourism, I had expected that tourism experts would view CBT more favorably than the traditional tourism.



One theory of participation that compliments this supposition is Arnstein's (1969) ladder of citizen participation. Arnstein defined *participation* as the methods by which citizens promote significant social reform, enabling them to be a part of and receive the benefits of an affluent and wealthy society. Arnstein formed an eight-rung ladder composed of the following steps: (a) manipulation, (b) therapy, (c) informing, (d) consultation, (e) placation, (f) partnership, (g) delegated power, and (h) citizen control. Arnstein considered the first two rungs of the ladder as nonparticipative. Levels 3 to 5 indicated degrees of tokenism; within these levels, consultation was the most important factor leading to legitimate participation. Decision making emerges in the last three rungs of the ladder, called the *levels of citizen power*.

According to Arnstein's (1969) theory, participation takes place in steps. There is no citizen involvement in Steps 1 and 2. In the few steps that follow, the individual partakes in some degree of inclusion. At the top of the ladder, local people are active agents of change. In this theory, Arnstein posited that citizens fully participate in finding solutions to their problems. Chapter 2 will provide a detailed analysis.

### **Conceptual Framework**

Researchers promote community as a critical part of sustainable tourism development. CBT typifies community involvement that improves the community's carrying capacity by lessening the adverse effects of tourism while enhancing positive aspects associated with the industry (L. S. Stone & Stone, 2011). Salazar (2012) stated that local issues could directly affect the tourist experience. Such idiosyncrasies can create a backlash from residents, which can lead to hostility toward tourists. Further, the

assets of the local community shape the image of tourism. These assets are molded not only by residents but also by the natural environment, existing infrastructures, facilities, as well as special events or festivals.

Public involvement can be a driving force in safeguarding the community's tourism products, including natural environment and culture. Tourism projects can only be feasible and long-term, however, if they contribute to the community's overall socioeconomic development (Razzaq et al., 2011). CBT emerged as a solution to the problems and negative consequences of mass tourism. Moreover, participation provides stakeholders a chance to engage in the process of ecotourism development in all aspects of the tourism process. Hence, stakeholders should be able to partake in the program's development and evaluation.

Participant involvement and planning a tourism program can engender positive interactions and experiences among its members. Community engagement in a tourism project can reinforce positive effects while reducing the negative impact of tourism because locals can help shape and influence the program (Spencer, 2010). As highlighted in Figure 1, the community participation CBT promotes can lead to tourism and economy prosperity. Tourism and economic prosperity can enrich the community and encourage members to participate even more in the tourism industry.

Community participation in tourism can also lead to increased knowledge, enhanced insights, and improved capabilities among various stakeholders in the tourism project. The sharing of ideas among community participants can result in a

comprehensive and in-depth understanding of issues, as well as various innovative policies and practices.



*Figure 1.* Diagram for framework

Additionally, community participation can lead to enhanced political legitimacy if participation empowers residents with greater influence in decision making that directly affects their lives (Nkemgu, 2011).

### **Nature of the Study**

To address the purpose and research questions for this study, I employed a qualitative exploratory case study. Qualitative research is appropriate when a researcher seeks to gain a detailed understanding of a phenomenon, as in this study (Silverman, 2011). This research focused on understanding individuals' perceptions—specifically, experts in CBT and tourism in Barbados—and hence, the selection of an exploratory case study (Yin, 2011). A case study design attempts to make sense of a phenomenon through understanding its actual occurrence, which is not possible within a controlled laboratory environment. Thus, the phenomenon can only be fully understood when examining it

within its natural environment (Mitchell & Jolley, 2012; Yin, 2011). Unlike quantitative studies, qualitative studies permit the in-depth exploration or investigation of a particular phenomenon within its natural environment (Mitchell & Jolley, 2012). Moreover, a qualitative approach can produce rich data, especially when data collection is performed through interviews (Moretti et al., 2011). Because the research questions of this inquiry require the collection of in-depth data from participants, I selected a qualitative approach. Qualitative design relevancy also occurs in areas of limited study, as in this inquiry, where CBT has not yet been officially employed and studied within the context of Barbados tourism. I employed an exploratory case study method to develop inferences from events outside of the controlled laboratory environment while remaining true to the goals of shared knowledge from experimental science (Yin, 2011). I undertook interviews to gather the data.

To obtain participants, I utilized purposive sampling together with snowball technique for more efficient recruitment. There are distinct advantages in using purposive and snowball sampling. These benefits include accessibility, faster data collection, and lower costs in obtaining the required number of participants—thus making sampling more efficient (Boehnke, Lietz, Schreier, & Wilhelm, 2011).

For this qualitative exploratory case study, I interviewed 22 participants who met the inclusion criteria and were familiar with the CBT process. Ten participants were tourism experts from the private sector while the other 10 were tourism experts from the public or government sector. I interviewed the remaining two for the pilot study.

In recruiting participants, I contacted research partners of public and private tourism-related agencies and organizations to discuss the purpose of the inquiry and to ask permission to perform the study with their employees. I spoke about the nature of the study and recruited participants from their department upon the provision of a list of people who fell within the inquiry's inclusion criteria. I interviewed each participant individually, using a semistructured interview guide (see Appendix A). Guion, Diehl and McDonald (2011) proposed seven stages in conducting and interview. These phases consist of (a) categorizing questions for the interview, (b) designing an interview guide, (c) interviewing, (d) transcribing interviews, (e) analyzing interviews, (f) verifying the results, and (g) reporting the results. The first three steps involve data gathering while the final four stages are part of the analysis and conclusion (Guion et al., 2011). The interview guide consisted of semistructured interview questions. The estimated time to complete each interview was approximately 45 minutes. I then transcribed the data for analysis. Bell-Booth, Staton, and Thorpe (2014) stated that thematic analysis was effective in analyzing case studies. I analyzed the data using Braun, Clarke, and Terry's (2014) guidelines.

### **Definitions**

The following are definitions of key concepts. In Chapter 2, these will be further broken down.

*Community-based tourism (CBT)*: CBT refers to a tourism program managed and serviced by members of the local community (Jackman et al., 2011).

*Ecotourism*: Responsible travel to natural areas that conserves the environment and sustains the well-being of local people (International Ecotourism Society, 2015).

*Tourism*: Tourism is the positive force for the preservation of architecture, heritage, and environmental resources (Smith, 2012).

*Ladder of citizen participation*: Arnstein (1969) used the ladder to describe the degree of community participation involved. The ladder has eight rungs: (a) manipulation, (b) therapy, (c) informing, (d) consultation, (e) placation, (f) partnership, (g) delegated power, and (h) citizen control (Arnstein, 1969).

### **Assumptions**

For this study, I assumed that participants would be truthful and honest in their interview responses. I also assumed that external forces would not coerce participants and that they would be comfortable in sharing views, leading to truthful responses. Hence, credible findings of this study were dependent on participants' honest responses.

### **Scope and Delimitations**

The participants of this study consisted of 22 professional tourism executives. I interviewed 20 for the main study two for the pilot study. Qualifications for this inquiry required that participants possessed a base qualification of a high school diploma or its equivalent, were working in the tourism industry for no less than 10 years, and understood the concept of CBT. Because the findings were also dependent on the particular group of experts, results may not be generalizable or transferable to all CBT studies. As the original researcher, I cannot be responsible for all replications of studies.

However, by using clear and comprehensive language, I hoped to establish a strong foundation for others to refer to when comparing themes of a particular phenomenon.

### **Limitations**

This study is qualitative and reflects the characteristics of qualitative designs, which have their advantages and disadvantages. I collected, recorded, and analyzed data and interpreted the results. The researcher can derive faulty conclusions in the analysis of qualitative data if he or she is not careful to observe participants' (sometimes subtle) reactions. Data analysis can also be subject to researcher bias. Thus, I rechecked transcripts and allowed participants to analyze their replies and make adjustments where necessary (i.e., member checking). Participants from different Caribbean islands may hold similar views about establishing CBT; however, this qualitative study relates only to Barbados. As such, there is no guarantee that the investigation will be generalizable.

### **Significance of the Study**

#### **Significance to Practice**

In the area of implementation policy, this inquiry should assist local stakeholders in tourism policy planning by exposing the varying dynamics in establishing CBT. Hence, the study should help with long-term planning. The CBT process has been helpful in developing and strengthening weak tourism industries while providing rural residents with jobs and increased economic opportunities (Butts & Sukhdeo-Singh, 2010; Srisuwan, Chantachan, & Thidpad, 2011). Thus, findings from this study may inform tourism planners' decisions about the implementation of strategies; thus, they may gain an understanding how the local population will respond to industry changes.

**Significance to Theory**

This inquiry was unique, given the gap and deficiency in the literature describing Barbadians' experiences with CBT. There has also been a paucity of research about CBT and small tourist-dependent economies in the Eastern Caribbean, such as St. Lucia, St. Vincent, Tobago, and Grenada. This study attempted to expand knowledge and address the gap in the existing literature. It may also help to advance Arnstein's (1969) theory of the ladder of citizen participation because the findings revealed that citizens could promote significant social reform, enabling them to partake in the benefits of an affluent society.

**Significance to Social Change**

This study may contribute to positive social change in Barbados because a CBT policy based on the community's input should improve the Barbados tourism industry and increase the inflows of foreign currency. Increased foreign exchange is pivotal in forming the basis for expanded, new business creations, increased government, and private sector spending. These monetary injections into the economy should create additional employment opportunities. This inquiry should also have similar benefits for Barbados's tourism-dependent neighboring islands, such as St. Lucia, Dominica, and Tobago.

Barbados experienced a slowdown in its tourism industry due to economic downturns in the United Kingdom, United States, and Canada, which are its main sources of tourists (IMF, 2010). The phenomenon thus being investigated was CBT. There is no



general definition for CBT, though Salazar (2012) posited that CBT is intended to empower community locals.

Salazar (2012) stated that CBT is functional in rural communities where residents manage the operations of the program. A strengthened tourism industry should assist Barbados's economic problems by increasing much-needed foreign currency. L. S. Stone and Stone (2011) identified CBT as a form of tourism that can aid tourism recovery; as such, it might be able to initiate a recovery of Barbados's economy.

The purpose of this qualitative exploratory case study was to investigate the views of tourism experts from the public and private sectors of Barbados. These observations relate to their perceptions of the differences between CBT and traditional tourism. The perceptions also refer to the ability to adopt CBT and evaluate its potential benefits and shortcomings. M. Mitchell and Jolley (2012) and Yin (2011) recommended the case study approach when a phenomenon must be analyzed and considered in its natural environment and when the controlled setting of a laboratory is inappropriate.

Barbados's tourism industry—and by extension, its economy—has been in decline for over 8 years. Tourism is Barbados's major earner of foreign currency. There is a linkage between the downturn in this industry and those of United States, United Kingdom, and Canada. The global recession also negatively affected the economies of the United States, United Kingdom, and Canada (IMF, 2010). An increase in tourism should slow Barbados's economic slide and transition the island to a path of growth.

The increasing importance of the tourism sector regarding its contribution to the GDP highlights the need to investigate the determinants of tourism attractiveness for a

particular destination (Omerzel, 2011). A tourist destination's attractiveness entices people to visit and spend time at the destination (Omerzel, 2011). Thus, building Barbados's tourism industry through the improvement of its tourist destination attractiveness should help to improve its economy, specifically its GDP. L. S. Stone and Stone (2011) affirmed that CBT strengthened and reinvigorated other countries' tourism industries. Hence, the introduction of CBT to Barbados could, therefore, help the island's ailing industry. Invigorating Barbados's tourism industry should increase tourism demand, and resultantly, improve the economy.

### **Summary and Transition**

This chapter briefly summarized the downturn in Barbados's economy and tourism industry. It introduced the concept of CBT, including its advantages and challenges, as well as its potential to assist Barbados's weakened tourism industry, and by extension, the country's economy. This chapter also briefly highlighted the difference between CBT and Barbados's traditional tourism program. Chapter 2 will provide a deeper analysis of the literature about CBT. The chapter will highlight and examine the lived experiences of individuals who were a part of a CBT program.

## Chapter 2: Literature Review

The purpose of this qualitative exploratory case study was to explore Barbados tourism managerial experts' views and perceptions. The study explored their opinions and outlooks regarding the differences between CBT and traditional tourism, and the potential ability, benefits, and or shortcomings of adopting CBT.

Barbados's tourism industry—and by extension, its economy—has been ailing from 2008 (Barbados Government Information Service, 2014). Tourism is Barbados's major earner of foreign exchange, and the reduction in tourists visiting Barbados is linked to the economies of the United States, the United Kingdom, and Canada—all of which were negatively affected by the global recession (IMF, 2010). An improvement in Barbados's tourism should assist the economy by slowing its economic slide and transitioning it toward a path of growth. This section will present a review of the related literature covering tourism, the needs of the tourism industry, traditional types of tourism, and CBT.

The literature has established that CBT is gaining a foothold in the tourism industry, particularly because it places importance on the participation of the local community (Lucchetti & Font, 2013; Rastegar, 2010). With CBT, the local community and visitors foster deeper relationships with one other. The literature has shown that CBT is unique from traditional types of tourism because it emphasizes the roles that local input and control can play. Also, communities have control over tourism projects and can influence tourism development projects according to their values and interests (Lucchetti & Font, 2013). Thus, compared to traditional tourism strategies, CBT is a process,

generated from bottom-up community engagement, and is, therefore, not motivated mainly by profit maximization (Lucchetti & Font, 2013). However, the literature also established that CBT has its limitations. Sebele (2010) claimed that the benefits of CBT depended on the ability to manage the ventures. Moreover, CBT can lead to increased inequitable growth rates among lower-income residents, social unrest, and problems with local decision making. CBT can also lead to a lack of local tourism business knowledge and training, pseudo-participation, and work and time restructuring (Gascón, 2013). The literature highlighted that CBT initiatives can typically only be considered successful for the tourism industry and lead to economic growth and sustainable tourism if initiatives lead to heightened community participation (M. T. Stone, 2014; Tolkach & King, 2015). Hence, the literature revealed that CBT has many benefits, but there is a need for studies in the context of Barbados. This need is the literature gap that I designed the current study to fill.

### **Literature Search Strategy**

This section will present a review of the related literature covering tourism, the needs of the tourism industry, traditional types of tourism, and CBT. First, I discussed both the theoretical framework and provided a map of the conceptual framework, and Arnstein's (1969) study. Arnstein suggested that participation takes place when citizens promote significant social reform, enabling them to enjoy the benefits of an affluent and wealthy society. The conceptual framework showed that the implementation of CBT may be viewed positively compared to other tourism models if the benefits of CBT outweigh associated costs, and if it leads to higher community participation. If CBT's benefits

outweigh costs, its implementation should help Barbados experience a boost in its economic development and achieve sustainable tourism. The five components of the conceptual framework served as the major sections of the literature review. First, for CBT to be sustainable, the adverse effects of other tourism types must be removed. Therefore, a discussion of other tourism strategies has been provided. After this section, I discuss how tourism, in general, could lead to community participation. The next section is a discussion on CBT, the focus of this study, followed by a discussion of its benefits, costs, and adverse effects. For CBT to be beneficial and lead to community participation, as shown in the conceptual framework, the costs of CBT have to be compared with its benefits. The last section discusses sustainable tourism—the sign that the industry has attained improved tourism.

I examined literature from reputable sources to identify the needs of the travel and tourism industry and the management requirements. I researched books, magazines, the Internet, and journals for the purpose of this literature review. In addition to the Walden University Library, I utilized online databases such as EBSCOhost and Google Scholar. Keywords used were *Barbados*, *Barbados tourism*, *barriers to community-based tourism*, *benefits of community-based tourism*, *community-based tourism*, *ecotourism*, and *effects of community-based tourism*, *sustainable tourism*, *tourism*, *traditional tourism*, and *types of tourism*. I considered materials mainly published within the last 5 years.

### **Theoretical Foundation**

The purpose of this qualitative exploratory case study was to investigate the views of tourism experts from the public and private sectors of Barbados. The perspectives

under examination are the differences between CBT and traditional tourism and the ability, benefits, and possible shortcomings or disadvantages in adopting CBT.

Arnstein's (1969) ladder of citizen participation theory formed the theoretical foundation of this research. Under this theory, participation occurred when citizens promoted significant social reform, which allowed them to partake in the benefits of an affluent and wealthy society. Arnstein defined participation as the methods by which citizens promoted significant social reform that enabled them to be beneficiaries of society's economic gains. Arnstein formed an eight-rung ladder asserting that community participation took place in the following steps: (a) manipulation, (b) therapy, (c) informing, (d) consultation, (e) placation, (f) partnership, (g) delegated power, and (h) citizen control. Arnstein considered the first two rungs of the ladder as nonparticipation. Levels 3 to 5 described the degree of tokenism occurring, wherein consultation was the most important factor that could lead to legitimate participation. Arnstein referred to the final three rungs of the ladder as the levels of citizen power, where citizens engage in enhanced levels of participation.

As previously noted, participation under Arnstein (1969) takes place in steps. The first phase involves no participation. In the next few steps, however, there is some degree of involvement. Finally, at the top of the ladder, local people are active agents of change. In this theory, citizens fully participate and find solutions to their problems at the upper rung of the ladder. In this case study, I had expected that CBT would be regarded as advantageous for Barbados if it could act as a vehicle to promote the locals' livelihood. Also, CBT could be viewed as positive if it were functional, consistently improving, and

being evaluated. In using Arnstein's theory, it is important to explore its application in other studies.

Mak and Tao (2010) used the ladder of participation theory in understanding ecotourism in Hong Kong. The researchers reported that tourism was one of the four pillars of the country's economy, generating revenue that could boost local community economies while ensuring their livelihoods. However, Mak and Tao claimed that it was unclear how tourism could specifically affect the local community's economy. This problem is similar to the one encountered in the current study—that is, there was no clear prior understanding of how CBT could affect Barbados's local community economies.

Mak and Tao (2010) claimed that there were more tourists interested in the natural environment as well as cultural heritage in Hong Kong. They contended, however, that there was also a parallel increase in the concern over the adverse effects of uncontrolled tourism development in both environmental and socioeconomic aspects. Ecotourism might, therefore, be an option to resolve these issues. Mak and Tao asserted that the Quebec Declaration on Ecotourism provided guidelines on promoting effective ecotourism. These guidelines included allowing local communities to participate in the planning, development, and operations. To understand how tourism benefits the local community, it is crucial to evaluate to what extent local communities can participate in tourism planning and decision-making processes. Also, it is necessary to know the way in which tourism can contribute to the community's wellbeing. This study applied Arnstein's (1969) ladder of citizen participation and Ross and Wall's ecotourism paradigm to demonstrate how the residents in regions of Tai O and Lantau, Hong Kong

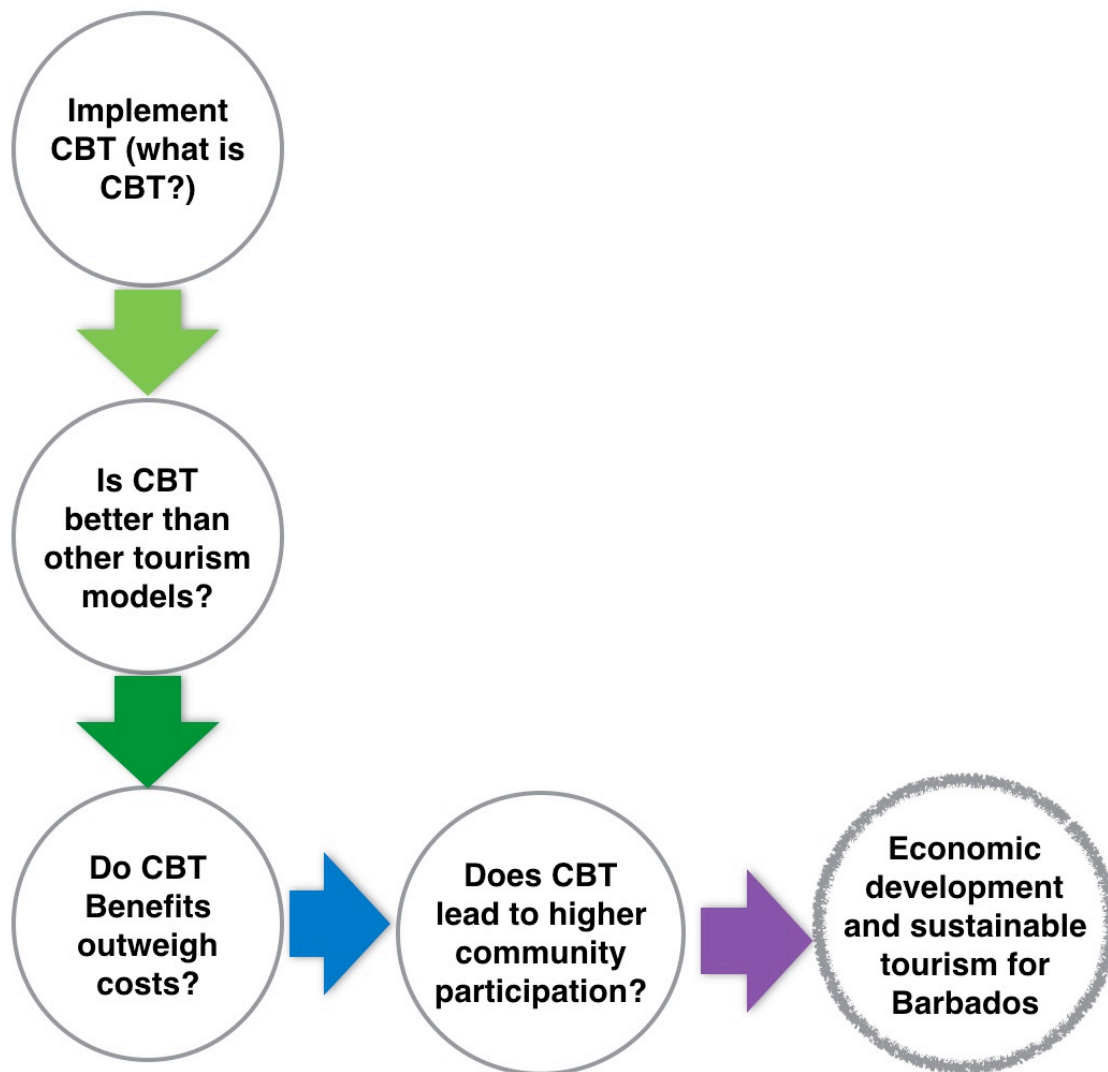
participated in tourism planning and decision-making process and influenced tourism-related activities and businesses (Mak & Tao, 2010).

Beveridge and Monsees (2012) discussed the exploration of stakeholders' understandings of and expectations toward public involvement in the service of Integrated Water Resources Management (as cited in Ker Rault & Jeffrey, 2008). Through a grounded approach and the theory as a basis, Ker Rault and Jeffery evaluated water management concerns and the appropriateness of different forms of stakeholder participation at catchment level in Jordan, Syria, and Turkey. The study revealed that among the local sector experts and delegates, there was a collective preference for consultation, informing, and partnership. However, Beveridge and Monsees observed differences when they evaluated stakeholders' learning outcomes from participative workshops. The researchers found that the role of social learning was a critical factor shaping stakeholder dialogue over the management of a state strategic, local public-good management, and democratic decision-making processes. Also, Beveridge and Monsees discovered that public participation and social learning were critical to the process of public involvement in the service of Integrated Water Resources Management.

### **Conceptual Framework**

The conceptual framework for this study was structured around the CBT process (see Figure 2). Ultimately, I expected the CBT process to lead to higher levels economic growth and sustainable tourism development in Barbados.





*Figure 2.* Conceptual framework map.

The purpose of this qualitative exploratory case study was to explore the perceptions of Barbados tourism managerial experts from the private and public sectors on the differences between CBT and traditional tourism, and the potential ability, benefits, and/or shortcomings of adopting CBT. I expected a favorable view of CBT as compared to other tourism models if CBT's benefits were thought to outweigh the costs, and if it led to higher community participation. If these factors were true for CBT, then I believed that it would help boost Barbados's economy and achieve sustainable tourism. The five components of the conceptual framework serve as the major sections of the literature review.

### **Implementation of CBT**

Researchers rely on the premise that the community should play a role in the local tourist industry. Proponents of this type of tourism believe that communities can adapt to changes quickly and easily, hence, increasing their engagement in the tourism process and improving the industry overall (Lucchetti & Font, 2013; Salazar, 2012). However, tourism stakeholders may only view CBT as the best tourism strategy in Barbados if it outweighs all other traditional models of tourism. Its benefits should also outweigh costs. Moreover, it should ultimately achieve its objective: to increase community participation.

### **Advantages Over Traditional Tourism Models**

Tourism stakeholders may view CBT positively if it is better than other tourism models. CBT should provide what other tourism models cannot, and be able to remove the adverse effects of other tourism representations. Tourism has become an important source of employment for the local population in small economies that engage in tourism

(Murphy, 2012). Tourism also helps spur development and growth in regions that would otherwise receive capital investments, and tourists can minimize risks that may occur during traveling by undertaking extensive research on their target vacation spot (Castellanos, 2013).

As a trend, governments of developing countries are more likely to embrace this industry. The reason for the affirmation is because tourism has the potential to provide small economies with much-needed foreign currency and employment opportunities for wide strata of skilled, semiskilled, and unskilled labor (Ekanayake & Long, 2011). By its emphasis on natural beauty, such as forests, oceans, and mountains, tourism also helps provide sustenance to rural populations as an alternative means of employment away from the cities. Tourism has also helped introduce new cultures, ideas, and thinking by close and shared social interactions. If not properly managed, however, resentment toward other cultures and thinking can also occur. It is, therefore, important to ensure that selected strategies and plans take into account the region's needs. Governments should thus play an active role in setting legislation to ensure that private sector tourism organizations adhere to guidelines (Gereffi, Fernandez-Stark, & Psilos, 2011; J. Mitchell, 2012). Through the years, several CBT models have emerged, including ecotourism, nature-based tourism, spiritual tourism, cultural tourism, and adventure tourism, which have proven better than other types of tourism in achieving sustainable tourism and economic growth.

### **CBT Benefits Outweigh Costs**

If CBT's favorable effects could outweigh its adverse impacts, then tourism stakeholders may view it positively. Associated with CBT are several benefits ranging from economic to political. Primary benefits linked to this line of tourism are the positive and direct economic impact on families, socioeconomic improvements, and its ability to make sustainable diversification of lifestyles possible (Rastegar, 2010). Furthermore, several studies linked CBT to poverty alleviation. While CBT has holistic goals, such as ensuring community well-being, and empowerment and development, this type of tourism also has its weaknesses. According to Asker, Boronyak, Carrard, and Paddon (2010), communities must be viewed as heterogeneous, wherein the stakeholders all have varying skills, interests, a level of support, and commitment to tourism development. Also, power relations, as well as imperfect information flow and transparency, could make it difficult to foster trusting relationships and assure equity to the various stakeholders involved.

### **Higher Meaningful Community Participation**

Tourism stakeholders may also view CBT positively if it leads to higher community participation. Community involvement in tourism can increase knowledge, enhance insights, and improve capabilities among the tourism project's various stakeholders. Additionally, the sharing of ideas among community participants could result in a comprehensive and in-depth understanding of issues as well as various innovative policies and practices. Community participation can give rise to enhanced

political legitimacy, especially if participation means that locals receive greater influence in decision-making that directly affects their lives (Nkemgu, 2011).

On the other hand, community involvement can also have various disadvantages. Kuvan and Akan (2012) highlighted various community participation problems, including unnecessary delays in project startups and increased costs due to staff increases, pressure to improve the quality of tourism services, community frustration, and hostilities and resistance. Additional limitations specifically related to CBT include power inequalities among various stakeholder groups in the community and local communities' power limitations within the wider society. Tourism stakeholders can resolve the problems, however, by improving community organization, engaging community representatives at all stages and levels associated with the CBT, and involving different tourism leaders in the monitoring and evaluation of CBT projects (Alvarez-Albelo & Hernandez-Martin, 2012; Kuvan & Akan, 2012).

The level of participation in CBT can also be meaningful. Suriya (2010) studied the degree of community involvement in Ban Mae Kampong in Chiang Mai province, Thailand and found that only households that intensely took part in tourism experienced an improvement in their income. Moreover, the increase in income was only marginally above the poverty minimum wage index. Thus, the perception of the program's costs and benefits to participants is a determinant of the community's participation. Thus, in the early stages of the development of CBT, a positive attitude toward tourism should improve community involvement levels. Consequently, insufficient community input at

the beginning of the program can create a dilemma for most community leaders (Lorant, 2011; Vanagas & Jagminas, 2011).

### **Economic Development and Sustainable Tourism**

Considering these CBT factors, tourism experts may agree that CBT can enhance Barbados's economic growth and sustainable tourism industry. The last section of the literature review highlights how tourism can be sustainable and lead to successful community development. If tourism experts measure CBT's success regarding sustainability and community development, they should view this form of tourism as favorable

## **Literature Review**

### **Implementation of CBT**

At the beginning of the 21st century, tourists' tastes began to change. This shift emerged due to factors such as increased knowledge of possible destinations and a desire to visit places with unique customs, history, ethics, and culture. Tourists view cultural diversity as a method to enrich traveling involvement and new experiences. At the local level, opportunities emerge for new actors to participate and the devising of new strategies. There are also increasing opportunities to involve civil corporations in the development process of the tourism industry (Murphy, 1985).

The concept of CBT began with Murphy's work in 1985, regarding tourism and developing local communities (Murphy, 2012). The researcher followed up in 2004 with another study by Murphy and Murphy. Aside from these two studies, other researchers (e.g., Salazar, 2012) also analyzed the relationship between tourism and local

communities. The CBT concept paved the way for new lines of exploration and investigation and newer types of tourism. These new types of tourism include pro-poor tourism, community benefits tourism initiatives (Lapeyre, 2010), and community-based enterprises (L. S. Stone & Stone, 2011). CBT initiatives have two characteristics in common: (a) the engagement of both the destination community in the planning and (b) decision-making affairs of rural tourism. CBT allows the community also to be a part of the tourist product. Proponents of such tourism believe that local communities can quickly and easily adapt to changes and that community-type tourism helps open residents' minds (Lapeyre, 2010; L.S. Stone & Stone, 2011).

CBT research is prevalent in the literature. This type of tourism is gaining a foothold in the industry because it prioritizes active participation of the local community (Lucchetti & Font, 2013). Under CBT, it is integral to create community events that foster the relationship between the local community and visitors. Various public administrations, nongovernmental organizations (NGOs), private institutions, as well as the local community, facilitate CBT, and all of these parties work together to promote tourism. CBT projects face several limitations, however (Lucchetti & Font, 2013).

CBT characterizes a broad range of tourism models, but ultimately, it describes the type of tourism that involves community participants (Lucchetti & Font, 2013). CBT's objective is to generate benefits for the local communities of the developing countries. Under CBT, tourists are usually encouraged to visit local communities and learn more about their culture, the local traditions, and the environment. Even though CBT does not have one standard definition, all definitions have a common feature: that

community participation in the tourism initiative is necessary, and that it ranges from cooperative or individually owned and managed businesses to joint ventures between the residents and the private sector. Another common theme discussed among CBT experts is that it involves external support from a donor agency or NGO and that it can generate individual and collective benefits within the community.

CBT schemes received widespread acceptance among international development agencies; also, for approximately the past three decades, tourism planners widely adopted its use as a tourism strategy. CBT first emerged as an alternative approach to the limitations of mass tourism, including the repatriation of profits from developing economies by multinational companies and the adverse effects on destinations. Tourism stakeholders can treat CBT as a means of alternative development and sustainable livelihood, wherein the focus and target is grassroots development (Lucchetti & Font, 2013). In the past decades, CBT earned a positive reputation for its varied economic and social development effects in rural areas, while other types of development proved to be inadequate (Lucchetti & Font, 2013).

Implementing CBT does not immediately lead to improved economic development and sustainable tourism. Salazar (2012) stated that successfully CBT implementation required the input of certain considerations. These elements comprised the inclusion of stakeholders, an assessment of individual and collective benefits, the establishment of objectives, and the careful analysis of decisions to be carried out. CBT is an effective way of implementing policy coordination, avoiding conflicts between different actors in tourism, and obtaining synergies based on the exchange of knowledge,



analysis, and ability among all members of the community (Salazar, 2012). For the current study, it is expected that implementing CBT in Barbados will be more successful compared to other tourism models. Below is the discussion of the different tourism models and how CBT compares to them.

### **CBT Versus Traditional Types of Tourism**

CBT is different from the traditional types of tourism, which usually involve top-down planning approaches. CBT often emphasizes the roles that local input and control can play when deciding on the type, scale, and intensity of tourism development. The structure of CBT, communities encourages residents to retain control and proactively make decisions on tourism, thus directly impacting tourism development to align with their values and interests (Lucchetti & Font, 2013). One defining characteristic that differentiates CBT from traditional types of tourism is that it is a process generated from bottom-up community engagement. The community thus has a hand in forming tourism products and services to carry out tourism strategy. Compared to traditional types of tourism, CBT is also not driven by profit maximization. Rather, the goal of CBT is to promote community-appropriate types of tourism and to ensure equitable distribution and retention of benefits within a local area or community (Lucchetti & Font, 2013). This section highlights different types of tourism. The conceptual framework demonstrates the mitigation of the adverse effects of other tourism industries, and hence, manifests that CBT can lead to higher community participation. Below are the popular tourism types apart from CBT.

**Ecotourism.** Ecotourism is a type of CBT that offers many benefits to local communities. The International Ecotourism Society (2015) defined ecotourism as responsible travel to natural areas that conserves the environment and sustains the welfare of local people. A major agenda of ecotourism involves saving the environment. In many countries, there is a move to set rules to help tourists recognize the importance of the area. For example, jurisdictions impose fines and penalties on both tourists and the local population if they are caught damaging or taking any marine life or objects from the reefs surrounding the region. In this form of tourism, tourists leave the area just as they found it, refraining from damaging any structures or polluting the region.

The stakeholders involved in marketing ecotourism also emphasize the necessity for sustainable tourism in the locality and the need to educate all concerned parties about the industry's needs and requirements. An example of this type of tourism is the development of safaris in Kenya, where tour guides take tourists to see animals and plants in their natural settings. Another example is the development of tourist programs like desert living in Morocco and many of the Persian Gulf states and trips to see the Great Barrier Reef in Australia. Ecotourism also faces many hurdles. Among the most critical is that many tourists espouse the need to connect with nature, but simultaneously have the expectation that the basic needs, comfort levels, and food preferences will be satisfied. This development can often pose a challenge because developing the region to support these requirements can defeat ecotourism's objectives.

The International Ecotourism Society (TIES, 2005) defined ecotourism as responsible travel to natural areas for the purpose of conserving the environment and

improving the well-being of the community in the region. It blends the conservation of the environment, the community, and sustainable travel. The premises of ecotourism are to build and simultaneously minimize the negative impact of the environment, to develop cultural awareness and respect, and to provide tourists and hosts positive experiences.

Ecotourism is considered to provide financial benefits for conservation as well as empowerment of the local community. Also, ecotourism is structured to increase sensitivity to the host country's political, environmental, and social climate (TIES, 2005).

Barry (2012) also revealed ecotourism's nonfinancial benefits, which differentiate it from traditional forms of tourism. According to Barry, ecotourism is an over-exploited and under-utilized sustainable development tool. Even though there are many resorts and "cultural" tours suddenly emerging in the name of community-based ecotourism, local people still suffer economically, socially, and environmentally. However, deep within the Kenya's Kakamega rainforest, Barry revealed that there is an "authentic" group filling the environmental, social, and economic gaps in the field of sustainable tourism through ecotourism. This group is the Isecheno Women's Conservation Group, which empowers and educates women to become community leaders that would facilitate environmental education and cultural preservation. The group also empowers women to become independent and financially stable by earning more income through tourism, rather than through the continuous degradation of the rainforest in which they live and on which they depend. As a result, these women have become role models for their community and peers.

**Nature-based tourism.** Another type of CBT is nature-based tourism, which is simply the experience of travel to a place of natural attractions (TIES, 2005). Ecotourism is nature-based tourism, with the additional objective of benefiting the particular community environmentally, culturally, and economically. Sustainable tourism and responsible tourism derive from the concept of sustainable development. *Sustainable development* aims at meeting present needs without sacrificing those of future generations. Sustainable tourism, therefore, means meeting the needs of present tourists and host regions while conserving, protecting, and enhancing future generations' needs (TIES, 2005).

Ecotourism evolved from the global environment movement, which surfaced in the late 1980s with a renewed concern over environmental conditions (TIES, 2005). By the early 1990s, ecotourism became a popular sector of the tourism industry, along with nature-based, cultural, heritage, and adventure tourism. It emphasized the concept that tourism should conserve the host communities. Sustainable tourism was among the subconcepts encouraged by ecotourism. This subconcept has initiated mainstream sustainability in tourism by applying the ecotourism's principles and practices to the varied aspects of the tourism market (TIES, 2005).

Ecotourism's significance lies in its active contribution to the environmental, social, cultural, and economic welfare of tourist destinations and their local communities (TIES, 2005). It makes available effective commercial incentives to preserve, promote, and respect bicultural diversity. It helps protect the area's cultural heritage and empowers the destinations' surrounding communities for their economic survival and their region's

sustainable development. Ecotourism also contributes to the industry's greening objective in many aspects. Participants in ecotourism are travelers of all ages and interests who consciously desire to contribute their part to environmental sustainability. They participate in tourism activities that can benefit the environment and plan their travel wisely so that they help minimize the production of carbon (TIES, 2005).

Ecotourism's formal objective is to reduce human impact on the planet's fragile ecosystem, cultures, and to improve the economies of the destinations (Duffy, 2013). It also aims to provide indigenous communities with opportunities to rise from extreme poverty. However, both objectives are only theoretical and a mere ideal. The reality is that ecotourism, as well as traditional tourism, produced more disadvantages than advantages (Duffy, 2013). The eco-dollars infused into ecotourism should enable residents to enjoy the economic benefits of expanding their natural resources. Although it aims to preserve the endangered habitat, without proper monitoring, ecotourism may fall short of this objective and become a major threat to the natural habitat. Furthermore, actual preservation of the ecosystem's resources is rare due to investors' and corporations' exploitative interests and activities. Thus, legitimate and conscionable eco-travel providers are needed. These persons uphold international labor standards and protect indigenous resources for use by future generations (Duffy, 2013).

While the initial cost of setting up "green projects" is high, stakeholders can recover excess costs through lowered expenses to maintain expensive facilities. For example, resorts and hotels can maintain gardens using plants native to the region, rather

than investing in and caring for exotic varieties that incur high costs through the need for different soils and drainage conditions (Newsome & Moore, 2012).

**Spiritual tourism.** Another type of CBT is spiritual tourism. Tourists examine and experience different aspects of faiths and religions in Spiritual tourism. Often, the tourist might be a believer in the particular creed, making a pilgrimage to a holy site or place of worship. In some cases, tourist wants to explore and gain more knowledge about the religion or belief (Herntrei & Pechlaner, 2011; Norman, 2011). In recent times, spiritual tourism gained momentum through the Western world's emphasis on the individual's holistic and spiritual needs. Introspective behavior is encouraged and wellness is determined to be the cumulative effects of the body, spirit, and mind. Many recent events, like the 9/11 attacks, wars, and worldwide social unrest have forced people to look within themselves and analyze the ways in which they can make a difference in the world (Sather-Wagstaff, 2011). In effect, this could also be a helpful way for countries to introduce their unique religious and moral beliefs, along with their many cultural intricacies, to the rest of the world. Tourists can embrace these thoughts much more easily by immediately observing and experiencing the population's values.

While many concepts will still be unfamiliar in the long term, at least, they will be viewed in the context of the community and the spiritual aspects of the region. For example, many Catholic people visit Rome with the intention of gaining a blessing from the Pope. Islam encourages Muslims to visit the mosques of Mecca and Medina at least once in their lifetime. In some situations, spiritual tourism utilizes retreat locations where people can evaluate their lives and choices. For example, many of the Native American

populations in the Southwestern United States and Alaska are developing tourism packages with the intent to introduce tourists to the specific tribe's spiritual customs and beliefs (Herntrei & Pechlaner, 2011; Norman, 2011). Furthermore, Countries such as India and China are also using this form of tourism to introduce their age-old culture of spirituality and personal development to the rest of the world. The format taught is one that is easy to understand by individuals who might find these customs alien (Herntrei & Pechlaner, 2011; Norman, 2011).

**Cultural tourism.** Another type of CBT is cultural tourism. Tourists increasingly identified arts, heritage, and cultural activities as a prime reason for traveling to foreign places. Countries with ancient civilizations, regional history, and unique architecture hold a mystical significance for some individuals around the world. Different regions around the world support a variety of cultures, beliefs, rituals, and customs (Boniface, 2013). Over the years, these cultures mingled to create a unique environment that differs from any other region of the world. Many people travel because they want to learn about new cultures and educate themselves about different parts of the world. Countries and regions around the world realize the significance of this reality, and governments are encouraging the exchange of information on their culture and beliefs with visitors (Boniface, 2013). Still, it is critical to exercise care to maintain regional cultural traditions and ensure that local practices can consistently and continually attract tourists. Tourism planners and managers should work with residents and other stakeholders to identify the cultural best-model-fit to market the region to foreigners. Tourism planners should also work with tourists, encouraging them not to attempt to change or influence the local area.

Cultural tourism is reciprocal; tourists also affect regional culture. In cultural tourism, it is important to ensure that the model does not normalize the region's uniqueness to the point where there is nothing new or novel about the surroundings to the external tourist (Boniface, 2013). Developing rural or urban areas for cultural tourism requires a planned approach. Developers of cultural tourism should exercise care in selecting and designing the region's best attractions. The range and scope of development also depend on the funding available and the involvement of the community in the process (Boniface, 2013).

Salazar (2012) specifically examined how community-based cultural tourism achieves success and economic growth compared to traditional types of tourism. Salazar used examples from long-term anthropological fieldwork in Tanzania and critically explored how CBT can resonate with the community's reality. Salazar specifically evaluated the manner by which local guides take on their roles as ambassadors of the community's cultural heritage, as well as how local community members perceived their narratives and practices. Salazar based his study on a community-based cultural program sponsored by the Netherlands-based development agency, Stichting Nederlandse Vrijwilligers, from 1995 to 2001. Findings showed that even though there were many CBT conflicts, professional intermediaries can play a major role in facilitating tourists' cultural contact. Locals, as represented by the tour guides, have considerable agency in representing their region and community to tourists. Tourists' perceptions can, in turn, influence the locals' self-image as well.



**Adventure tourism.** Another type of CBT is adventure tourism, which targets young and adventurous travelers who prefer to move from location to location (Beard, Swarbrooke, Leckie, & Pomfret, 2012). Adventure tourism includes activities such as white water rafting, rock climbing, dune surfing, paragliding, horseback/camel/safari-riding tours, scuba diving, windsurfing, cross-country explorations, extreme skiing, deep sea diving, and exploration (Beard et al., 2012). There is, however, an adverse side associated with adventure tourism. While many travelers state that they would like to be “one with nature” and experience the region, in reality, they also often desire accustomed comforts. For example, on cross-country hiking tours, the amount of disposable waste generated is high. It is, therefore, critical to implement proper recycling methods if this form of tourism is to continue (Beard et al., 2012). Often, large-scale recognition of logistics and planning is needed for this model. Important aspects of this model include the shipping of drinking water, food, and supplies to each camping spot, as well as food preparation and waste disposal.

Adventure tourism requires efficient and reliable guides and tour operators who can help the visitor make the best use of time and identify activities that are best suited to the individual’s lifestyle. There might also be significant risks involved in adventure tourism that countries and tour operators cannot manage financially and logistically (Beard et al., 2012). Insurance and risk management become critical when developing this form of tourism. Guides and planners must be able to handle varying human behaviors when traveling in groups for extended periods. For example, one adventure tourism package to hike up Mount Everest resulted in a major disaster, where team

members of died due to adverse weather conditions, poor planning, and the team's resistance to work with tour guides. This disaster gave rise to the book *Into Thin Air* and its subsequent movie (Kane, 2012).

**Health tourism.** Compared to the traditional types of tourism, CBT (which encompasses spiritual, environmental, cultural, and religious tourism) may focus less on profit maximization. Health tourism and business tourism are examples of traditional types of tourism with goals less focused on improving local conditions where tourism is taking place. Regarding health tourism, tourists often visit some regions due to the high quality of medical expertise available in the region (Hall, 2011). For example, the primary objective of the Dubai Technology Park is to attract biomedical, pharmaceutical, and research companies to the United Arab Emirates (Ewers & Malecki, 2011). In recent times, India attracted individuals from Western Europe and the Middle East. These persons are tourists who cannot obtain required medical treatment, either due to the nonavailability of the specialist (i.e., Middle East) or due to the high cost of healthcare. There is, however, a downside to health tourism. Visitors might fail to pay on time, and collecting payments for hospital and doctor visits might become difficult once a person leaves the country. Options, such as paying in advance, can prevent such problems in the region (Ewers & Malecki, 2011).

Health tourism might offer more holistic healing when compared to traditional tourism practiced in the diaspora. For example, the Red Sea water is believed to help cure various forms of psoriasis with its chemical composition and abundance of coral reefs. The clean air in some regions might also offer a health benefit to people suffering from

asthma and lung problems. Often, water from hot springs and salt water were traditionally used as treatment options for rheumatism and arthritis. Many individuals who believe in these treatment methods might search for destinations that offer them the best benefits (Ewers & Malecki, 2011). Despite the favorable effects associated with this type of tourism, the benefits only accrue to the tourists or the managers of the tourist spots, but not to the locals themselves.

**Business tourism.** Many countries also act as hubs for business and shopping, and increasingly sponsor trade shows and fairs to encourage tourists to visit and explore the region's opportunities. Sponsoring trade shows and fairs also help a country or region obtain foreign currency (Timothy, 2014). Regions and various cities are also developing upscale shopping malls, where visitors can purchase the latest fashions, electronic goods, and consumer durables from manufacturers all over the globe. Business tourism travelers also have conferences and meetings in the diaspora, which gives them the opportunity to experience the region's culture at cheaper rates than standard hotel rates. Some cities and countries are also developing the technology infrastructures required for the current business environments. They combine various hotels and travel promotions to offer the businessperson an authentic experience away from home. For instance, they may develop golf courses and spas near business/conference centers where the visiting traveler can go to relax after a busy day. This factor can help countries bidding and hosting trade shows make the best of the opportunity to attract tourists and encourage them to spend. Again, while these tourist activities can benefit the tourists, management, and employees of

tourist spots, the locals do not participate in decision-making. Thus, the goal is still profit maximization.

This section has demonstrated how CBT approaches can lead to benefits that traditional types of tourism cannot achieve. CBT initiatives—which encompass nature-based, ecotourism, spiritual, adventure and cultural tourism—can lead to benefits beyond profit maximization. Moreover, locals benefit from these initiatives—not just tourists and project management.

### **The Benefits of CBT Outweigh the Costs**

**Benefits.** CBT associates with several benefits, both economic and political. The primary benefits linked are the direct economic impact on families and socioeconomic improvements, which in turn make lifestyle diversification possible (Rastegar, 2010). Several studies revealed that CBT assists with the alleviation of poverty. For instance, Zapata, Hall, Lindo, and Vanderschaeghe (2011) noted that governments, development agencies, and NGOs emphasized the development of the CBT model since its inception. Nonetheless, CBT has also been sharply criticized, particularly regarding its impact on jobs and income. Indeed, the implementation of CBT often fails to alter employment and revenue significantly. Additionally, CBT often does not last after external funding ends. Local elites primarily benefit at the exclusion of local communities because the local communities do not always have business skills required for managing CBT (Zapata et al., 2011).

To examine the veracity of such assertions, researchers explored the impact of CBT on socioeconomic development and poverty in Nicaragua (Zapata et al., 2011).

They examined different characteristics and effects of various modes of organizing community tourism through the CBT Nicaraguan Network. They found that the traditional top-down form of CBT was consistent with criticisms of the model. Objections were justified, given that this type of CBT mainly depended on external funding. In fact, a bottom-up approach to CBT was found to be more beneficial and could even lead to poverty alleviation. This type of CBT, generated from local initiatives, showed a longer life expectancy. Also, bottom-up CBT grows faster and can create positive effects on the local economy. The researchers called for a shift in donors', sponsors', and policymakers' attention, and noted that implementing redistribution policies could improve the local entrepreneurs' skills, resources, and conditions. The researchers also called upon donors and sponsors to provide greater help and attention to the domestic markets (Zapata et al., 2011).

The study's strengths include the demonstrated affirmative effects of bottom-up CBT as well the recommendations set forth to respond to previous limitations of the model. Zapata et al.'s (2011) study can thus serve as a foundation for the current study, which aims to understand CBT's role in Barbados's community and economic development. Zapata et al.'s study also looked at the topic from the perspective of CBT tourism experts (i.e., the CBT Nicaraguan Network). The current study ascribes to do the same.

Sebele (2010) argued that even though CBT brings benefits, there also challenges. The researcher investigated the gains and threats of CBT in a community located in Botswana. The study focused on the Khama Rhino Sanctuary Trust, a community-based

wildlife project. Sebele found that the challenges of implementing CBT outweighed its benefits. Specifically, increased interaction between locals and the CBT project management would be necessary for the locals to gain. According to Sebele, once local involvement and participation improve, people are then empowered to conserve natural resources in the region. This study's findings may be a breakthrough, demonstrating that the benefits of CBT are conditional, but realizable if stakeholders manage the community-based ventures properly (Sebele, 2010). Sebele's work is in line with the current study's conceptual framework, which asserts that CBT's benefits should outweigh the costs and lead to higher community participation for economic development and sustainable tourism to take place.

Moreover, Salazar (2012) outlined three benefits of CBT: (a) CBT generates income and employment and, as such, contributes to rural development—a benefit that especially applies to remote areas, (b) the benefits derived from the management of valuable, natural resources that should prompt sustainable usage by the community, and (c) CBT adds value to the national tourism product through the diversification of tourism, increasing volume and economies of scale.

The optimism that tourism can lead to conservation and community development resulted in two types of unconventional tourism, namely ecotourism and CBT. Many researchers view ecotourism and CBT as superior to mass tourism, characterized the former as promoting travelers ahead of tourists, individuals over groups, and specialist operators instead of bigger companies. Researchers found that CBT benefits communities through government budget allocation programs that can be used to help build

infrastructure (Pusiran & Xiao, 2013). CBT's ultimate objective is to benefit the local host community in four respects: (a) economic, (b) psychological, (c) social, and (d) political.

Concerning conservation and community livelihood, the positive benefits of CBT are still unclear given the dearth of literature. M. Mitchell and Jolley (2012), however, discussed the collapse of most CBT projects carried out in Latin America, claiming that failure was mainly due to unstable funds and lack of financial viability. Some argue that material benefits and economic sustainability do not indicate whether a CBT project is successful. However, various CBT projects include a funded development agency that works in collaboration with the community to form a lodge. It is, therefore, reasonable to assume that participants may want to know how successful their projects are regarding material benefits to the community. Also, communities engaged in CBT projects have financial interests and may want to know the impact their investments. If convinced of the potential material benefits, communities may wish to participate in future CBT projects. Communities that engage with NGOs will likely understand the goals of CBT. Research has found that communities rarely initiate tourism development without input from an external source (M. Mitchell & Jolley, 2012).

**Costs of CBT.** While CBT has holistic goals, such as ensuring community well-being, empowerment, and development, it also has its weaknesses (Salazar, 2012). According to Asker et al. (2010), communities must be viewed as heterogeneous, wherein the stakeholders all have varying skills, interests, levels of support, and commitment to tourism development. Also, power dynamics—as well as imperfect information flow and transparency—could stymie the fostering of trusting relationships,

and stakeholders may not have the assurance that they will share in the project's financial benefits. Moreover, insufficient human and social capital, and the presence of cultural obstacles—such as gender role restrictions and youth's misconceptions of culture—could also jeopardize CBT efforts. Some of these issues can reach a crippling point. At this stage, CBT's costs may surpass the benefits, which can lead to some extreme adverse effects. According to Asker et al. (2010), examples of detrimental developments include the following:

Alienation and loss of cultural identity; creation of frictions within the community (between generations or between subgroups e.g. who do and do not profit).

Additional adverse effects include disruption of socio-economic structures; conflicts over use of resources (land, hunting rights, infrastructure) which may also create hostility towards tourists, disturbance to local environments e.g. for building accommodations or to obtain firewood, and pollution of water and air.

(p. 10)

According to Ellis (2011), sustainable tourism is a potential tool for the development of least-developed countries (LDCs). In particular, at the community level, CBT can be an efficient model to support the development of sustainable tourism while generating meaningful benefits for all aspects of the locality. Also, CBT could be responsible for promoting longevity of the tourist product and could support environmental and cultural conservation. The practical implementation of sustainable tourism in LDCs via CBT models, however, is faced with a myriad of dilemmas, primarily due to the complex stakeholder environment. Ellis stated further that



stakeholders shaped the academic understanding of CBT, which hindered the development of different theoretical conceptualizations. Internal stakeholders can complicate implementing CBT in communities, given their differing agendas. External stakeholders can lead to the development of poor theoretical models, in turn, leaving practitioners with insufficient sources of information to use in project implementation.

Ellis (2011) also suggested that internal influences could exacerbate power imbalances within the community and lead to conflicting goals for CBT. The researcher carried out a study focusing on Cambodia, which presented a unique opportunity for exploring sustainable tourism supplemented by CBT. Cambodia was identified as an LDC in 2001 and targeted tourism as an aid to stimulate economic development, and in particular, CBT. Ellis explored two cases of two rural communities in Cambodia utilizing CBT to stimulate community development. The communities were the Banteay Chhmar, Banteay Meanchey Province, and Banlung, Ratanakiri Province. Ellis interviewed community members directly participating in tourism, the tourism committee, and nonparticipants in tourism. Participants included 67 residents, and results indicated that both communities held favorable perceptions of tourism. Positive economic, social, cultural, and environmental impacts supported the residents' favorable attitudes towards CBT and nullified any held negative perceptions. As such, Ellis suggested that it was important that CBT was favorably regarded to aid in its successful implementation. In particular, how the community itself and the tourism committee perceive CBT can affect its success because meaningful participation depended on these perceptions.

Ellis (2011) also found that open communication was an important facilitator of education and awareness of CBT. Open communication can also predict the level of tolerance and support for CBT both during and after implementation (Ellis, 2011). Also, factors such as community pride, collaboration, and commitment to community activities are all important because they dictate the level of community cohesion—an important element in successful CBT implementation. Cohesion can lessen some of the challenges that impoverished and disadvantaged communities face and allow them to help successfully carry out a CBT implementation. Therefore, even though CBT committees are the ones that maintain community control of tourism and fund development goals, it is important that residents remain cohesive in their support. Local support should engender CBT's success and sustainability (Ellis, 2011).

Ellis's (2011) study made meaningful contributions to CBT research. Ellis examined the key factors for the successful implementation of CBT in a comprehensive manner. Tourism experts also viewed this study from their perspectives. Ellis's findings can help NGOs assess the potential of communities to successfully accept and independently manage CBT's operations. Communities could help NGOs effectively prioritize projects and appropriately allocate resources. From an academic perspective, Ellis's study made some insightful contributions. Firstly, these case studies provided an in-depth understanding of both the benefits and challenges of implementing CBT in Cambodia. By exploring how Cambodia moved toward sustainable tourism and the impact of CBT on community development, Ellis was able to illuminate the potential

risks and benefits of sustainable tourism. This study should also contribute to understanding further the risks and benefits of CBT in the context of Barbados.

According to Gascón (2013), CBT has its limitations as a tool for development. Gascón questioned CBT's ability to foster development and reduce poverty. Through a structural analysis, Gascón assessed the extent to which CBT could serve as an instrument for developing cooperation. He found significant limitations, such as the following: (a) increased peasant differentiation, (b) social unrest, (c) problems with local decision-making, (d) a lack of local tourism business knowledge and training, (e) pseudo-participation, and (f) work and time restructuring. Gascón's findings are worth considering in the context of Barbados.

### **CBT and Local Community Participation**

CBT initiatives can typically only be considered successful and lead to economic growth and sustainable tourism if initiatives lead to heightened community participation. According to Tolkach and King (2015), for CBT enterprises to work, possessing an authoritative funding body is not enough. More importantly, there must be good communication lines between managers and stakeholders, including the community. For example, researchers have found that CBT enterprises have been emerging across Timor-Leste as a form of rural development. However, because Timor-Leste is still a fledgling nation and highly dependent on oil revenue, CBT enterprises must overcome numerous challenges to be successful. Tolkach and King explored how stakeholders viewed CBT enterprises using a multi-stage qualitative research approach and found that the majority of stakeholders believed that CBT leads to sustainable development and economic

growth. However, for this to occur, stakeholders believed they needed to work more closely with project managers (Tolkach & King, 2015).

Assessing CBT projects in Thailand, Kontogeorgopoulos, Churyen, and Duangsaeng (2014) also emphasized locals' roles. These researchers explored CBT's emergence in Thailand through a case study of Mae Kampong, a village located in the Northern part of Chiang Mai. Through data gathered from at least 30 visits to the location, the researchers found that when there was community participation, CBT led to economic growth and sustainable tourism in Mae Kampong. In addition to having the right geographical conditions and sufficient external support, researchers suggested that local transformational leadership was also a critical factor. These were all equal determinants of CBT success in Thailand. According to the researchers, the joint efforts of researchers, environmental activists, NGOs, and local officials led to successful CBT, and further, a domestic tourism market. The researchers also found that CBT fostered tourism trends that were more successful and encouraging compared to traditional forms of tourism in Thailand. They found that even with the costs associated with CBT—such as difficulties with planning, initiating, and sustaining projects—it was still possible to pursue it successfully through the right combination of circumstances. The Thailand tourism stakeholders still actively pursue CBT because its benefits outweigh these challenges.

L. S. Stone and Stone (2011) also referred to the importance of community involvement: Increased community participation can help CBT become a catalyst for economic growth and tourism development in a particular tourist area. L. S. Stone and

Stone explored community partnership in a CBT enterprise in the Khama Rhino Sanctuary Trust, founded in 1992. Through structured and semistructured questionnaires, as well as interviews and community focus groups, the researchers found that community participation needed fostering in the area. Though community-based natural resource management has already become quite popular in many southern African nations, communities still face difficulties fully participating in such projects. Around 95% of the locals in the Khama Rhino Sanctuary Trust Area, for example, were not aware of who owned the Trust; further, 98% said they had yet to step foot on the Trust's lands. Most were wary about land-related benefits and communication with the community, employment, and other benefits of projects. Even though the Trust started to earn money in 2008 and the tourism industry grew that same year, the researchers suggested that the project could have been more successful. L.S.Stone and Stone (2011) stated that the project could have experienced greater advancement if a community liaison officer were appointed to provide training to local people in tourism and management. The researchers also recommended the use of single-community trusts, as opposed to multi-community trusts, as a means of increasing community participation.

According to M. T. Stone (2012), community involvement is critical for CBT to become a catalyst for growth and development. CBT has become increasingly popular in the tourism industry as a strategy for environmental conservation and community development. Most tourism planners, researchers, and practitioners believe that CBT can lead to community empowerment, and as long as it does so, it can lead to the desired tourism and economic growth outcomes. However, using a case study of the Chobe

Enclave Conservation Trust in Botswana, M. T. Stone found otherwise: Community-based natural resource management did not always lead to the desired outcomes due to operational, structural, and cultural limits. However, M. T. Stone asserted that CBT can be successful with the addressing of these limits and the incorporation into initiatives. This study revealed that CBT does not automatically become a catalyst for a successful tourism industry or even lead to higher community participation. Rather, it takes

### **Examples of How CBT Leads to Sustainable Community Development**

Below are some examples of how tourism can lead to sustainable community development across the world. Barbados should strive to follow these examples of CBT to improve its tourism industry.

**Hainan, China.** Hainan is a tropical island on the southwest coast of Guangdong Province (Fan & Song, 2012). It has a vibrant tourism industry mainly located in the coastal areas. The island experienced success in attracting tourists from Mainland China, Taiwan, and Hong Kong. However, residents encountered limited economic opportunities. Additionally, construction work compromised mobility in many locations, such as the Eastern Expressway (Fan & Song, 2012). The Department of Lands recognized Hainan Island as the best environmentally preserved province in China, where it boasts the most biologically diverse resources in the world (Fan & Song, 2012). Among these resources are protected areas (Fan & Song, 2012). Its tropical forests, mountains, mangroves, and beaches make Hainan one of the most popular tourism destinations in the country. Hainan is also an exclusive economic zone (i.e., subject to significant

development) and thus, special rules and investment incentives have been devised to facilitate the process (Fan & Song, 2012).

Fan and Song (2012) examined the island's businesses, government officials, and local communities. Findings revealed that most participants perceived ecotourism as a form of nature-oriented travel intended to balance resource conservation and human use. Local government officials specifically interpreted ecotourism as an activity meant to produce economic benefits for the province, protected area agencies, and local communities.

The study also revealed that many other areas were potential sites for ecotourism. These ranged from undeveloped wilderness areas to botanical gardens, beaches, wildlife conservatories, and cultural theme parks. Confusion emerged regarding ecotourism, including jurisdiction, definitions of ecotourism, factors promoting visitation, and the types of tourists to target (Fan & Song, 2012). Additionally, Yunnan Province is a competing destination to Hainan Island, offering tropical forests, hot weather, and an ethnic minority culture (Fan & Song, 2012). Overall, beautiful scenery characterizes China, with Hainan Island located in the peripheries which may attract some tourists and discourage others. As such, Hainan needs a careful and specialized marketing strategy, particularly for international markets.

Several management bodies operate in Hainan Island. Among these are the Hainan Tourism Bureau; the Department of Lands, Environment, and Resources; the Hainan Forest Bureau; and local bureaus. Other agencies take care of parks and reserves. With the foreseen tourism growth, the management of tourists is also expected to become

more complex. This mix of business entities gave rise to calls for clearly defined responsibilities for agencies and bodies involved in the management and administration of tourism and protected areas—as well as mechanisms for accountability (Fan & Song, 2012).

**Belize.** Tourism is a major contributor to Belize's economy. Salazar (2012) attributed the increase in tourism to renewed investor confidence, an effective tourism strategy, and a clear policy direction. Investor confidence, buoyancy in tourism, and a clear regulatory direction were the bases of economic growth for Belize. Tourism growth also contributed Belize stakeholders taking interest in preserving the rich natural and cultural resources.. Due to the economic potential of tourism, the Ministry of Tourism and Youth established a new strategy, with the creation of new jobs as one of its objectives. Salazar (2012) advocated the generation of employment mainly for the hotel industry and hotel construction, car rental, telecommunications and financial services, air traffic control, and border clearance. Leaders also projected job growth for small- and medium-sized businesses in rural areas (Salazar, 2012).

Belize's diverse tourism products include rainforests, marine, and terrestrial wildlife, living Maya people and Mayan archeological sites, and the longest barrier reef in the world. Its reef and cays are the major attractions that draw visitors. The 200-mile-long Belize Barrier Reef is an excellent diving and snorkeling site. Given these natural treasures, Belize adopted ecotourism in the mid-1960s. The adoption fits the framework of sustainable development of Agenda 21 of the United Nations Conference on



Environment and Development. Belize's eco-cultural tourism policy complies with the Agenda 21's requirement of commitment to the future (Salazar, 2012).

NGOs from Belize, tourism entrepreneurs, and the Belizean government expressed commitment to the international guidelines and best practices for sustainable tourism (Salazar, 2012). The government took part in reshaping Belizeans' perceptions of the environment. The strategy included promoting ecotourism, with the aim of making both conservation and development sustainable. Government actions included the placing of one-third of new protected areas under legal protection and passing the Environmental Protection Act in 1992. Nonetheless, a lack of resources and personnel hampered the implementation of many environmental measures. International influence further aggravated the problem by undermining the government's ability to monitor or enforce these measures (Salazar, 2012).

**India.** One of the 12 megadiversity countries in the world is India (Gogoi, 2014). India possesses about 8% of the world's biodiversity, making it 10th out of 25 regarding plant species. Its northeastern region is sixth among the 25 biodiversity hotspots. Assam, in particular, is among the richest biodiversity zones in the area. Assam also has rainforests, riverine grasslands, bamboo, orchards, and numerous wetland ecosystems. Developing national parks, wildlife sanctuaries, and reserve forests protect many of these sites. In fact, Assam has six national parks and 18 wildlife sanctuaries. Over 35% of its geographical area is forest cover. UNESCO declared the Kaziranga National Park a world heritage site in 1985. Assam also received the Tiger Reserve forest status in December 2007. Assam's central, eastern, and western sectors consist of semievergreen

forested highlands, rivulets, marshes, and extensive plains. These biodiversity features have made this location as one of the most favored destinations for both local and foreign tourists every year (Gogoi, 2014).

Kaziranga National Park, however, needs to develop a more systematic and scientific approach toward achieving long-term sustainable tourism development goals (Gogoi, 2014). Recurring floods and erosion from rivers cause pollution to adjacent areas, and thus, threaten the conservation of biodiversity. Thus, the regions must develop and enhance its roads, transportation, power, and accommodations (Gogoi, 2014). Stronger publicity on the goals of ecotourism and sustainable development on a national and international level will also be helpful. Banks and other financing institutions should extend more assistance to businesses. For their part, firms should acquire more training on innovative practices through government agencies. The state government should take more critical steps in developing and promoting tourism development. Also, to help invigorate tourism, there should be stronger cooperation among the state tourism department, the forest department, and the NGOs. The forest department, in particular, should strictly adhere to the code of conduct of ecotourism (Gogoi, 2014).

**Thailand.** The six Greater Mekong Subregion countries entered into a program agreement of subregional economic cooperation in 1992 to enhance economic relations (Banomyong, 2014). Tourism is part of the 10-year strategic framework of the agreement. The aims of tourism are to reduce poverty in the region and to conserve cultural and natural resources. The framework established CBT, which the community manages. The local community directs the management decisions and profits to the

residents. In effect, Thailand has had the most successful tourism development program in the region. The number of international tourists who visited Thailand doubled in number to 1 million between 1990 and 2001 (Banomyong, 2014). The “Amazing Thailand Year” (as coined by the Thailand government to describe substantial tourism increases in the year 1999) accounted for most of this achievement. The primary objective of community-based ecotourism in Thailand has been to develop sustainable tourism and quality marketing programs. NGOs encourage residents to consider ecotourism as a measure to control the development of their communities, rather than as a threat from imposing external forces.

The proclamation of the National Ecotourism Policy in 1998 and the National Ecotourism Action Plan for 2002–2006 further reinforced this initiative (Banomyong, 2014). Thailand has a well-developed infrastructure, a productive, free-enterprise economy, pro-investment policies, and stable exports (Balvanera et al., 2012). Its economy grew by more than 4% per year between 2000 and 2007 and survived the 1997–1998 Asian financial crises. In 2010, the economy expanded by 7.6%. Anti-government protests in 2009 temporarily affected the business climate, including tourism. However, tourism quickly recovered and restored consumer confidence. The economy was predicted to continue growing this year and beyond (Balvanera et al., 2012).

Since 1995, Thailand has adopted all types of tourism (Banomyong, 2014). Of the six General Mekong Subregion countries, Thailand has the highest level of acceptability among stakeholders and the community. It had the highest volume of tourist arrivals (65%) from 1995 to 2004. Thailand thus appears to be the only country that has achieved

continuous tourism growth in the subregion. This achievement emanated from Thailand's social, economic, and political stability in the past and its developed tourist infrastructure. Thailand is the most progressive countries in the subregion regarding policy and planning and enjoys cooperation from the majority of stakeholders in the industry (Banomyong, 2014).

Community participation is essential to ecotourism in Thailand. Community involvement is also strongly focused on social development (Nattayai, 2011). Many communities are highly self-managing and reliant on offering tourism services. Community ecotourism organizations operate and provide these services through a collective management process. Many of their practices run in similar patterns and involve similar processes. However, no one model uniformly applies to all communities. Most of these practices draw from cooperative decision-making, and stakeholders are better able to run tourism businesses.

Marketing demands and management conflicts are the weakest points for local communities (Nattayai, 2011). The European Tour Operator Associations and the Corporate Social Responsibility and Market Access Partnerships for Thai Sustainable Tourism Supply Chains Project signed an agreement in March 2011. The agreement supported the sustainability of the Thai tourism industry and met European visitors' product requirements (Nattayai, 2011). The agreement enabled Thailand to lead further the subregion by adopting the principles of responsible tourism and objected to the establishment of coal, nuclear, or gas power plants (Heinrich Boell Foundation, 2011; Nattayai, 2011). Also, there was also a call for the suspension of the Egat's solar power

plant project at Thap Sakae without the full disclosure of the site's development plan. Nuclear power plants were simply not considered an option (Heinrich Boell Foundation, 2011; Nattayai, 2011).

### **What Makes Tourism Sustainable**

The purpose of this qualitative exploratory case study was to explore the views and perceptions of Barbados tourism managerial experts from the private and public sectors regarding the differences between CBT and traditional tourism, the ability to adopt CBT in Barbados, and CBT's benefits and shortcomings. Based on its conceptual framework, tourism stakeholders could view CBT positively if it ultimately leads to sustainable tourism. The framework showed that for favorable consideration of CBT, it should be better than traditional forms of tourism, have more benefits than costs, and lead to higher community participation. However, there should be an understanding of what sustainable tourism entails. This section of the literature review will outline the strategies for sustainable tourism.

**Ensuring safety of tourists.** The World Trade Organization (WTO) has also been developing tourism models for countries around the world. It published several tourism-planning manuals at the national, regional, and local levels (Butcher, 2011; Duffy, 2013). The WTO conducted extensive analysis to help develop short and long-term market trends. The WTO also documents types of tourism that predominate different parts of the world (Butcher, 2011; Duffy, 2013). It is also implementing a National Tourist Safety and Security Sheet aimed at providing real-time and accurate information to various tourist destinations to tourism professional and the public. This information will help

tourists, tourism officials, and the public to make decisions that can help them to stay safe and comfortable in different locations around the world (Dahles, 2013).

Other factors are the responsibility of the local, state, or national government of the country sponsoring the tourism activities (Dahles, 2013). These factors include sanitary and health requirements, safe food and drinking water, building and fire safety codes (Dahles, 2013). The WTO is actively engaged in developing international tourism (Witt, Brooke, & Buckley, 2013). It also acts as a global forum for issues and concerns that the industry might have regarding different tourist locations around the world. The WTO has approximately 144 members who actively assist in helping LDCs to identify potential tourism opportunities. The WTO's objective is to support countries and contribute to their economic growth and prosperity by adopting sound tourism principles. It is also important to ensure that the tourism industry can sustain itself over an extended period. It is equally important to ensure that tourism helps the local and regional population to grow and prosper, and further, that the industry adheres to ethical standards for the region (Witt et al., 2013).

Ethical principles and social guidelines help the region to avoid negative publicity, which could damage the area's reputation. The WTO distributes information and technology resources to assist in operating successful tourism economies. The Internet is also important because it exposes potential tourists to a broad range of destinations, and offers numerous opportunities for marketing. It is important to ensure, however, that the substantial influx of tourists does not destroy the local culture or the uniqueness of the region (Witt et al., 2013).

**Marketing.** The ability to attract tourists is dependent upon how government agencies, private tour operators, and hotels market destinations to the public. Some countries have invested in developing museums and tourist attractions, such as theme and adventure parks, to lure tourists to a location. It is also necessary to develop an information technology (IT) infrastructure that will connect the region to businesses globally through travel agents and other tourism connections (W. Chen, 2014). Sparse IT infrastructure increases the initial cost of operations because many of the private companies undertaking the development of the tourism systems have to rebuild the necessary networks. Developing the IT infrastructure requires skilled professionals. Initial setup costs and maintenance can be expensive, thus increasing leakage costs during the early stages of implementation in a region (W. Chen, 2014).

It is also critical to segment and target the potential market for community tourism. Successful marketing strategies evaluate the threats the area may face from potential competitors (Fletcher, 2013). Individual needs differ, even within a market segment. The company planning to conduct business will have to identify the target market and the role they will play in the market (Fletcher, 2013). For example, the 9/11 terrorist attacks severely affected the growth plans of many small and large tour operations. As the tourism market contracted following the terrorist attacks, many hotels and cruise lines laid off staff and cut back on new hires in different regions. This adversely affected local tourism employment rates in LDCs (Fletcher, 2013).

Marketing and advertising efforts must continuously evaluate and gauge the needs of the tourist population of the region (Ip, Law, & Lee, 2011). It is important to examine

internal and external factors that help or harm the industry in the geographical domain (Ip et al., 2011). Governments and private organizations that wish to develop allocation have to invest extensively in marketing and advertising the area to target the segment of the population that they want to attract. It can be helpful to have an understanding of factors that help or harm the industry to formulate an effective marketing plan. Not all factors will directly affect commercialization; instead, certain factors may indirectly affect the industry, such as community members' beliefs and cultural practices, laws, and regulations (Ip et al., 2011). Thus, it is important to formulate a comprehensive picture of factors potentially affecting the tourism industry to formulate effective marketing plans (Ip et al., 2011).

Modern day travelers want to experience more than just beautiful scenery and decent accommodations; they also seek interactions with local cultures and to experience the uniqueness of the region. An understanding of the supply chain needed to support the tourism industry, can lead to better profitability and increased returns. It is necessary, however, to evaluate the leakage costs from the implementation of tourism plans, as a significant portion of the proceeds from any industry “leaks” away from the local economy into the global environment (Mills & Rosentraub, 2013). Porter and Kramer (2011) first introduced the concept of the *value chain*, referring to the creation of value far surpassing production costs. Developing countries often do not have the essential infrastructure, industry, or production facilities to meet industry needs.

**Training and development.** It can be challenging and complex to train the population for sustainable tourism development. Many factors affect the training process,



such as local customs and beliefs, culture, and language (Canziani, Sönmez, Hsieh, & Byrd, 2012). Human resource costs for training are often excessively high, and training represents one of the highest areas of expense for the travel and tourism industry.

Technology, the Internet, and the globalization of the travel and tourism market drastically changed the way people conduct business in the industry (Canziani et al., 2012). Job availability is often precarious, as positions often change or are eliminated to respond to constant industry changes and developments.

Many countries set up schools and training institutes to resolve the frequent lack of teaching and education (Canziani et al., 2012). Some industries are less regulated; for instance, the hospitality industry uses various forms of training, ranging from formal education to the buddy system (whereby an existing employee trains a new employee; Sobaih, 2011). Education is clearly critical to ensure qualified personnel are available to fill tourism jobs (Canziani et al., 2012).

**Language development.** A common language is crucial in establishing a tourist market (Thurlow & Jaworski, 2010). In the past century, the English language gained increasing acceptance as an international language. Globally, people speak several languages; however, almost all international businesses use English for commercial transactions (Thurlow & Jaworski, 2010). It is thus, critical that tourism workers develop language competencies based on targeting various types of tourists. In many regions, for example, countries work collectively to attract tourists to the area. It is important for these countries to work as a coalition to achieve desired outcomes. Language and

communication skills play a critical role in achieving maximum benefits (Thurlow & Jaworski, 2010).

It is also important to develop and maintain standards for communication. Certain tourist segments may have different communication needs. For instance, a location may require different language skills when catering to business travelers compared to cultural or adventure tourists (Thurlow & Jaworski, 2010). Therefore, it is critical to provide appropriate training. Business travelers might need information about Internet connectivity or telecommunication needs whereas cultural travelers might need information about local customs. It is important that local guides understand tourists' various needs, nuances of the spoken language, and the implied meaning of words and sayings when used in different contexts (Thurlow & Jaworski, 2010).

**Local identity and culture.** To preemptively address potential conflicts, tourism stakeholders should educate residents and tourists about cultural differences and customs (Zhu, 2012). It is important to understand the strength and weaknesses of cultures and to attain final development goals (Zhu, 2012). The success of sustainable development depends on the active embracing of new concepts, methods, and practices. Before they carry out policy decisions, tourism stakeholders should consider the views and ideas of the individuals involved and in the industry. Women, indigenous populations, and local business owners all play an active role in defining local identity and culture. Visitors and industry workers should have a basic understanding of cultural differences to maximize CBT's benefits (Zhu, 2012).

### **Summary and Conclusions**

The literature review demonstrated the interconnectivity between the travel and tourism industries. Many factors drive the need to find ways to improve the locals' lives as well as to develop the sector in the locale. Providing food and clean drinking water is a foremost responsibility. Overfishing of the oceans and seas, shrinkage of arable land, and the demise of wild animal and plant life are but a few of the problems that can ensue from poor tourism models. Barbados already suffers severe fresh water shortages, and food production is limited. Moreover, events occurring in other locations around the world also affect the global tourism industry. The 9/11 terrorist attacks, for example, incited a sudden crash in the foreign tourism market, decreasing foreign travel. The attacks severely affected the many small and large tour operations' growth plans. As the tourism market dropped following the terrorist attacks, many hotels and cruise lines laid off staff and cut back on hiring. Many airlines became insolvent and declared bankruptcy. Airline insolvency reduced the number of flights and destinations that the other airlines serviced.

Marketing is critical to promoting new tourism ventures. Marketing requires more than just advertisements and promotions; it should also consider culture, beliefs, and customs, as well as purchasing power and science and technology. Promoting the region is essential. Product advertisements should persuade the general population to use the products. Advertising should provide the public with nondeceptive information about goods and services in a fair and unbiased manner.

The quality of life and the quality of service offered by the tourist location should also be satisfying. It is necessary to have safe accommodations, clean water and air, and

social activities. In markets where customers cannot test the product, advertisements and promotions are often the most common ways of introducing the client to the product's benefit. Therefore, it is important that for visiting tourists that perceived quality matches the actual quality. Perceived quality equating with actual quality is the tourism industry's ethical responsibility.

The total cost of ownership and return on investment are critical factors that help governments to select tourism strategy. Many countries race to build state-of-the-art hotels, conference centers, sports stadiums, and amusement parks. Many governments now allow foreign investors to own property and businesses in the region and reduce company taxes to attract foreign investment.

The development of roads, highways, and airports has also increased to improve physical infrastructure. Many state-run enterprises are being modernized and privatized. A secure and stable financial sector is also being developed to attract foreign investment. Banks in tourist regions are increasing credit and mortgage lending. International tourism agencies are developing high-end tourism sectors for certain areas. Hotels such as the Ritz-Carlton, Hilton, and Regency are opening in the countries previously mentioned. Currently, however, energy production is not keeping pace with demand. Tourism depends on the availability and distribution of electricity. Countries are, therefore, evaluating their existing production levels and attempting to bridge gaps in production.

Money, laws, and regulations are all needed, all of which are influenced by the government. The primary goal of a trade policy is to open international markets, raise living and working standards and increase trade among nations. Though stakeholders

may not perceive the need for regional foreign revenue as critical, over time it can become a significant source of foreign currency for the region. It is important for countries in the region to work as a coalition to improve the tourism industry, as no single country alone has the needed infrastructure to support large-scale changes. It is also necessary to understand different cultures' strengths and weaknesses to achieve the end development goals. Sustainable development depends on the acceptance of new concepts and methods. It is also necessary to have personnel with sound leadership and management skills. A good leader can help make the transition easier with fewer bottlenecks while still maintaining the trust and respect of the population. Good leaders are never satisfied with merely attaining goals; they try to ensure the achievement of the country's mission in the most efficient way, and with maximum impact.

Despite substantial literature on the effects of sustainable development tourism, little is known about how CBT will affect Barbados. This study should assist in assessing the potential economic and social impact CBT could have for Barbados. The findings may also provide a gauge on how CBT can affect other Eastern Caribbean islands that have not implemented CBT. There is extensive research on the effects of ecotourism on sustainable development; however, few studies have directly examined the impact of CBT. The increasing importance of the tourism sector, especially its contribution to the GDP, highlights the need to investigate determinants of tourism attractiveness for particular destinations. A destination should be attractive and more likely chosen based on how well it can meet tourists' needs. A destination's attractiveness encourages people to visit and spend more time there. Thus, developing Barbados's attractiveness as a

tourist destination should improve its tourism industry and ultimately improve the economy.

CBT has strengthened and reinvigorated tourism industries in other countries. CBT may help to improve not only tourism but also other ailing industries in Barbados. Bolstering Barbados's tourism industry should assist in improving the economy, specifically the GDP. It is necessary to examine the perceptions of tourism professionals in the private and public sectors of Barbados regarding the differences between traditional tourism and CBT. Tourism stakeholders should analyze professionals' perceptions of the viability of CBT in Barbados and the potential benefits and shortcomings. I will discuss this study's methodology in Chapter 3. Chapter 3 also includes a discussion of the design, the researcher's role, and issues of trustworthiness.

### Chapter 3: Research Method

The purpose of this qualitative exploratory case study was to explore the views and perceptions of Barbados tourism managerial experts from the private and public sectors. Their perspectives related to the differences between CBT and traditional tourism and CBT's potential ability, benefits, and/or shortcomings. In this chapter, I will discuss the study's design and rationale, the role of the researcher, the methodology, issues of quality and trustworthiness in qualitative research, and provide a summary.

#### **Research Design and Rationale**

The main research question was as follows: How will CBT affect Barbados's tourism industry? Below are the subquestions:

RQ1: How do members of the Barbados government and local tourist industry describe CBT?

RQ2: What are the necessary elements required for successful CBT implementation in Barbados?

RQ3: How will CBT alter Barbados's tourism industry in a positive manner?

RQ4: How will CBT alter Barbados's tourism industry in a negative manner?

To address the purpose and research questions for this study, I employed a qualitative exploratory case study. Qualitative research is appropriate when a researcher seeks to understand a phenomenon, such as in this study (Silverman, 2011). This study focused on understanding individuals' perceptions—specifically, experts in CBT and tourism in Barbados—hence, an exploratory case study approach was deemed an appropriate method (Yin, 2011). A case study research design attempts to make sense of

a phenomenon through understanding its actual occurrence and offers an extensive rationale for persons' actions. A comprehensive reason for people's actions is challenging and, at times, impossible to undertake within the controlled environment of a laboratory. The phenomenon can only be fully understood when examining it within its natural environment (M. Mitchell & Jolley, 2012; Yin, 2011).

Unlike quantitative studies, qualitative studies permit the in-depth exploration or investigation of a particular phenomenon within its uncontrolled environment (M. Mitchell & Jolley, 2012). Moreover, a qualitative approach to research, as employed in this study, can offer the advantage of data richness, especially when data collection happens through interviews (Moretti et al., 2011). Because the research questions required in-depth data collection from respondents, a qualitative approach was more appropriate for this study. Additionally, qualitative designs are also beneficial when there is a limitation of existing studies on a topic. This study reflects the need for a quantitatively designed methodology because Barbados tourism stakeholders have not officially launched CBT.

A case study is a method fit for conducting research that aims to develop valid inferences from events that do not involve a controlled laboratory environment. Though not carried out in controlled environments, case studies remain faithful to the goals of shared knowledge from laboratory science (Yin, 2011). According to Merriam (2014), the use of a qualitative case study is appropriate if the focus of the research is to understand a complicated situation that may be affected by different variables. Yin (2014) also claimed that the case study method is appropriate for elucidating decisions



made in real life in the context of a particular phenomenon. A problem with this type of study is that it includes differentiating meaning from a phenomenon. A researcher can resolve this problem by collecting data from different sources to carry out triangulation (Yin, 2011). Yin (2011) also stated that having a strong theoretical base can enable identification and analysis of common themes.

Case study research design is a popular method of qualitative designs. Yin (2011) stated that case study design involves the gathering of detailed data from respondents to gather in-depth and comprehensive information to address a given set of research questions. With the proper execution of this methodology, a researcher can explore individuals or organizations, relationships, communities, or programs (Yin, 2011). Semistructured interviews are suitable for case studies such as this inquiry as a means of data gathering (Yin, 2011). The use of interview data allowed the comprehensive study the individuals' perceptions in this study. Moreover, the concepts or themes utilized in the data analysis were not predetermined based on past research; rather, I based the themes on the data set because CBT is not yet officially operational in Barbados.

Exploratory case studies involve the categorization of themes. Themes are not predetermined; rather, the resolution of these topics and groupings, determined during data analysis, is based on the collected and analyzed data (Yin, 2011). An exploratory case study's strength lies in the narrative description of the methodology (Stake, 2013). Moreover, Stake (2013) claimed that the power of this method emanates in its ability to allow a researcher to view actions from within a particular situation and collect many responses to help clarify a phenomenon. Using an exploratory case study provided

insights into tourism experts' perceptions on the effects—both positive and negative—of CBT from both the private and public sectors. The participants involved tourism experts on the supply side. Inclusion criteria were as follows:

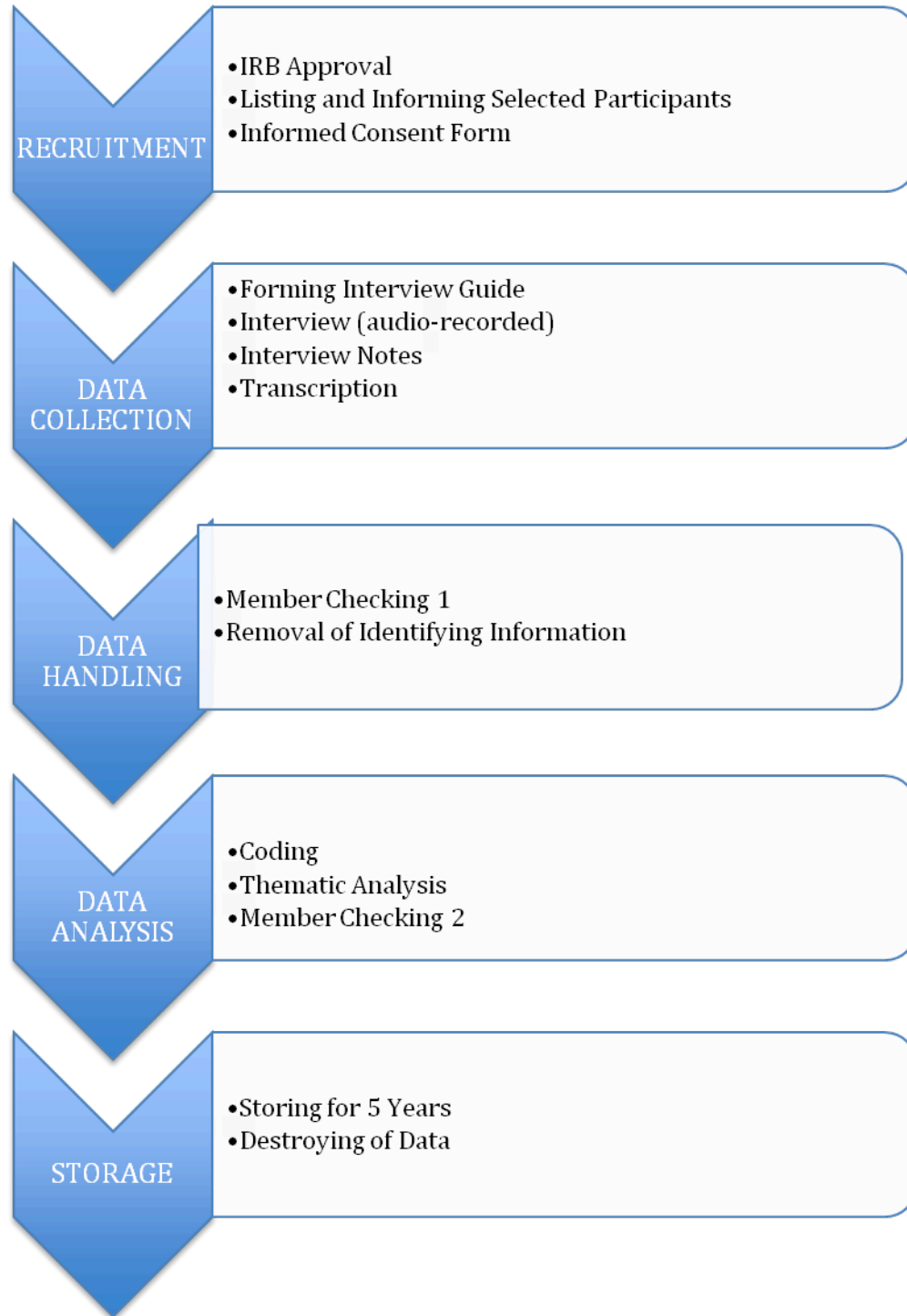
- Participants must be part of any tourism-related industry, private or public, and that is familiar with the CBT program and its potential benefits or disadvantages to Barbados (e.g., government officials or workers in the tourism sector, tourism researchers).
- Participants should have at least 10 years of relevant experience or exposure to the field of tourism, with familiarity in CBT and the current tourism program in Barbados. This intimacy will ensure expert knowledge in the said area.

I included tourism experts rather than visitors in this study because the research involved investigating tourism programs (CBT and traditional); visitors may thus have lacked the knowledge base required to judge satisfactory tourist programs

### **Role of the Researcher**

My role as the researcher was to conduct the interviews with study participants. I did not have personal or professional relationships with any of the participants. Based on the answers to the interviews, I made interpretations and analyses based on thematic analysis. I served as the interviewer and based the interviews on the interview guide. I audio recorded each interview. However, I did not transcribe the interviews; instead, I hired a transcriber to perform the task subject to a nondisclosure agreement. I, however, personally performed the actual thematic analysis to address the research questions.

To avoid introducing bias into the inquiry, the use of the scientific method and the concept of intellectual honesty assisted in the authenticity of the study (Yin, 2011). Moreover, using an interview guide, I was able to follow the questions and areas to tackle and keep on track with the study's purpose. To further assist with the prevention of bias in the study, I did not maintain any personal or professional affiliations with the participants. The participants should, therefore, not have felt inhibited in offering information, given the lack of association. I did not add, delete, or modify collected data, and member checking helped ensure credibility and verification of the accuracy of conclusions reached (Carlson, 2010). For a flowchart of the process that I carried out for the study, see Figure 3.



*Figure 3.* Flowchart of research process.

## **Methodology**

This study employed an exploratory case study approach. This method allowed the development of valid inferences for events that did not involve a controlled laboratory environment (Yin, 2011). The primary mode that I used to gather data was the interview method. The interview process required personal contact with respondents to explain the study briefly and to seek their consent to participate. The estimated time to complete each interview was approximately 60 minutes, though this varied based on the breadth and depth of participants' answers and the flow of conversation during the interview.

### **Participant Selection Logic**

**Target population.** The target population involved tourism experts on the supply side. They could be part of any tourism-related industry—private or public—as long as they were familiar with the CBT program and its potential benefits for Barbados. I contacted public and private tourism-related agencies and organizations to discuss the study's purpose and to request permission to perform the study with their employees. I asked employers and senior managerial personnel to provide a list of people who fitted within the boundaries of the inclusion and exclusion criteria. I then discussed the nature of the study and recruited participants from their department.

**Sampling frame.** The study sample involved tourism experts on the supply side. More precisely, the inclusion criteria were as follows:

- Participants could be part of any private or public tourism-related industry that was familiar with the CBT program and its potential benefits. These

participants included, but were not limited to, such persons as government officials, tourism industry workers, and tourism researchers.

- All participants were employed in the Barbados tourism industry for, at least, the last 10 years to ensure their familiarity and expert knowledge with the destination or travel sites.
- The interviewees possessed at least 10 years' relevant experience or exposure in the field of tourism, with knowledge of CBT and the current travel program in Barbados. This experience helped ensure that they possessed expert awareness in the said area.
- All participants were educated beyond the level of high school diploma to ensure their comprehension of the research questions.
- Interviewees were responsible adults over 21 years of age.

**Sample size.** For this qualitative exploratory case inquiry, 22 respondents met the inclusion criteria and were recruited as participants in the study. For qualitative research, especially in studies that use interviews for data gathering, the required minimum sample size is based on the point at which data reached its saturation point (Mason, 2010). For qualitative studies that use interviews as a data gathering method, recruiting 10 to 20 interviewees is typically adequate to reach data saturation on detailed accounts of personal experiences (Silverman, 2011). This study required 20 participants to reach saturation. Ten members were tourism experts from the private sector who had experience with the CBT process while the other 10 were tourism experts from the public

sector whose experiences were similar. However, I added two additional tourism professionals to take part in the pilot study.

**Sampling procedure.** For sampling methodology, I used purposive sampling technique together with snowball sampling for more efficient participant recruitment. Purposive sampling—together with snowball sampling—present advantages, such as helping access the population, faster completion, and lower costs to complete the required number of interviews, thus, making sampling more efficient (Boehnke et al., 2011). Purposive sampling is a recruitment method commonly used in qualitative research, especially in case studies (Boehnke et al., 2011; Marshall & Rossman, 2011). Purposive sampling utilizes a participant selection process with a focus on a set of exclusion and inclusion criteria (Marshall & Rossman, 2011). Snowball sampling, on the other hand, is another sampling technique that takes advantage of the social ties and network referrals of potential members who possess the characteristics for inclusion in the study (Boehnke et al., 2011). Moreover, researchers use snowball sampling when neither random nor purposive sampling is sufficient to acquire the targeted number of participants in a study (Boehnke et al., 2011).

To recruit samples using purposive sampling with snowball sampling, I contacted both public and private tourism-related agencies and organizations to discuss the purpose of the study and ask permission to perform the study with their employees. I also asked the managers or senior tourism officials to provide a list of people who fit within the boundaries of the inclusion and exclusion criteria of the study. I then discussed the nature of the research and recruit participants from their departments.

## **Instrumentation**

To accomplish data collection, I utilized semistructured interview guide. Guion et al. (2011) proposed seven stages for conducting interviews: (a) categorizing questions for the interview, (b) designing the interview guide, (c) interviewing, (d) transcribing interviews, (e) analyzing interviews, (f) verifying result, and (g) reporting the results. The first three steps are data gathering tasks while the final four stages are part of the analysis and conclusion.

I devised semistructured interview questions and constructed an interview guide. I asked questions based on the interview guide. However, I sometimes deviated from the interview guide to ask follow-up questions for further clarification. In answering the questions, each participant's response was integral in obtaining perceptions on the effectiveness of CBT. Interview questions focused on the opinions of leaders in the tourism industry and local government officials in Barbados as they related to the following:

RQ1: How do members of the Barbados government and local tourist industry describe CBT?

RQ2: What are the necessary elements required for successful CBT implementation in Barbados?

RQ3: How will CBT alter Barbados's tourism industry in a positive manner?

RQ4: How will CBT alter Barbados's tourism in a negative manner?

I expected the semistructured interviews to last for 45 minutes; however, in some instances, the interviews lasted longer. A longer period may arise, at times, when an



individual participant takes longer in his or her response to a particular question or set of questions. The data collection process, which included the recruitment process, field test, and completion of all 20 interviews—lasted for 5 weeks.

After each interview, I thanked the participants for the time they devoted to the process. I also advised each member that a copy of the interview transcript would be sent via e-mail within seven days for review and analyzing purposes. The interviewees were to carry out proposed changes to the transcript within two weeks (14 days) after I sent the e-mail. I advised respondents that if I did not receive a response within 14 days, I would construe the transcript to reflect their views accurately, and hence, was ready for data analysis.

### **Procedures for Recruitment, Participation, and Data Collection**

**Recruitment of potential participants.** The target population involved tourism experts on the supply side. They were part of any tourism-related industry—private or public—and familiar with the CBT program and its potential benefits for Barbados. I contacted public and private tourism-related agencies and organizations to discuss the study's purpose and nature. I requested permission from the senior managers to provide a list of employees who fitted the inclusion criteria, and selected qualified participants from this list.

Recruitment started by using the list and informing potential participants of the study's purpose. I then assessed the potential contributor's eligibility based on the inclusion–exclusion criteria. If the member met the inclusion criteria, he or she received a formal invitation via e-mail including an attachment of the informed consent, which

contained the information regarding their involvement in the study. The potential participants who agreed to be a part of the study signed the informed consent form. Upon signing, I asked that participants return the informed consent forms by mail or to give me the permission to collect them at their offices. Upon receipt of the signed forms, I arranged a convenient time and place with the participant for his or her interview. I requested permission to conduct the interview in the participant's preferred location and time to minimize the possibility of work-related stress on his or her part. Elements that affected the chosen location for the face-to-face interview included peacefulness, comfort, privacy, and confidentiality. All participants were content with holding the interviews at their workplaces.

If I did not reach the number of required contributors, I asked the experts who already agreed to be the participants to recommend other tourism experts. I repeated the recruitment process once more with the new members, informing the participants of what the research entails, asking them to sign the informed consent forms, and setting a time and place for interviews.

Walden's Institutional Review Board (IRB) is responsible for ensuring that all research complies with ethical standards mandated by Walden University and U.S. federal regulations. All research must be first approved, and IRB ethical standards adhered to before credit is granted for completed studies (Walden, n.d.). I devised my informed consent form according to Walden University's informed consent sample (Walden, n.d.). I also ensured the protection of members' rights and the nonbreaching of ethical standards. Members received consent forms before the start of the interviews.

**Informed consent.** Right before each interview began, I explained to the participant what would happen during the interview and provide a preview of the sample questions. Also, I reminded the participant of their rights concerning the following: (a) that participation in the interview is voluntary, (b) that identities will be kept confidential, (c) that I would record all interviews, and (d) that I would secure all files and destroy them after five years.

**Interview guide.** To facilitate the semistructured interviews, I used an interview guide (see Appendix A) that contained questions that focus on answering the research questions. I constructed the interview guide by reviewing the literature. Questions asked led to the discovery of the best practices used by tourism experts with CBT experience, the possible CBT lessons learned, the preparation needed to implement CBT and the different definitions and expectations of tourism leaders with regards to CBT.

For validation purposes, I asked an expert panel to review the questions listed in the interview guide. The expert panel included one person from the tourism industry and one individual from academia to examine the manner and content of questioning. However, no modifications to the interview guide were required.

**Interview notes.** During the interview, I recorded notes regarding the gestures, intonation, and the particular highlights of each member's answers. Recording took place while the interview was audio recorded with the participant's consent. Regardless of the method being used to collect data, Silverman (2011) advised the usage of a database to keep track of findings. When dealing with the collection of data, human oversight often occurs, but proper management of the database makes the data trustworthy and credible

and a researcher's work much easier. I loaded member checked, organized data into QSR International NVivo 10 software to organize data into coded categories that accommodated thematic analysis. To ensure content validity, I requested that experts firstly determine if my interview questions were appropriate. I then asked two participants—one from the private sector and one from the public sector—to pilot test the interview questions. Both participants agreed that I should divide RQ3 into two components. I subsequently splintered RQ3 into RQ3 and RQ4 as follows:

RQ3: How will CBT alter Barbados's tourism (in a positive manner?).

RQ4: How will CBT alter Barbados's tourism (in a negative manner?).

### **Data Analysis Plan**

Bell-Booth et al. (2014) noted that thematic analysis was adequate for analyzing case studies. For the actual data analysis, I followed Braun et al.'s (2014) recommendations for thematic analysis, contending that thematic analysis was appropriate for researchers with studies that did not need to verify an existing theory or describe a particular phenomenon. Such studies need not illustrate which themes are essential to facilitate the description of the phenomenon under investigation (Joffe, 2011). The steps to thematic analysis are as follows Braun et al. (2014).

1. The researcher should familiarize himself/herself with the data by creating transcripts, reading and re-reading the data, and take notes on initial ideas.
2. The researcher should develop codes based on interesting features of the data in a systematic fashion as applied to the entire dataset. I coded the data set according to the coding scheme developed.

3. A theme search emerged by collating the codes into potential themes. I gathered all data relevant to each potential theme.
4. Theme review involves checking themes regarding their ability to work with the coded extracts and the entire data set. Through this step, I generated a thematic map of the analysis using NVivo software.
5. Theme definition is where the themes emerging from the most-cited codes within a category are defined and discussed.
6. Report generation includes a review of the results and conclusion generation.

According to Braun et al. (2014), thematic analysis begins with the researcher forming the codes and the coding scheme. I, therefore, applied codes to a small sample of the data to generate the general coding system appropriate for the context, the purpose, and the problem of the study (Braun et al., 2014). After developing the coding scheme, I coded all texts and examined them for coding consistency.

After I coded all the transcribed data, I categorized or grouped the similar codes together to identify the emergent themes. Braun et al. (2014) also claimed that a researcher could observe the possible relationships among codes by placing them in groups. As a result, I was able to make and draw my conclusions regarding the data findings. I also researched -previous literature to discover possible linkages to these - emergent themes and subthemes derived from the participants' responses. The linkage of emergent themes and subthemes allowed me to examine whether the study's central themes emphasize previous findings or can further contribute something to the field (Braun et al., 2014). To facilitate the analysis, I used NVivo software to help with

thematic analysis. This software can assist in organizing data into categories for successful coding and thematic analysis.

Using NVivo, I addressed each research question using the collected data by applying Braun et al.'s (2014) six-phase thematic analysis. I started the six phases by immersing myself in the data, looking for patterns and issues of interest, establishing the themes, and ending with the reporting of the content and meaning of the data. The first phase involved being familiar with the data. The researcher must become familiar with both the depth and breadth of the data gathered. The second stage involved the generating of initial codes. Once the researcher has become deeply familiar with the data, he or she would then start to produce the initial codes from the data. The codes are the features of the data that initially captured the researcher's interest. After I listed these codes, I proceeded to the third phase: sorting and collating the coded data under potential themes. At this juncture, I analyzed the codes and considered how they could be combined with one another to form overarching themes.

In the fourth phase, I identified codes that were not themes. Some themes were irrelevant or lacked sufficient data to support them. The fifth phase included defining and naming the themes. I identified the essence of each theme and then determined what aspect of the data each theme captured. I gave each theme a name and determined subthemes.

The final phase involved producing the report of fully worked-out themes. The write-up constituted the story of the data or the findings (Braun et al., 2014).

Since the responses were in line with addressing the research questions, the emergent themes were able to address the research questions for this study. The participants' replies included the best practices used by others with CBT experience; the lessons learned by those with an understanding of CBT; the necessary processes, structures, and the mindset required for CBT implementation in Barbados. Other responses addressed the similarities and differences between tourism industry leaders and local government officials on definitions, perceived benefits, and how to set up CBT in Barbados. I subjected the manuscripts to member checking (Carlson, 2010), as previously discussed, to allow participants the opportunity to identify potential inconsistencies within the written transcription. When members view transcriptions, they can correct statements if necessary. Reviewing increases validity and reliability of the data obtained and, therefore, enhances the quality of the research.

I also shared interpretations and conclusions with participants to get their feedback and impressions throughout the data collection and analysis procedures. It is of particular importance to ensure the accuracy of transcripts based on participants' review and feedback; thus, this method of member checking must be carried out. Participants may also add information at this point of the data preparation phase because reading the transcript can prompt additional thoughts. The provision of additional data at this juncture is valid and enhances the richness of the data (Carlson, 2010). I highlighted and discussed discrepant cases.

## **Issues of Trustworthiness**

### **Credibility**

Credibility involves immersion in prolonged field engagement, consistent observation, triangulation, negative case analysis, checking interpretations against raw data, and peer debriefing in addition to member checking. For this study, I ensured credibility through triangulation of the data. Thus, I identified the associations between patterns and explanations to lessen the chances of making incorrect and unreliable conclusions. I carried out a priori coding to strengthen the internal validity of the collected responses. Also, I used member checking to allow participants to review transcripts and provide feedback and comments on the accuracy and consistency with the actual interview (Carlson, 2010).

To facilitate member checking, I presented the transcripts the members to share interpretations and conclusions and to gather their feedback and impressions throughout data collection and analysis. I also held the responsibility to represent participants' multiple realities in concerning the phenomenon under consideration. Finfgeld-Connett (2010) stated that a credible inquiry is also dependable. Also, I performed triangulation and validated data through cross verification against two or more data sources (Silverman, 2011). Two data sources for this inquiry were interviews and observations.

### **Transferability**

Merriam (2014) defined *transferability* as the extent to which the researcher's working hypothesis applies to another context or another study. Merriam (2014) suggested that researchers utilize a rich and elaborate description of responses to enable



usage of the findings in another inquiry in a different setting. Though the original researcher cannot be responsible for all replications of the study, by clear articulation, the researcher can establish a strong foundation for others to reference when comparing themes of a particular phenomenon.

Transferability entails the ability to transfer the study's findings to another population that differs from the one used in the current study (Finfgeld-Connett, 2010). To increase transferability, I collected and presented detailed descriptive data, including participants' direct responses. All of the data collected was kept in its original form and not altered, as these documents can subsequently be of use in assisting future researchers who wish to perform the same procedures in a different field or industry. Future researchers could, therefore, apply the study's findings in other settings apart from Barbados. Finfgeld-Connett (2010) contended that transferable studies were dependable.

### **Dependability**

*Dependability* refers to the stability of the data (Houghton, Casey, Shaw, & Murphy, 2013). The two most common methods of ensuring dependability are member checking and field-testing of the interview guide (Carlson, 2010); I carried out both approaches. By conducting member checking, I ensured the accuracy and consistency of the transcribed data and initial interpretations with the actual interview and participants' intended interpretation (Carlson, 2010). I also carried out field-testing. By field-testing the interview guide, I made sure that questions were understandable and appropriate for the study.

Dependability or reliability in qualitative research refers to the extent of consistency or stability of results over time and the accuracy of the measures in evaluating a particular phenomenon (Funder et al., 2014). To ensure dependability, I carried out audit trailing. I studied the analytical schemes of other inquiries, whose protocols gave dependable results (Joffe, 2011).

### **Confirmability**

*Confirmability* refers to the neutrality of the data (Houghton et al., 2013). I ensured that the study's results confirmed the findings by showing in detail how I derived the conclusions and interpretations. I demonstrated that the results emanated directly from the data collected. According to Houghton et al. (2013), confirmability pertains to the accuracy of the data.

### **Ethical Procedures**

The IRB is responsible for ensuring that the ethical conducting of the research process and that it complies with both the university's regulations and federal standards. Thus, this study conformed to all ethical requirements by Walden University. Risks involved must be justifiable, and the IRB's role is to ensure that participants engage in research willingly and knowingly. The IRB's role is also to ensure that the study's methods are safe and correspond to the inquiry's objectives and that research participants' privacy is kept secure. Researchers must complete and submit the relevant approved Walden University application forms in order initiate IRB involvement. For this inquiry, I submitted all relevant forms to the IRB for approval. The IRB approval number for this study was 070815-0264392. The appendix lists the required IRB forms.

First, confidentiality is essential for this research. Thus, to avoid revealing participants' identities, I refrained from listing their names on the questionnaires. Instead, I used pseudonyms to distinguish participants from one another and am the only one who knows the identities that correspond to the pseudonyms. To further ensure confidentiality, I audio recorded only with the participants' consent and made sure that all audio recordings were transparent to the members. Second, I secured files. All electronic files of the encoded data were password-protected on my personal computer. I kept the physical data forms, such as data sheets, answered survey forms, and signed consent forms in a secure location that only I know. I will store the files and destroy them after five years. Lastly, participation was entirely voluntary. The informed consent form clearly documented that participants may or may not agree to participate, without any reward or consequence on their part. Moreover, if they previously consented to participate, they still retained the option of leaving the study without penalty.

Carrying out the interviews in an ethical manner helped facilitate participants' comfort in taking part in the proposed study. Also, to ensure that members partake of their free will and in keeping with ethical guidelines, I advised participants to review and sign the informed consent forms. Informed consent forms included all of the information that members should know before agreeing to participate.

The participants signed and returned informed consent forms before each interview commenced. Their signatures signified that they understood what the research entailed and required and that coercion did not play a part in their agreement to participate. However, through the informed consent forms, I explained that they could

withdraw anytime without any repercussions. The informed consent forms included the procedures that I undertook to ensure participants' confidentiality, such as using codes instead of identifying information on the data collected.

To ensure confidentiality and avoid ethical violation during response recording, I created alphanumeric codes. All interviews used these codes to hide participants' identities throughout the study. I ensured that participants understood that they would only need to contact me to express their desire to withdraw. As part of the informed consent process, I explained to interviewees that there was little to no risk involved in the study. I also informed participants that I would provide a copy of the study's findings so that they could also benefit from the insights gained from the research. I will keep the transcribed interview data in a locked and secure location and after five years, I will permanently destroy the hard and soft copies of the data.

### **Summary**

The purpose of this qualitative exploratory case study was to investigate the effectiveness of CBT in improving Barbados's tourism industry as compared to the current, traditional form of tourism. This investigation focused on the perspectives of tourism experts from the private and public sectors of the island. This section discussed the processes and concepts essential to achieving the study's purpose. In addressing the research questions, this study used a qualitative exploratory case design. The data collection emanated from 20 experts' testimony on the supply side of the tourism industry in Barbados. These participants were from either the public or private sectors and were sufficiently familiar with both CBT and the current tourism program of

Barbados. The participants answered the questions through semistructured interviews devised in line with the study's purpose and research design.

I analyzed the data through thematic analysis. The fourth chapter will present the findings of how the results addressed the four research questions. I categorized results according to the research questions to illuminate how tourism industry leaders and local government officials in Barbados defined CBT, and how this differed from traditional tourism efforts. I also presented the perceptions of tourism private sector leaders and local government officials in Barbados on CBT's potential in improving the island's economy. Chapter 4 will include the findings of what it would take to set up and include CBT in Barbados's current tourism program and the potential challenges faced. I will discuss the similarities and differences between leaders in the tourism industry and local government officials on definitions, perceived benefit, and how to implement CBT in Barbados in the next chapter. Chapter 4 will confer all of these findings.

## Chapter 4: Results

In Chapter 4, I present the data analysis and findings from the 20 interviews with the private sector executives and government executives. The purpose of this qualitative exploratory case study was to investigate tourism experts' views, both from the public and private sectors of Barbados. I sought to investigate and relate the perceptions of the differences between CBT and traditional tourism. To address the study's purpose and research questions, I conducted a qualitative thematic analysis of the interviews with the participants. I used the NVivo software to assist with coding the interview findings. The software allowed for a more systematic and organized tabulation of the emergent themes. The main research question of the study was this: How will CBT affect Barbados's tourism industry? Also, I raised the following research subquestions:

RQ1: How do members of the Barbados government and local tourist industry describe CBT?

RQ2: What are the necessary elements required for successful CBT implementation in Barbados?

RQ3: How will CBT alter Barbados's tourism industry in a positive manner?

RQ4: How will CBT alter Barbados's tourism industry in a negative manner?

This chapter includes the (a) pilot study, (b) research setting, (c) demographics, (d) data collection, (e) data analysis, (f) evidence of trustworthiness, (g) results of the interviews with the 10 tourism private sector executives, (h) results of the interviews with the 10 tourism government sector executives, (i) triangulation, and (j) the chapter summary.

### **Pilot Study**

The purpose of the pilot study was to “test and refine” (Yin, 2011, p. 39) and to validate the final interview questions. In particular, the pilot study’s objectives ensured that the questions were understandable, structured pertinently, and elicited relevant participant responses (Cox, 2004). The pilot study acted as a test round for the final research. I used an expert panel comprising two managers from the tourism industry. The participants met the qualifications for the study and signed the consent forms (see Appendix B). I conducted the interviews at each participant’s workplace. The managers reviewed the mode, substance, and applicability of the interview guide questions, which provided a gauge of the necessary time to spend with each participant and subsequent completion of the interview assignment. The expert panel did not have any difficulties with comprehension or the structure of the interview questions, nor did they see the need to alter the questions. However, they suggested that I should divide the proposed RQ3 (How will CBT alter Barbados’s tourism industry?) into two components to reflect possible positive and negative results of CBT implementation. Hence, the original RQ3 expanded to RQ3 and RQ4 as follows:

RQ3: How will CBT alter Barbados’s tourism in a positive manner?

RQ4: How will CBT alter Barbados’s tourism in a negative manner?

### **Research Setting**

As a researcher, I ensured that the setting for the 20 tourism experts was during the interviews. I provided participants the opportunity to choose their most preferred time, date, and method of interviews—either face-to-face or by telephone. By doing so, I

was able to assess their perceptions and experiences during a time when they felt pleasant and untroubled and, hopefully, allowed them to share their knowledge better.

All participants chose to meet at their workplaces, and the various research partners agreed to this arrangement. I made sure to ask questions clearly and distinctly. If I did not clearly understand participants, I ensured that they repeated and expounded their responses. Before we began the interviews, I discussed with participants whether the interview would bear negatively on their employment status or compromise the quality of their interview responses. Each participant contended that he or she was competent and capable of answering the interview questions accurately and without any bias and that there were no foreseen negative employment repercussions as a result of participation.

Finally, I informed participants that their responses—whether for and against their organizations or CBT as a whole—would not affect their positions in any way. Through the informed consent form signed before the interviews, I briefed the participants that all gathered data, including the transcripts and audio-recorded files, would be kept safe inside a vault for a minimum of 5 years, as required by most universities in the United States. I also reported that I would destroy all the data after 5 years. These protocols would be strictly followed to provide the participants who volunteered without any compensation maximum protection and confidentiality.

### **Demographics**

Participants were 20 tourism experts—10 private sector executives and 10 government executives. I interviewed both groups to gather perceptions from the private



and public sectors. Table 3 contains the breakdown of the demographics of the private sector executives; Table 4 contains government executives' demographics.

Table 3

*Breakdown of the Demographics of the Private Sector Tourism Executives*

|                | Gender | Highest Degree | Profession                                       | Age   |
|----------------|--------|----------------|--|-------|
| Participant 1  | Male   | M.Sc.          | Communication Specialist                         | 60–70 |
| Participant 2  | Male   | B.A.           | Hotel Owner                                      | 60–70 |
| Participant 3  | Male   | B.Sc.          | Sales and Marketing of Hotel                     | 30–40 |
| Participant 4  | Male   | B.Sc.          | Director, Research<br>Information and Technology | 60–70 |
| Participant 5  | Female | M.B.A.         | Communications Consultant                        | 30–40 |
| Participant 6  | Male   | B.Sc.          | Credit and Project<br>Development Manager        | 40–50 |
| Participant 7  | Female | M.A.           | Sustainable Tourism<br>Technical Assistant       | 30–40 |
| Participant 8  | Female | M.B.A.         | Tourism Manager                                  | 40–50 |
| Participant 9  | Male   | M.Sc.          | Operations Manager                               | 40–50 |
| Participant 10 | Female | Ph.D.          | CEO/ Tourism Consultant                          | 40–50 |

Table 4

*Breakdown of the Demographics of the Government Sector Tourism Executives*

|                | Gender | Highest Degree | Profession  | Age   |
|----------------|--------|----------------|---|-------|
| Participant 1  | Female | B.Sc.          | Product Quality                                       | 40–50 |
| Participant 2  | Male   | B.Sc.          | Research and Product<br>Integration                   | 40–50 |
| Participant 3  | Female | M.Sc.          | Product Officer, Branding                             | 50–60 |
| Participant 4  | Female | M.Sc.          | Product Officer, Niche                                | 40–50 |
| Participant 5  | Female | B.Sc.          | Manager, Innovation and<br>Strategy                   | 50–60 |
| Participant 6  | Female | M.B.A.         | Product Officer                                       | 50–60 |
| Participant 7  | Male   | M.Sc.          | Senior Director, Support<br>Services                  | 40–50 |
| Participant 8  | Male   | M.Sc.          | Director of Marketing                                 | 50–60 |
| Participant 9  | Female | M.Sc.          | Regional Human Resource<br>and Development Consultant | 40–50 |
| Participant 10 | Male   | M.Sc.          | Senior Research Officer                               | 30–40 |

**Data Collection**

I recruited participants by directly calling the public and private tourism-related agencies and organizations. I informed them of the study's purpose and nature to gain their trust and the opportunity to access potential participants. I also requested senior managers' and employers' permission to provide a list of people who fitted the study's inclusion criteria. I contacted qualified participants from this list. I based the potential contributor's eligibility on inclusion–exclusion criteria. If the potential participant met the inclusion criteria, he or she received a formal invitation through e-mail. I then delivered the informed consent forms. Once the potential participants agreed, they signed the informed consent form to guarantee their formal acceptance and agreement to participate in the

study. I subsequently contacted the participants to arrange the most convenient time, place, and method for the interview. All interviewees agreed to meet at their offices.

I collected the data through personal interviews of all 22 participants: two participants from the pilot and 20 from the main study. Using the pilot-tested interview guides, I noted interviewees' perceptions and experiences. As previously noted, I interviewed all participants at their workplaces; interviews lasted between 50 and 60 minutes, excluding three interviews that lasted approximately 80 minutes. During the interviews, I also observed participants' responses, including gestures, intonation, and the particular focal points of their answers. Noting the reactions enabled me to ascertain better their feelings and perceptions about CBT and the questions discussed. I recorded all interviews using a tape recorder. Data analysis commenced after data collection. As outlined in Chapter 3, there were no deviations from the plan of data collection. However, I interviewed two additional tourism professionals to facilitate the pilot study.

### **Data Analysis**

I conducted the data analysis using a qualitative thematic analysis of the 20 interviews with the government and private sector tourism experts. In analyzing interviews, Attride-Stirling, Braun, and Clarke (as cited in Issa, Isaias, & Kommers, 2013) suggested six steps or processes, which I followed. These six steps included the following: "(1) familiarization of data; (2) initial coding; (3) exploration of themes; (4) re-examination or review of themes; (5) extraction of meanings, definitions, and labeling of themes; and (6) establishment of thematic networks" (p. 219) or relationships from the grouped responses of participants.

The first step of the study involved becoming familiar with the data, which involved reading the 20 interview transcripts and submerging in the data. The second step was the initial coding where I assigned codes to participants' responses to the research questions. In the third phase, I explored more themes and expanded from the previous step. The fourth step involved the reexamination of themes. This step required the breaking down and clustering of themes based on the similarities of the responses. The fifth step required identifying and labeling the themes, where I labeled the participants' clustered responses for improved comprehension and to better address the research questions. Lastly, the sixth step was the building of thematic networks, where I reviewed the themes according to their meanings and relationships. I tabulated final themes based on the commonality of the interviewees' responses (Attride-Stirling, as cited in Issa et al., 2013). For more organized and systematized coding, I also exported the transcripts onto NVivo during the coding and tabulation stages.

In the current study, the major themes were the perceptions and experiences that occurred most frequently. Meanwhile, I identified subthemes, which were either responses that followed or ones that arose fewer times. These subthemes included other essential perceptions and experiences about the research questions. I only discussed perceptions that received 20% of occurrences and above. I listed responses that received fewer than 20% of occurrences in their respective tables.

In the analysis, the codes and categories that allowed theme formation were the four research questions that guided the emergence of the themes or answers. I

transformed the research questions into thematic labels. Table 5 shows an example of the conceptualizing of codes and categories with participants from the private sector.

Table 5

*Sample for the Private Sector Executive Coding*

| Research Question  | Thematic Label  | Participant Quote  | Codes  | Formed Themes  |
|--|---|--|--|--|
| RQ1: How do members of the Barbados local tourist industry describe CBT?                     | Thematic Label 1: How members of the Barbados local tourist industry describe CBT               | Participant 3: “CBT is the cultural immersion of tourists within a community, where tourists experience the culture of the other countries. CBT is an effective agent in inspiring people to return to Barbados because strong bonds of friendship develop when tourists stay with families”.  | -Cultural immersion<br>-Tourists experience culture<br>-Develop relationships/ interaction | Way for Tourists to Immerse and Interact with the Locals |
| RQ2: What are the necessary elements required for successful CBT implementation in Barbados? | Thematic Label 2: The necessary elements required for successful CBT implementation in Barbados | Participant 4: “Periodic infrastructural assessment and development. The government should take the lead in providing the resources and carrying out periodic checks to ensure that structures are in place and maintained for CBT.<br><br>National strategic plan. The government, in partnership with the private sector, should develop a CBT national strategic plan”. | -Assessment<br>-Provision of resources<br>-National strategic plan<br>-Structures          | Provision of Proper Plans and Resources                  |
| RQ3: How will CBT alter Barbados tourism industry in a positive manner?                      | Thematic Label 3: How the CBT will alter Barbados tourism industry in a positive manner?        | Participant 2: “CBT would increase foreign appeal for the island.”<br><br>Participant 3: “an increase in repeat tourist arrivals.”   | -Increase appeal<br>-Increase in tourist arrival   | Increase the Appeal for Repeat Vacations                 |

*(table continues)*

| Research Question  | Thematic Label  | Participant Quote   | Codes   | Formed Themes                               |
|--|---|---|---|---|
| RQ4:<br>How will CBT alter Barbados's tourism industry in a negative manner? | Thematic Label 4: How CBT will alter Barbados's tourism industry in a negative manner | Participant 1:<br>"Security. Crime may not necessarily be a major problem; however, inflows of tourists can give rise to criminal activity. It is important that local law enforcement monitor and create strategies to stem potential crime against tourists." | -Security<br>-Criminal activity<br>-Potential crimes vs. tourists | Increased Potential for Criminal Activities |

Upon analysis, the private sector executives mainly described CBT as a "way for tourists to immerse and interact with the locals." The private sector executives also believed that for successful implementation, the government should focus on the "provision of the proper plans and resources" to continue and maintain the success of the program. Although the private sector executives believed that CBT would "increase the appeal for repeat vacations," they also perceived that CBT could effect "increased potential for criminal activities" within the communities.

The government executives described CBT as tourism that provides for the "inclusion of all levels for social improvement." The executives suggested that successful CBT implementation requires the government to establish an "educational foundation for the locals." The government representatives also believed that CBT could bring three positive benefits to the country, namely: (a) the "development of quality and innovative products," (b) "to allow the establishment of new businesses," and (c) a "wider distribution of income." However, they cautioned that CBT could also give rise to

“increased potential for criminal activities” as well as the “destruction of traditional culture and lifestyle” of the locals. As observed, the analysis included both the positive and adverse effects of the CBT program to provide an extensive and unbiased review and increase the study’s trustworthiness.

### **Evidence of Trustworthiness**

#### **Credibility**

In Chapter 3, I stated that I would ensure the study’s credibility by carrying out member checking (Carlson, 2010). Following Silverman’s (2011) recommendation, I also opted to perform triangulation and validate the data through cross verification from two or more data sources. The two data sources were interviews and participant observations. To ensure the study’s credibility—especially the findings from the analysis—I constantly discussed the issues and subjects under investigation throughout the study and observed the interviewees’ bodily movements while ensuring that replies matched their responses. In a few rare instances when participants’ responses seemed unclear, or when replies did not appear to correspond to the members’ bodily gestures, I repeated or reworded the question.

I conducted member checking after interviewing all 20 participants of the main study. I performed this activity to authenticate the interviewees’ answers. I subsequently presented the interpretations of the interviews to the 20 participants to confirm the credibility of the data as well as to gather their feedback on the study. After the analysis of the interviews, I triangulated the current findings to confirm or disconfirm the reports from the different studies reported in Chapter 2.



**Transferability**

Regarding the study's transferability, I noted earlier that I would collect, present, and store the detailed, descriptive data, including direct participants' responses. For this study, I presented the complete and unaltered interview findings concerning the research questions, using rich and extensive descriptions to enable future scholars to use as a reference for their research.

**Dependability**

In Chapter 3, I asserted that I would establish the study's dependability by field testing the interview guide through a pilot study, and by member checking. I carried out a pilot study with two participants and conducted member checking of the participants' interviews. By carrying out member checking, I was able to guarantee the accuracy and constancy of the collected data. Also, the field testing of interviews through the pilot study on two sample participants further extended the dependability of the inquiry. Also, I conducted an audit trail to present the step-by-step process of the research up to the discovery and analysis of the findings.

**Confirmability**

As stated in Chapter 3, Tobin and Begley (2004) affirmed that a study achieved confirmability if the researcher established the inquiry's credibility, transferability, and dependability. I helped ensure confirmability by affirming the study's credibility, transferability, and dependability. Also, in the data analysis phase, I matched the inquiry's findings with the conclusions and interpretations to avoid exerting personal bias into the findings.

### Results: Private Sector Executives

#### RQ1: How Do Members of the Barbados Local Tourist Industry Describe CBT?

##### Major Theme 1: Way for tourists to immerse and interact with the locals. I

based the first major theme on the first research question regarding how members of the Barbados government and local tourist industry describe CBT. I found that the private sector executives described CBT as a “way for tourists to immerse and interact with the locals.” This major theme occurred five times, or with 50% of the total sample population. Table 6 contains the major theme and subthemes, addressing the first research question.

Table 6

*How do Members of the Barbados Private Sector Tourist Industry Describe CBT?*

| Themes  | Number of Occurrences | Percentage of Occurrences |
|---|-----------------------|---------------------------|
| Way for tourists to immerse and interact with the locals        | 5                     | 50%                       |
| Maximization of resources of the community for positive results | 3                     | 30%                       |
| Inclusion of all locals for social improvement                  | 3                     | 30%                       |

Overall, I discovered that for the private sector executives, CBT is a way for tourists to immerse and interact with the locals. I consider this one of the 11 most vital findings of the study. Participant 3 described CBT as a way for other tourists to immerse themselves in the Barbadian community and country:

CBT is the cultural immersion of tourists within a community, where tourists experience the culture of the other countries. CBT is an effective agent in inspiring people to return to Barbados because strong bonds of friendship develop when tourists stay with families.

Participant 4 stated that CBT is a type of tourism that involved closer interaction between tourists and the largest base of the local individuals: “A brand of tourism that includes the interaction between tourists and the widest base of the local population.”

Participant 5 added that CBT is a program that promotes interaction: “CBT is a tourism niche that provides authentic, local goods and services to tourists, and that focuses on the promotion of social interaction among residents and visitors.” Finally, Participant 6 echoed how CBT allows and introduces tourists to the local way of life: “CBT is a tourism model that introduces and treats tourists to Barbadian community and its way of life.”

**Subtheme 1: Maximization of resources of the community for positive results.** The first subtheme that followed was the maximization of the community’s resources for positive results. This subtheme occurred three times, or with 30% of the total sample population. Participant 1 stated that CBT maximizes the community’s resources for positive change and development of a greater whole:

Any tourism activity within the community that uses the community’s resources resulting in positive social change and development for its members. CBT must take into consideration, the culture, lifestyle, and the authenticity (traditional Barbadian goods and services) of the community so that people can benefit.

Participant 5 stated that CBT allows the production of local goods and products: “CBT is a tourism niche that provides authentic, local goods and services to tourists, and that focuses on the promotion of social interaction among residents and visitors.”

**Subtheme 2: Inclusion of all locals for social improvement.** The second subtheme that followed was the inclusion of all locals for social improvement. This subtheme again occurred three times or 30% of the total sample population. Participant 2 noted that CBT seeks to involve all locals and encourage life and social improvements:

CBT involves the widest possible community interaction among visitors and residents of all social and economic strata of Barbadian society. The interaction is for personal gain and satisfaction on both sides. CBT should involve all Barbadians. Planning stakeholders should make provision for all Barbadians to be part of the program. In the 1990s, the Barbados Hotel and Tourism Association (BHTA) initiated an idea where selected homes from certain villages would act as hosts to tourist families. The program worked well, but the stakeholders abandoned it after operating for a few years.

## **RQ2: What are the Necessary Elements Required for Successful CBT**

### **Implementation in Barbados?**

**Major Theme 2: Provision of proper plans and resources.** I based the second major theme on the second research question: What are the necessary elements required for the successful CBT implementation in Barbados? I noted that the private sector executives believed that the provision of the proper plans and resources would be the key to successful CBT implementation. This major theme occurred seven times, or with 70%

of the total sample population. Table 7 contains the major theme and subthemes addressing the second research question.

Table 7

*What are the Necessary Elements Required for Successful CBT Implementation in Barbados?*

| Themes  | Number of Occurrences | Percentage of Occurrences |
|---|-----------------------|---------------------------|
| Provision of the proper plans and resources                         | 7                     | 70%                       |
| Employ public relations and advertising activities                  | 6                     | 60%                       |
| Educational foundation for the locals                               | 6                     | 60%                       |
| Linking of activities to CBT  | 4                     | 40%                       |
| Development of local authenticity                                   | 3                     | 30%                       |
| Expansion of historical and cultural content                        | 2                     | 20%                       |
| Practice coordination with other districts                          | 1                     | 10%                       |
| Provision for accommodation   | 1                     | 10%                       |
| Seeking for expert opinions from foreigners to develop the products | 1                     | 10%                       |
| Improvement of hotel perceptions                                    | 1                     | 10%                       |
| Improvement of work attitudes                                       | 1                     | 10%                       |
| Creation of lists of households qualified for the CBT program       | 1                     | 10%                       |

Overall, I consider the second major theme—the provision of proper plans and resources to achieve success—to be one of the 11 most significant findings of the study.

Participant 2 stressed that the local government should provide the proper resources

needed to devise a plan for the success of CBT implementation: “Barbados Marketing Inc. and the BHTA can pool human and monetary resources in devising plans for successfully CBT implementation.” Participant 4 added that there should be “periodic infrastructural assessment and development. The government should take the lead in providing the resources and carrying out periodic checks to ensure that structures are in place and maintained for CBT.” Moreover, Participant 4 said that there should be a national strategic plan. The government, in partnership with the private sector, should develop a CBT national strategic plan. The CBT strategic plan should cover areas such as the necessary structures needed to set up the program, the benefits and risks, and strategies in counteracting potential risks.

Participant 5 opined that tourism stakeholders could use one strategy to develop the right packages and plans to improve CBT further:

CBT stakeholders can carry out research on what tourists are seeking in CBT and create packages based on the demand for specific items. Packages may include items like culinary tours to well-established village eateries, or arts and craft tours. Artisans, such as painters and crafts persons, may guide these tours while allowing visitors to both see and experience the offered product or service.

Participant 6 added that tourism stakeholders should implement to promote interaction between tourists and residents; he also touched on the need to revamp the housing program:

[The] authorities should install this program immediately to encourage interaction among residents and tourists. This program should make the transition.

Revamping of the existing Home Accommodation Program (HAP). The HAP originated in 2007 as a joint venture between the Barbados Tourism Association and Fund Access. The purpose of the program was to assist homeowners with cash injections for the renovations of properties in anticipation of an influx of tourists for the 2007 Cricket World Cup Series. The venture was unsuccessful but is still active. Tourism authorities should revamp and revise the present program to meet the needs of homeowners in a CBT environment.

**Subtheme 1: Employ public relations and advertising activities.** The first subtheme that followed was to employ public relations and advertising activities to see greater success with a CBT program. This subtheme occurred six times, or with 60% of the total sample population. Participant 1 stated that one of the elements or strategies needed for the successful implementation of CBT was to conduct public activities focusing on events or activities that could help spread the awareness of tourism's significance. This participant gave an example of the Oistins Fish Village, which is a vibrant fishing community in Barbados. Oistins's vendors conduct robust trade in selling fish to tourists (and residents) on weekdays, but especially on Friday and Saturday nights. The participant agreed that public relations activities centered on Oistins could help to cement the importance of CBT in the minds of Barbadians.

Participant 2 highlighted the need for better advertising strategies and programs: In advertising CBT, authorities could place billboards at our national airport and other strategic locations in Barbados. Word-of-mouth advertising CBT may be most effective if persons tell other individuals about the program. Local

authorities would need to sensitive Barbadians to the need of accepting the program. Once approved by residents, locals should verbally market the program to tourists. However, the ambassadorial role of tourists in telling other visitors would depend on if they enjoyed and had a positive experience in Barbados. It is, therefore, incumbent on all Barbadians to be courteous to tourists and to make their stay enjoyable.

Participant 4 suggested that programs should be employed to raise awareness of the importance of CBT:

The authorities should devise social outreach programs that highlight the benefits and importance of tourism. These programs should target all social strata. Even within some government and private organizations, management, and senior management personnel do not understand or appreciate their responsibility to the industry. There are times when we find it difficult to receive tourism data from some public and private sector organizations. Occasionally, senior management of these organizations did not seem to have the urge to provide our organization with the data which we requested to derive information necessary for evidence-based planning.

Participant 5 also expressed the need for a strong promotional emphasis on the need to improve CBT: “Promote tours for visitors before and during their stay on the island.”

**Subtheme 2: An educational foundation for the locals.** The second subtheme that followed was to create an educational foundation for residents. This subtheme



occurred six times, representing 60% of the total sample population. Participant 3 suggested that the government should start by installing tourism's importance to children.

The Barbados government should concentrate on training children in tourism matters from junior school. Young Barbadians do not take tourism seriously. They do not understand the need for all Barbadians to be ambassadors for tourism. The hospitality industry is Barbados's largest industry. The Barbados government should take the lead in preparing children for training in this area. Some young Barbadians believe that tourists are rich people. They do not understand that an average tourist is an ordinary person who saved his or her money to enjoy a trip. Tourism training for the youth should include understanding the profiles of tourists, and seeking to instill virtues of honesty and nonexploitation of visitors.

Participant 4 also believed that the focus should shift to educating the younger generation at the elementary school level:

Our organization recognized the need to target tourism studies to the youth and partnered a course at the Caribbean Advanced Proficiency Examination Level with the Caribbean Examinations Council (CXC). CXC is the Caribbean governments' authorized institution that was established to conduct examinations and award certificates and diplomas, and conduct examinations.

Participant 6 stated that every Barbadian should possess a basic educational foundation and knowledge regarding how beneficial CBT could be for the communities and the country as a whole: "The government should educate every Barbadian about the

importance and the financially potential benefits of CBT to Barbados. The government, in cooperation with relevant private sector organizations, should take charge of the programs.”

**Subtheme 3: Linking of activities to CBT.** The third subtheme that followed was linking activities to CBT. This subtheme received four occurrences or 40% of the total sample population. Participant 1 felt that communities should also link and incorporate their local exercises in such a way that promotes a CBT setting: “Linking and infusing local cultural activities within a CBT setting.” Participant 5 also suggested that there should be “continuous live event features. . . . There is a dearth of nightly live event features in Barbados.” Lastly, Participant 6 also suggested that authorities should add live events and activities to attract more tourists for CBT: “With the exception of annual events like Crop Over and the Holders Festival, Barbados does not have sufficient entertainment. Weekly or nightly high-event features reminiscent of the Plantation Garden Theatre may help to boost CBT.”

**Subtheme 4: Development of local authenticity.** The fourth subtheme that followed was the development of indigenous authenticity. This subtheme occurred three times, or with 30% of the total sample population. Participant 1 also suggested that there should be in-depth and stricter “development of local authenticity (traditional Barbadian goods and services). “Tourists enjoy authentic experiences. Hence, the offering of indigenous services should inspire the return of repeat tourists to the island” Participant 2 echoed that authenticity should also compliment quality products and services:

However, farmers and food suppliers need to raise the quality of their produce because some supplies spoil easily and are below international acceptance standards. Developing strong working relationships requires the eradication of this distrust. Hoteliers must be a part of the curriculum for CBT to be successful. Hoteliers would support any local tourist initiative once the program is properly planned and executed, and as long as tourists are safe.

**Subtheme 5: Expansion of historical and cultural content.** The fifth subtheme that followed was the expansion of historical and cultural content. This subtheme received occurred twice, or with 20% of the total sample population. Participant 1 also asked for the “expansion of historical and cultural aspects of Barbados for inclusion in CBT.”

### **RQ3: How Will CBT Alter Barbados’s Tourism Industry in a Positive Manner?**

**Major Theme 3: Increase the appeal for repeat vacations.** The third major theme, based on the third research question, focused on how CBT will alter Barbados’s tourism industry in a positive manner. I observed that private sector executives believed that CBT would increase the appeal for repeat vacations. This major theme occurred five times, or with 50% of the total sample population. Table 8 contains the major theme and subthemes, addressing the third research question.

Overall, I discovered that participants viewed CBT as a means of encouraging repeat vacations. I envisioned this to be one of the 11 most significant findings of the study. Participant 2 shared how “CBT would increase foreign appeal for the island.” Participant 3 stated that CBT should open doors for “an increase in repeat tourist

arrivals.” Participant 4 also believed that CBT should encourage “repeat vacations. The average tourist is likely to want to repeat pleasant vacation experiences and once satisfied would likely market the island to friends and associates.”

Table 8

*How Will CBT Alter Barbados’s Tourism Industry in a Positive Manner?*

| Themes   | Number of Occurrences | Percentage of Occurrences |
|--|-----------------------|---------------------------|
| Increase the appeal for repeat vacations         | 5                     | 50%                       |
| Creation of more jobs for the locals             | 4                     | 40%                       |
| Inflow of foreign currency                       | 4                     | 40%                       |
| Promotion of local market businesses and tourism | 4                     | 40%                       |
| Making of an educated community                  | 4                     | 40%                       |
| Wider income distribution                        | 4                     | 40%                       |
| Development of quality and innovative products   | 3                     | 30%                       |
| Allow new businesses to be established           | 2                     | 20%                       |
| Create a demand for agricultural products        | 1                     | 10%                       |
| Improvement on perception of the country         | 1                     | 10%                       |

**Subtheme 1: Creation of more jobs for the locals.** The first subtheme that emerged was the effect of the creation of more jobs for residents. The first subtheme occurred four times, or with 40% of the total sample population. Participant 1 stated that CBT should create further employment opportunities and increased inflows of foreign currency. The participant provided an example with the Surama Village of Guyana,

where CBT operates successfully. The indigenous persons of that community showcase their traditional way of life to the tourists who patronize the village. Participant 2 added that there can be “possible expansion of businesses. CBT offers possibilities of increased entrepreneurship and training of the workforce.”

**Subtheme 2: Inflow of foreign currency.** The second subtheme that emerged was the inflow of foreign currency. The second subtheme again occurred four times, or with 40% of the total sample population. Participant 1 stated that CBT should allow further job creations and an inflow of foreign currency, and provided an example of the Surama Village, Guyana, where CBT operates successfully. The participant stated that indigenous persons of that community showcased their traditional way of life to the tourists who patronized the village.

Participant 5 echoed that CBT will stabilize foreign currency reserves: “Foreign entities own many of our local hotels, who send profits from these operations overseas. CBT will allow earned international currency to stay on the island.” Participant 6 shared that CBT will generate “Increased foreign monetary earnings.”

**Subtheme 3: Promotion of local market businesses and tourism.** The third subtheme that emerged was the promotion of local market businesses and tourism. The subtheme again occurred four times, or with 40% of the total sample population. Participant 1 suggested the promotion of local market tourism: “Local market tourism. CBT does not have to rely on foreign tourists; it can cater to residents once structured properly.” Participant 2 also said that CBT might gain support from the private sector should the tourism initiative flourish: “A CBT drive would receive support from the

private sector BHTA because an increase in tourists to Barbados would benefit all Barbadians.” Lastly, Participant 3 believed that CBT would allow both the promotion and “increase in the international exposure and expansion of local culture.”

**Subtheme 4: Making of an educated community.** The fourth subtheme that emerged was the making of an educated community. This subtheme again occurred four times, or among 40% of the total sample population. Participant 3 added that CBT will produce and encourage locals to educate themselves to capitalize on potential business from increased inflows of tourists: “Barbadians are the country’s greatest asset. The average local is educated and amenable to training. Hence, CBT can be successful due to the Barbadian workforce’s capabilities.”

Participant 4 shared how the interaction and cultural exchanges can allow for a better-educated population or community: “Cultural exchanges. Learning the cultural traits of others can help in understanding why people make decisions that are culturally bound. Understanding the culture of foreigners can assist in decreasing misunderstandings and potential adverse situations.” Participant 6 also echoed that “increased learning will arise from the experiences of tourists.”

**Subtheme 5: Wider income distribution.** The fifth subtheme that emerged was the wider distribution of revenue. The subtheme again occurred four times, or with 40% of the total sample population. Participant 4 stated that CBT will allow “wider income distribution across businesses and also allow blue collar workers to benefit. Participant 4 stated further that CBT could be a base for the creation of financial empowerment and increased employment opportunities among lower-income social groups.”

**Subtheme 6: Development of quality and innovative products.** The sixth emergent subtheme was the development of quality and innovative products. This subtheme received occurred three times, or with 30% of the total sample population. Participant 1 stated that CBT would allow the development and innovation of products and cross-fertilization of cultures”. CBT can provide a platform for an increase of the knowledge of other cultures, and promote self-development through the generation of new ideas.”

**Subtheme 7: Allow new businesses to be established.** The seventh subtheme to emerge was that CBT would allow new establishments of businesses. This subtheme occurred twice, or with 20% of the total sample population. Participant 2 stated that “CBT will give rise to new business opportunities.” Participant 3 echoed that there will be “Possible expansion of commerce. CBT offers possibilities of increased entrepreneurship and training of the workforce.”

#### **RQ4: How Will CBT Alter Barbados’s Tourism Industry in a Negative Manner?**

**Major Theme 4: Increased potential for criminal activities.** I based the fourth major theme on the fourth research question regarding how the CBT will adversely alter Barbados tourism industry. The private sector executives believed that CBT could adversely affect tourism through the possibility of increased crime and criminal activities. This major theme occurred six times, or with 60% of the total sample population. Table 9 contains the major theme and subthemes again, addressing the fourth research question.

Table 9

*How Will CBT Alter Barbados's Tourism Industry in a Negative Manner?*

| Themes  | Number of Occurrences | Percentage of Occurrences |
|---|-----------------------|---------------------------|
| Increased potential for criminal activities                         | 6                     | 60%                       |
| Local resistance of the program may arise                           | 4                     | 40%                       |
| Local competition may emerge  | 4                     | 40%                       |
| Negative international publicities and perceptions may arise        | 4                     | 40%                       |
| Destruction of traditional culture and lifestyle                    | 3                     | 30%                       |
| Inability to manage the influx of tourists                          | 2                     | 20%                       |
| Health risks from communicable diseases may emerge                  | 1                     | 10%                       |
| Infrastructural weaknesses may lessen the impact of the CBT program | 1                     | 10%                       |
| Potential environmental threats                                     | 1                     | 10%                       |
| Lack of financial resources to implement and sustain CBT            | 1                     | 10%                       |

Overall, I deduced that private sector executives believed that CBT could have an adverse effect on the tourism industry because influxes of tourists could encourage criminal activity against visitors. I consider this perception as one of the 11 most crucial findings of the study. Participant 1 echoed this sentiment: "Security. Crime may not necessarily be a major problem; however, inflows of tourists can give rise to criminal activity. It is important that local law enforcement monitor and create strategies to stem



the potential of crime against tourists.” Participant 2 believed that security might be affected, given that “increased tourists living in communities could give rise to the possibility of crime against tourists. Stakeholders need to establish programs need to arrest the potential of criminality.” Additionally, Participant 4 mentioned that there could be a development of the growth of crime potential with the influx of tourists: “Increased incursions of tourists can be a target for local criminal activity.” Lastly, Participant 5 indicated the possible increase of crimes: “Crime. . . . Increased visitors to the island could attract local criminal elements. The authorities should establish programs to nullify the potential of lawlessness.”

**Subtheme 1: Local resistance of the program may arise.** The first subtheme that followed the fourth major theme was the negative impact of possible local resistance to the program. Four of the 10 respondents, or 40% of the total sample population, expressed this subtheme. Participant 1 believed that locals might perceive threats to their cultural lifestyles and that this could lead to insular resistance: “Local antagonism towards the program can occur through issues such as noise pollution and cultural clashes. That is, locals may feel threatened by the overshadowing of their way of doing things.” Participant 4 shared that local discomfort and distress may develop with the influx of tourists in their communities: “Increased or mass influxes of tourists can create discomfort among locals.”

**Subtheme 2: Local competition may emerge.** The second subtheme that followed the fourth major theme was the negative effect of local competition. Again, four of the 10 respondents, or 40% of the total sample population, mentioned this subtheme.

Participant 2 also explained that other established competitors may arise and threaten the locals and CBT's overall mission:

Airbnb.com is an online tourist guide for booking accommodation. This website offers a broad range of accommodations (including rooms) at competitive prices. Presently, Barbados's traditional tourism is being pressured by local, traditional tourism because established hotels cannot match the prices offered by some householders and guesthouses that use the services of Airbnb. In their planning, CBT stakeholders should consider, factor, and take into account prices extended by Airbnb.com.

Participant 3 found that CBT may incur local competition and thus affect the economy negatively: "Larger hotel may lose guests. A loss of business could create unemployment for locals who work in the tourist industry."

**Subtheme 3: Negative international publicities and perceptions may arise.**

The third subtheme that followed the fourth major theme was the belief that negative international publicity could arise. Again, four of the 10 respondents, or 40% of the total sample population, expressed this belief. Participant 3 indicated that engaging in CBT could be risky: "Negative international publicity of any adverse event that might arise from the program, or occur in the country, could cause an international fallout to the local tourism industry." Also, Participant 5 added that negative incidents could weaken the CBT program and result in detrimental publicity for the country: "Negative tourist experiences such as poor customer service, visitor harassment, and inadequate infrastructures can damage Barbados's reputation and weaken a CBT program."

**Subtheme 4: Destruction of traditional culture and lifestyle.** The fourth subtheme that followed the fourth major theme was the possibility of the destruction of traditional culture and lifestyle. Three of the 10 respondents, or 30% of the total sample population, expressed this theme. Participant 1 explained that the promotion of CBT could result “Destruction and dilution of traditional cultural lifestyles of residents as a result of accommodating tourists with different cultural norms.” Participant 3 could also foresee that tourists could impart negative traits and cultural practices to locals: “the importation of negative cultural practices of tourists . . . cultural penetration. The acceptance of foreign culture and the abandonment of aspects of Barbadian culture by residents.”

**Subtheme 5: Inability to manage the influx of tourists.** The fifth subtheme that followed the fourth major theme was the possibility that locals would not have the ability to manage increased visitor arrivals. Two of the 10 respondents, or 20% of the total sample population, stated this subtheme. Participant 1 added that another negative aspect of CBT promotion involved locals’ inability to maintain the increase in tourists: “Inability to manage sizeable influxes of tourists (especially if the community is small), can create challenges and problems in coordinating large inflows of persons.”

### **Results: Government Executives**

#### **RQ1: How Do Members of the Barbados Government Describe CBT?**

**Major Theme 5: Inclusion of all locals for social improvement.** Again, I based the fifth major theme on the first research question, but they applied to the second set of the participants, the government executives. I discovered that the government executives

described CBT as the inclusion of all locals for social improvement. This major theme occurred five times, or with 50% of the total sample population. Table 10 contains the major theme and subthemes addressing the first research question (from the responses of the government executives).

Table 10

*How Do Members of the Barbados Government Local Tourist Industry Describe CBT?*

| Themes  | Number of Occurrences | Percentage of Occurrences |
|---|-----------------------|---------------------------|
| Inclusion of all locals for social improvement                  | 5                     | 50%                       |
| Way for tourists to immerse and interact with the locals        | 3                     | 30%                       |
| Maximization of resources of the community for positive results | 2                     | 20%                       |

Overall, I found that the government executives' main description of CBT was the inclusion of all locals for social improvement. I regard this perception as one of the 11 most vital findings of the study. Participant 1, a government executive, provided a description of how CBT promoted the goal of improving the lives of all local CBT stakeholders:

Any form of tourism that involves input from the community, where local ownership and control of the community infrastructures are main features. CBT is a facet of tourism that involves a significant number of community members where they have meaningful ownership, power, and participation in regards to the industry. Community-based tourism is a development process which empowers

primary community stakeholders to administer their development through mobilizing resources, defining community needs, and outlining how to meet them. “Community-based tourism takes environmental, social, and cultural sustainability into account. The community owns and manages the CBT program with the purpose of enabling visitors to increase their awareness and learn about the community and the local way of life” (REST, 1997). This tourism model can exist in rural or urban areas. Its intention is to garner wider community benefits rather than a heavy concentration on those just employed in these efforts.

Participant 3 simply described CBT as an “all-inclusive” form of tourism:

CBT is an all-inclusive form of tourism where the needs of tourists are serviced by different levels of the community through the use of mainly local resources. The traditional perception was that the provision of tourism services was limited to a particular group, but community tourism focuses on an all-inclusive tourism that allows persons at all levels to participate.

Participant 5 explained that CBT is a tourism model that allows development in the lives of locals: “CBT is a niche of the tourism industry, where working class rural constituents spearhead the development, management, and control of the program.”

**Subtheme 1: Way for tourists to immerse and interact with the locals.** The first subtheme that emerged was that CBT is a way for tourists to immerse and interact with locals. This subtheme occurred three times, or with 30% of the total sample population. Participant 2 stated that the main feature of CBT was the interaction and participation of locals and tourists as community visitors: “The providing of a service for

tourists that includes their (the tourists') interaction, involvement, and participation among residents." Further, Participant 8 explained that CBT is the immersion of tourists in the local environment: "An extension of tourism beyond traditional hospitality areas to include the society, giving visitors the experience to explore and become immersed in alternate surroundings."

**Subtheme 2: Maximization of resources of the community for positive results.** The second subtheme defined CBT as a way to positively maximize the community's resources. This subtheme occurred twice, or with 20% of the total sample population. Participant 2 stated that the main feature of CBT was the interaction and participation between locals and tourists as community visitors: "The providing of a service for tourists that includes their (the tourists') interaction, involvement, and participation among locals." Participant 18 explained that CBT is the immersion of tourists in the local environment: "An extension of tourism beyond traditional hospitality areas to include the society, giving visitors the experience to explore and become immersed in alternate surroundings."

## **RQ2: What are the Necessary Elements Required for Successful CBT**

### **Implementation in Barbados?**

**Major Theme 6: An educational foundation for the locals.** The government executives' responses to the second research question formed the basis of the sixth major theme. These government executives believed that successful CBT implementation depended on the locals' educational foundation. This major theme occurred seven times, or with 70% of the total sample population. Table 11 contains the major theme and

subthemes addressing the government executives' responses to the second research question.

Overall, I found that the government executives concluded that educational foundation for the locals was the key to CBT success. I also regard this as one of the 11 most significant findings of the study. Participant 1 stated that one strategy that might encourage CBT success involved the creation of program awareness and establishing programs to provide the required knowledge:

Some Barbadians do not understand the relevance of tourism. Stakeholders should develop programs to educate Barbadians on the importance of tourism to Barbados. Tourism managers should encourage residents to become involved in tourism matters, and to exploit whatever talents they possessed for use in a CBT environment. These opportunities involved including finding secondary employment and developing skill sets and talents, and businesses. As an example, stakeholder management could encourage handicraft workers to undertake advanced training in developing their skills in preparation for CBT. Stakeholders should also organize the upgrading of CBT areas and infrastructures and give priority to having, for example, adequate road networks, restroom facilities, lighting, parking, and visitor safety mechanisms. Stakeholders should prioritize the highlighting of value-for-money in the minds of residents.

Table 11

*What Are the Necessary Elements Required for Successful CBT Implementation in Barbados?*

| Themes  | Number of Occurrences | Percentage of Occurrences |
|---|-----------------------|---------------------------|
| Educational foundation for the locals                           | 7                     | 70%                       |
| Practice coordination among the government and small businesses | 5                     | 50%                       |
| Employ public relations and advertising activities              | 4                     | 40%                       |
| Provision of the proper plans and resources                     | 4                     | 40%                       |
| Have incentives for businesses under CBT                        | 4                     | 40%                       |
| Development of local authenticity                               | 2                     | 20%                       |
| Provision for accommodation                                     | 1                     | 10%                       |
| Development of language skills                                  | 1                     | 10%                       |
| Invest on the security and safety of the visitors               | 1                     | 10%                       |

Participant 2 stated that CBT would be more successful if the relevant stakeholders educated Barbadians: “Education programs for locals.” Participant 3 added that tourism partners should implement tourism education programs targeted to certain audiences: “Educational authorities should introduce tourism studies that target youth from the level of primary school.” Lastly, Participant 4 also shared that there should be business education courses for residents: “The relevant educational authority should



devise a mandatory, basic course in business management for owners of businesses.

Topics should include how to prepare business plans.”

**Subtheme 1: Practice coordination among the government and small businesses.** The first subtheme that emerged was the need to practice coordination among the government and small businesses. This perception occurred five times, or with 50% of the total sample population. Participant 4 suggested that governments and local businesses should join and promote the awareness and implementation of CBT: “Tourism entities like the Barbados Tourism Product Authority should work with the public and the private sectors in creating programs and regulations.” Participant 5 added that the involvement of the whole community would increase CBT’s advantages:

CBT organizing stakeholders should aim to involve entire communities in CBT.

This action should create a sense of unity and collective ownership of the program. The private and public sectors should unite in creating CBT policies, regulations, and plans for its development.

Participant 7 suggested that the government should assist in developing potential small businesses: “Assist ventures that have potential. An example can be made of Lemon Arbour, a restaurant located in the parish of St. John. Lemon Arbour caters to many locals and tourists, but seems to be hampered by size.”

**Subtheme 2: Employ public relations and advertising activities.** The second subtheme that emerged was the need to employ public relations and advertising activities. This subtheme occurred four times, or with 40% of the total sample population. Participant 3 added that the authorities should develop CBT marketing to target tourists:

“Marketing CBT to tourists. CBT stakeholders should develop advertising campaigns packaged to encourage and influence tourists to take part in CBT. The Barbados Tourism Marketing Inc. is mandated to, and will carry out CBT marketing programs.” Participant 7 further stated that tourism planners should promote community programs to tourists, but that they (tourism planners) should be cognizant of what the community has to offer: “Tourism practitioners need to be aware of the activities that take place in a community, and that community’s strengths and weaknesses. Planners will be better able to position an area once armed with information.” Participant 8 added that there should be advertising and marketing improvements:

We will need to create marketing and promotional programs to accommodate tourists’ enquiries on products and services offered in Barbados. CBT stakeholder planners will need to utilize means such as online travel guides and other internet resources, brochures, and travel agents.

**Subtheme 3: Provision of the proper plans and resources.** The third emergent subtheme was the equipping of the proper plans and resources. Again, this perception occurred four times, or with 40% of the total sample population. Participant 2 advised ways to convince locals of CBT’s positive potential: “Bottom line assurances, affirmation of the ability to maintain a steady flow of tourists, and targeting responsible persons who can make a contribution to the program.” Participant 3 also suggested that success depended on adequate resources and infrastructures:

The local community college, transport authority, and other relevant institutions should develop and establish programs for persons who work indirectly in the

tourist industry, such as taxi operators and customs officers. Integrity, high standards, and trust must be a feature of all programs.

Finally, Participant 14 suggested the “creating and the periodic monitoring for effectiveness, a sensitization program for residents”

**Subtheme 4: Have business incentives under CBT.** The fourth subtheme involved the provision of commercial incentives under CBT. This perception again received four occurrences or 40% of the total sample population. Participant 5 believed that creating incentives for businesses under CBT would improve the program further: “The government should create incentives for businesses willing to part of CBT.” Participant 9 added that there should be incentive programs to boost the partnerships between the government and locals: “The government in association with the private sector should create incentive programs for operational persons and businesses in the program.”

**Subtheme 5: Development of local authenticity.** The fifth subtheme that emerged was the development of indigenous authenticity. This subtheme occurred just twice, representing 20% of the total sample population. Participant 4 suggested that districts should have their peculiar branding and specialties: “Relevant stakeholders should implement the branding and marketing of districts according to their comparative advantage in the goods and services they offer.”

### **RQ3: How Will CBT Alter Barbados’s Tourism Industry in a Positive Manner?**

**Major Themes 7, 8, and 9: Development of innovative quality products, the establishment of new businesses, and wider distribution of income.** The third research

question formed the basis for the seventh, eighth, and ninth themes regarding how CBT will positively alter Barbados's tourism industry. I discovered that CBT could encourage business persons to develop innovative quality products, promote the establishment of trade and employment, and create a wider distribution of income. This major theme occurred five times, or with 50% of the total sample population. Table 12 contains the major theme and subthemes regarding the government executives' responses to the third research question.

Table 12

*How Will CBT Alter Barbados's Tourism Industry in a Positive Manner?*

| Themes   | Number of Occurrences | Percentage of Occurrences |
|--|-----------------------|---------------------------|
| Development of quality and innovative products   | 5                     | 50%                       |
| Allow new businesses to be established           | 5                     | 50%                       |
| Wider income distribution                        | 5                     | 50%                       |
| Inflow of foreign currency                       | 4                     | 40%                       |
| Making of an educated community                  | 4                     | 40%                       |
| Promotion of local market businesses and tourism | 3                     | 30%                       |
| Creation of more jobs for the locals             | 2                     | 20%                       |
| Increase the appeal for repeat vacations         | 2                     | 20%                       |
| Community unity                                  | 2                     | 20%                       |
| Preservation of culture                          | 2                     | 20%                       |
| Improvement on perception of the country         | 1                     | 10%                       |
| Nationalism and pride shall be developed         | 1                     | 10%                       |

Overall, I found that government executives can foresee both the development of innovative quality products that will also allow the establishment of new businesses.

Participant 1 emphasized how the development of new goods and skills could foster a sense of pride in residents: “CBT could advance the creation of pride in the industry with the development of such business as local culinary exploits and handicrafts.” Participant 3 stated that the island could experience additional growth through the integration of

foreign and local stakeholders: “CBT can promote experiential growth from the assimilation of foreign cultures.” Participant 8 stated that tourists will see the value of their money improve as products and quality improve: “Value for monies spent. CBT may create an environment of business competition where businesses operating in a competitive market may be forced to offer goods and services at the highest quality.” Meanwhile, Participant 2 stated that CBT will be a catalyst for businesses creations. Participant 4 added that there will be two effects: “The creation of new and the expansion of old businesses.” Participant 7 shared that new opportunities, such as new businesses and investments, may emerge as well: “As people become more involved in CBT, there is the possibility that residents may be able to seize potential investment opportunities.”

Also, Participant 1 stated that “CBT allows benefits to go directly to individuals or households in the community, therefore evading foreign currency leakages that result in monetary outflows to foreign investors.” Participant 3 also perceived a fairer, more equitable income distribution under a CBT program: “CBT provides spreading of economic benefits to the average resident as compared with traditional tourism, where profits go to the owners of hotels. The economy earns increased government revenues by way of taxes from workers and businesses.” Finally, Participant 4 expressed the possibility of a more equitable balancing in CBT management structure: “CBT promotes bottom-up, rather than top-down management.”

**Subtheme 1: Inflow of foreign currency.** The first subtheme that emerged was the inflow of foreign currency. The perception occurred four times, or with 40% of the total sample population. Participant 1 stated that there is a possibility for “Increased

foreign currency earnings.” Participant 2 reiterated that there will be an increase in monetary currency: “CBT will provide a foundation for the improvement of Barbados’s world tourist standings and increased foreign cash earnings.” Participant 5 added that there will be “Foreign exchange inflows.”

**Subtheme 2: Making of an educated community.** The second subtheme that emerged was the making of an educated community. This perception occurred four times, or with 40% of the total sample population. Participant 11 highlighted the different levels and aspects on how CBT will make for an educated community:

Residents will appreciate the importance of CBT to the livelihood of their community. This awareness should give rise to the development of practices in keeping with encouraging practices that promote and encourage sustainable tourism.

Educational opportunities such as learning foreign languages, entrepreneurial investments, and cultural exchanges. CBT involves community beneficiaries at all levels of decision-making.

Participant 3 believed that the residents will be keen on preserving and keeping local culture alive: “CBT should provide residents with the motivation to maintain and to keep historical buildings and the environment in good condition.”

**Subtheme 3: Promotion of local market businesses and tourism.** The third emergent subtheme was the promotion of local market business and tourism. This subtheme occurred three times, or with 30% of the total sample population. Participant 1 added that CBT should develop and promote the local areas for tourism: “CBT can act as

a catalyst for infrastructural and superstructural development: and heritage site restoration or necessary upgrades, such as roads and the introduction of service businesses.”

**Subtheme 4: Creation of more jobs for the locals.** The fourth emergent subtheme was the creation of more jobs for the locals. This perception occurred twice, or with 20% of the total sample population. Participant 4 stated that CBT will allow for “increased employment.” Participant 6 also added that there will be “small business creation and sustainable employment. In this respect, a class of small businesspersons could emerge.”

**Subtheme 5: Increase the appeal for repeat vacations.** The fifth subtheme that emerged was the growing appeal for repeat vacations. The perception again occurred twice, or with 20% of the total sample population. Participant 6 stated that CBT should encourage tourist satisfaction and thus will incur repeat visits: “Sustainable revenue generation through repeat tourists. Tourists want to interact with locals; they want to stay among residents. Hence, Barbados has an advantage in having a captive market even before an official CBT program commences.” Participant 7 also discussed the benefits that repeat tourists can bring:

Barbados is a high-cost destination and cannot compete with lower-cost destinations; however, the island has some advantages when compared with other destinations. Barbados is a relatively secure island, and the people are friendly. The Oistins Fishing District, where vendors sell fish cuisines verifies this assertion. Tourists and visitors interact and intermingle freely on a daily and nightly basis without any reported criminal incidents against visitors taking place.



Hence, Barbados has the potential of expanding business activity through repeat tourists

**Subtheme 6: Community unity.** The sixth subtheme that emerged focused on increased community unity. This perception again occurred twice, or with 20% of the total sample population. Participant 14 also highlighted that there will be unity within the local community: “CBT will promote unity in the community derived from trying to achieve a common goal.”

**Subtheme 7: Preservation of culture.** The seventh subtheme that emerged was the maintenance of local culture. This perception again occurred twice, or with 20% of the total sample population. Participant 4 also added that culture should be preserved: “CBT should help to preserve the community, culture, and the environment.”

#### **RQ4: How Will CBT Alter Barbados’s Tourism Industry in a Negative Manner?**

**Major Themes 10 and 11: Increased potential for criminal activities, and destruction of traditional culture and lifestyle.** The third research question concerning the possible adverse impacts of CBT in Barbados’s tourism industry formed the basis for the 10th and 11th major themes. I found that the government executives believed that CBT could negatively alter the tourism sector through the increased potential for criminal activities as well as the destruction of traditional culture and lifestyle. This major theme occurred five times, or with 50% of the total sample population. Table 13 contains the major theme and subthemes addressing the third research question.

Table 13

*How Will CBT Alter Barbados's Tourism Industry in a Negative Manner?*

| Themes   | Number of Occurrences | Percentage of Occurrences |
|--|-----------------------|---------------------------|
| Increased potential for criminal activities                                    | 5                     | 50%                       |
| Destruction of traditional culture and lifestyle                               | 5                     | 50%                       |
| Potential environmental threats  | 4                     | 40%                       |
| Inability to manage the influx of tourists                                     | 3                     | 30%                       |
| Infrastructural weaknesses may lessen the impact of the CBT program            | 3                     | 30%                       |
| Local resistance of the program may arise                                      | 3                     | 30%                       |
| Local competition may emerge   | 3                     | 30%                       |
| Negative international publicities and perceptions may arise                   | 2                     | 20%                       |
| Health risks from communicable diseases may emerge                             | 2                     | 20%                       |
| Conflict between locals and tourists may arise due to the cultural differences | 1                     | 10%                       |
| Commercialized elements may negatively affect the CBT                          | 1                     | 10%                       |
| Noise pollution may emerge from CBT  | 1                     | 10%                       |
| Use of the term "pro-poor tourism" may affect the perception of locals         | 1                     | 10%                       |
| Lack of technical assistance may result to the lack of innovations             | 1                     | 10%                       |

*(table continues)*

| Themes   | Number of Occurrences | Percentage of Occurrences |
|--|-----------------------|---------------------------|
| Too much dependency on tourism                           | 1                     | 10%                       |
| Successful replication of CBT maybe a challenge          | 1                     | 10%                       |
| Increased need for proper budget and resource allocation | 1                     | 10%                       |

Overall, the 10th and 11th themes highlighted the possible detrimental impacts of CBT. The majority of participants felt that CBT would increase the potential for criminal activities. Participant 1, for example, noted that tourists could be the targets of criminals: “An influx of tourists to designated CBT areas could encourage infractions against visitors.” Participant 2 explained that crimes may increase given knowledge of the presence of the tourists, that: “Violence against tourists could create negative international exposure. Barbados received negative publicity by the international online tourism site, *Trip Advisor*, which highlighted an adverse labor impasse between the Barbados government and trade unions.” Finally, Participant 17’s sentiments echoed that tourists could be easy targets for crime.

Another evident theme was the destruction of traditional culture and lifestyle. Participant 3 admitted that “it was possible that an infusion foreign culture could overshadow local culture, causing Barbadians to lose certain aspects of local culture.” Also, participant 7 suggested that local attitudes could become adversarial over time: “Attitudinal changes. Local attitudes can negatively change with the passing of time.”

**Subtheme 1: Potential environmental threats.** The first subtheme that emerged involved the possible injurious environmental effects created by CBT implementation. This perception occurred, or with 40% of the total sample population. Participant 1 discussed the potential damage that CBT could create to the natural environment: “Overcrowding and the persistent land use of particular areas could impact negatively on the natural environs and beautification efforts of the area depending on the activity.” Participant 4 also stated that CBT could create environment damages: “CBT could create problems for the environment, such as damage to historical buildings through substantial influxes of tourists, ecosystem challenges, transportation congestion, and noise pollution.”

**Subtheme 2: Inability to manage the influx of tourists.** The second emergent subtheme involved the negative impact of stakeholders’ failure to maintain increased numbers of visitors. The perception occurred three times, or with 30% of the total sample population. Participant 1 believed that the influx of tourists may result in “the inability to adequately and efficiently manage the CBT program due to inefficient planning.” Participant 3 echoed how the locals’ inability to manage CBT may negatively affect the program: “The program could collapse if stakeholders fail to evaluate the program, monitor periodically, and introduce changes when needed.” Finally, Participant 4 shared that CBT could reach the point where “CBT could grow to a level where management of the program becomes problematic.”

**Subtheme 3: Infrastructural weaknesses may lessen the impact of the CBT program.** The third subtheme that emerged was the possibility that current infrastructural

weaknesses could weaken the benefits of the program. This perception again occurred three times, or with 30% of the total sample population. Participant 2 referred to the potential effects of the lack of proper locations and space for CBT: “Finding adequate locations . . . inadequate infrastructure to host a CBT program could be detrimental to the tourism initiative.” Participant 6 stated that the lack of structure may cause greater problems and even the termination of the program in the future: “Inadequate infrastructures and lack of legislation can create frustration among residents and compromise the project, resulting in cessation of the program.”

**Subtheme 4: Local resistance of the program may arise.** The fourth subtheme that emerged was the possibility of local resistance to the program. This perception occurred three times, or with 30% of the total sample population. Participant 2 found that locals may resist and exclude their involvement in the program. Also, participant 7 related the possibility that residents could resist CBT: “People may not support the effort. The average Barbadian is not directly involved in tourism and may not resonate with a CBT program.”

**Subtheme 5: Local competition may emerge.** The fifth subtheme that emerged was the challenge that local competition may arise. This perception occurred three times, or with 30% of the total sample population. Participant 4 stated that CBT may cause “foreign cultural penetration and domination.” Participant 5 then shared his concerns about “division among the members of the community due to disagreements in planning and distribution of resources . . . Conflict among members of the community arising from lack of transparency and accountability.”

**Subtheme 6: Negative international publicities and perceptions may arise.**

The sixth subtheme that emerged was the possibility that negative news and publicity will emerge. The perception occurred just twice, or with 20% of the total sample population. Participant 3 explained that “negative incidents could cause damage to the tourism brand if not established properly.” Participant 8 added that CBT could also negatively affect Tourists by freedom of movement: “Tourists are free to move from one area to another. It is possible that such persons could encounter adverse experiences that would create negative fallout for Barbados.”

**Subtheme 7: Health risks from communicable diseases may emerge.** The seventh subtheme that emerged involved the possible health threats that mass tourism could bring about. This perception occurred just twice, or with 20% of the total sample population. Participant 2 shared that “health risks derived from CBT were highly possible with increased tourist traffic in Barbados.”

**Triangulation**

Triangulation is a method used in establishing the validity of a study by analyzing a research question with the use of more than one source of data. The goal of triangulation is to extract and interpret the deeper meanings in participants’ responses (Robert Wood Johnson Foundation, 2008). Robert Wood Johnson Foundation (2008) listed four types of triangulation:

1. *Methods triangulation*: Corroborating the consistency of findings generated by different data collection methods.
2. *Triangulation of sources*: Reviewing the consistency of data sources.

3. *Analyst triangulation*: Using various analysts and or observers to review participant findings.
4. *Theory/perspective triangulation*: Using various theoretical viewpoints to examine and decipher responses.

As discussed in Chapter 3, I established triangulation by carrying out the following procedures: identifying the right associations between patterns and explanations, carrying out a priori coding, and member checking (Carlson, 2010). I executed all the above actions by analyzing and coding the data and allowing participants to investigate the accuracy of my interpretations of their responses via member checking.

Other researchers have used the above procedures in their studies. Geisler and Cheung's (2015) research, for example, described how older women with arthritis used information sources to take alternative therapeutic treatments in handling their arthritis. The researchers first read and reread the findings to develop a uniform set of codes. The next task was categorizing the codes. After discussing items such as personal biases and interpretations and biases, the authors reached conclusions on which data to include and exclude in the research. The authors grouped keywords and phrases into themes and then loaded the themes into the software package, Altis-ti. The results of the output allowed Geisler and Cheung to develop a richer understanding of the participants' disclosures and experiences. Similarly, I became familiar with the data, coded the responses to the research questions, explored, reexamined, and labeled the relevant clustered themes that were broken-down, and loaded the thematic network of replies onto NVivo 10.

As another example, Jones, Steeves, Ropka, and Hollen (2015) examined the role decision-making aids played with caregivers, and their patients struck with advanced-stage cancer. The researchers recorded the interviews, used a semistructured interview guide, and enhanced that validity of their qualitative analysis through member checking. Jones et al.'s (2015) resonated with my study, which also included member checking.

### **Research Questions**

Figure 4 shows the comparison between the major themes developed from the responses to the research questions by members of the government and business sectors. This section will expand on the differences and similarities.

#### **RQ1: How do you describe CBT?**

In response to first research question describing CBT, private sector executives viewed CBT as a vehicle that the island could leverage to promote the intermingling of residents and tourists, and by extension, CBT. However, the government officials envisioned CBT as a means of improving the locals' social status. Although these answers differed categorically, to some extent, they are similar. In the eyes of the private sector, an improvement in tourism through CBT would raise Barbadians' economic fortunes.



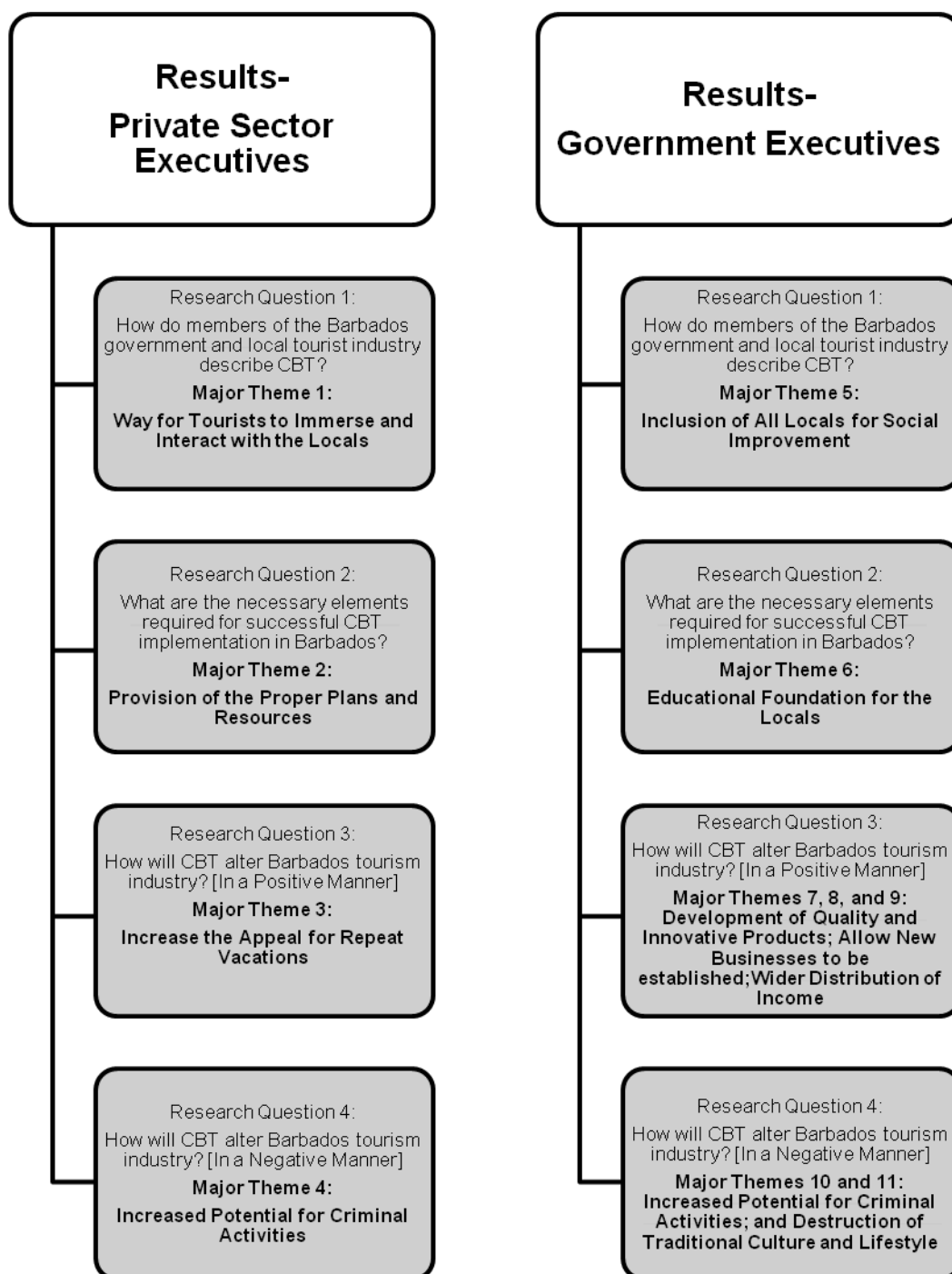


Figure 4. Comparison of results between the private sector and public sector executives.

**RQ2: What are the Necessary Elements Required for Successful CBT****Implementation in Barbados?**

The private sector believed that effective planning and adequate resources were needed for a successful CBT program. The government workers touted that educating the average Barbadian in matters of tourism would foster an appreciation for tourism and the desire to want to be a part of its success. Both responses differ, but yet are still similar. For example, effectively planning a national program requires educated planning stakeholders.

**RQ3: How Will CBT Alter Barbados's Tourism Industry in a Positive Manner?**

According to the business sector, CBT will increase visitors' likelihood of returning to Barbados. Three themes emerged from this question when answered by the government executives: (a) The development of quality and innovative products, (b) the establishment of new businesses, and (c) a wider distribution of income for Barbadians involved in tourism. Both sets of respondents' replies are to an extent similar because the development of products, establishment of new businesses, and wider distribution of income through CBT may only occur if locals believe that visitors will repeat holidays.

**RQ4: How Will CBT Alter Barbados's Tourism Industry in a Negative Manner?**

According to the private sector executives, the potential of crime against tourists is a reality, given the possibility of an increase in tourists staying in local districts among residents. The public sector executives agreed that CBT could cause an upsurge in violent behavior by local criminal elements. However, the government personnel added that CBT would dilute and eventually destroy traditional culture and established lifestyles.

### **Participants' Responses**

Though both sets of participants offered qualitatively different replies, they seemed similar and consistent with triangulation of sources. The private sector executives are managers of profit-seeking corporations; the government executives are national policy makers, whose role is to develop Barbados's tourism industry. It may thus be that the government workers' expanded tourism vision is a result of their policymaking role while the private sector employees' concerns are mainly with maintaining the company's bottom line.

### **Summary**

In Chapter 4, I reported the findings from the thematic analysis of the interviews with the 10 private sector and the 10 public sector tourism executives. From the thematic analysis, eleven major themes emerged, as well as several subthemes addressing the main research question: How will CBT affect Barbados's tourism industry? Figure 4 contains the breakdown of the major themes discovered that addresses the study's four research questions. Next, Chapter 5 will present the conclusions and discussions regarding the available literature. Also, I will also report the limitations, recommendations, and implications for future study.

## Chapter 5: Discussion, Conclusions, and Recommendations

Barbados depends on tourism for its major source of foreign currency.

Unfortunately, the tourism industry experienced a period of decline and unstable tourist arrivals between the years 2008 and 2013 (Caribbean Tourism Organization, n.d., 2012, 2013; Worrell, Belgrave, Grosvenor, & Lescott, 2011). The literature review revealed that CBT helped to strengthen and improve tourist industries and, by extension, the economies of small countries. However, there was a gap in the literature regarding CBT's ability to enhance Barbados's tourism market.

The purpose of this qualitative exploratory case study was to fill that gap in the literature and to find ways to improve Barbados's tourism by investigating Barbados tourism experts' views. The experts' opinions related to the differences between CBT and traditional tourism, the ability to adopt CBT in Barbados, and the potential benefits and shortcomings of CBT. I conducted interviews with 22 tourism experts; two participants took part in the pilot study, while the remaining 20 contributed to the main study. The following is the breakdown of the candidates for the main study: 10 private sector executives and 10 government sector executives. This inquiry should help Barbados and Caribbean tourism planners in their efforts to improve local and regional tourism.

I used NVivo software to carry out the qualitative thematic analysis, which allowed for a more systematic and organized tabulation of the emergent themes. The overall research question was this: How will CBT affect Barbados's tourism industry? This query gave rise to the following subquestions:

1. How do members of the Barbados government and local tourist industry describe CBT?
2. What are the necessary elements required for successful CBT implementation in Barbados?
3. How will CBT alter Barbados's tourism industry in a positive manner?
4. How will CBT alter Barbados's tourism in a negative manner?

The findings came from 20 main study participants: 10 from the business sector and 10 from the government sector. From the business/private sector, the following themes were identified:

Theme 1: Way for tourists to immerse and interact with the locals.

Theme 2: Provision of proper plans and resources.

Theme 3: Increase in the appeal for repeat vacations.

Theme 4: Increased potential for criminal activities.

From the government/public sector, the following themes were identified:

Theme 5: Inclusion of all locals for social improvement.

Theme 6: Educational foundation for the locals.

Theme 7: Development of quality and innovative products.

Theme 8: Allowance of new businesses to be established.

Theme 9: Wider distribution of income.

Theme 10: Increased potential for criminal activities.

Theme 11: Destruction of traditional culture and lifestyle.

## Interpretation of Findings

### **RQ1: How do the Executives of the Private and Government Tourism Sectors of Barbados Describe CBT?**

**Theme 1: Way for tourists to immerse and interact with the locals.** The first major theme based on the first research question came from the private sector tourism experts. I found that the private sector officials described CBT as the way for tourists to immerse and interact with residents. The first major theme, however, supported Salazar's (2012) findings. According to Salazar, locals, as represented by the tour guides, have considerable agency in how tourists viewed the residents and places they visited. These tourist perceptions can influence residents' self-image as well. However, Sebele (2010) argued that despite CBT's gains, there were also challenges. Sebele investigated the benefits and constraints of CBT in a community located in Botswana and found that the challenges outweighed the benefits of CBT. Sebele reiterated the importance of interaction with the locals and other CBT stakeholders. Specifically, Sebele posited that increased interaction between locals and CBT project management is necessary to bring more benefits to the residents.

Furthermore, Kontogeorgopoulos et al. (2014) emphasized the locals' role. The researchers explored the emergence of CBT in Thailand through a case study of Mae Kampong, a village located in the Northern part of Chiang Mai. Through data gathered from at least 30 visits to the location, the researchers discovered that when there was community participation, CBT led to economic growth and sustainable tourism in Mae Kampong. Moreover, Kontogeorgopoulos et al. found that the joint efforts of researchers,

environmental activists, NGOs, and local officials led to successful CBT, and a successful domestic tourism market. Therefore, the findings of the existing literature revealed that whether challenges overcome the benefits of CBT or vice versa, CBT allowed stakeholders to interact with the local community.

**Theme 5: Inclusion of all locals for social improvement.** Alternatively, the fifth major theme hinged on the first research question, but came from the government officials. I detected that the government officials described the CBT as the inclusion of all locals for social improvement.

Theme 5 confirmed the Nattayai's (2011) study, which focused on tourism in Thailand. Nattayai found that community participation is essential to ecotourism in Thailand, where community involvement is also strongly focused on social development. Moreover, Lucchetti and Font (2013) posited that in the past decades, CBT earned a positive reputation for its different positive economic and social development effects in rural areas, while other types of development have proven to be inadequate.

## **RQ2: What are the Necessary Elements Required for Successful CBT Implementation in Barbados?**

**Theme 2: Provision of the proper plans and resources will be the key to success under the CBT programs setting.** The second theme in the current study revealed that proper planning and resources will be a key element in instituting CBT. The private sector executives unanimously agreed that the government and business sector tourism leaders should plan properly before establishing programs.

This second theme confirms findings from past research (Gereffi et al., 2011; J. Mitchell, 2012). According to both Gereffi et al. (2011) and J. Mitchell (2012), it was important to ensure that selected strategies and plans take into account the needs of the region. Boniface (2013) argued, however, that it was critical to maintain regional cultural traditions to ensure that local practices can consistently and continually attract tourists. Moreover, tourism planners and managers should work with residents and other stakeholders to identify the cultural best-model-fit to market the region to foreigners. Also, tourism planners should encourage tourists not to attempt to change or influence the local area.

Furthermore, Boniface (2013) stated further that developing rural or urban areas for cultural tourism required a planned approach. Ip et al. (2011) noted that it was important to devise a comprehensive picture of factors potentially affecting the tourism industry to formulate effective marketing plans. With all of these findings, it is evident that successful CBT implementation requires firm planning and adequate resources.

**Theme 6: Educational foundation for the locals is needed.** This theme generated from the government executives confirmed Canziani et al.'s (2012) findings, which revealed the complex and challenging nature of training the population for sustainable tourism development. Despite this, many countries are setting up schools and training institutes to provide training and education (Canziani et al., 2012). Canziani et al. explained that some industries were less regulated; for instance, the hospitality industry used various forms of training. Such training ranges from formal education to the buddy system, whereby an existing employee trains a new employee (Sobaih, 2011). Also,



Canziani et al. posited that education was critical to ensure that qualified personnel were available to fill tourism jobs.

**RQ3: How will CBT Alter Barbados's Tourism Industry in a Positive Manner?**

**Theme 3: CBT will increase the appeal for repeat vacations.** The private sector tourism executives agreed on the third theme. Chen (2014) affirmed that attracting tourists depended upon the manner by which government agencies, private tour operators, and hotels market destinations to the public. Chen added further that some countries invested in developing museums and tourist attractions, such as theme and adventure parks, to lure tourists to a destination. Additionally, TIES (2015) affirmed CBT's role and goals in improving the residents' livelihood along with conserving the environment. Hence, success in widening income disparities and enhancing the economic status of lower-income workers should be a result of sustained tourists' visits to the island.

**Themes 7, 8, and 9: Development of innovative quality products, new business start-ups, and wider income distribution.** These findings from the government sector accord with Nkemgu's (2011) views. Nkemgu declared that community participation in tourism could lead to increased knowledge, enhanced insights, and improved capabilities among the tourism project's various stakeholders. The sharing of ideas among community participants could result in a comprehensive and in-depth understanding of issues, as well as various innovative policies and practices. Thus, community participation is essential for the establishment of businesses (Nkemgu, 2011).

Alternatively, Gogoi (2014) posited that firms should acquire more training on innovative practices through government agencies.

Timothy (2014) concurred that CBT possessed the potential to widen the scope of existing businesses, worker incomes, and product creation and distribution. Focusing on the sponsoring of trade shows, Timothy stated that tourist communities could host business trade shows as a means of luring and encouraging tourists to visit the destination. Seeing this as a win–win situation, Timothy believed that communities could earn foreign currency by business tourists and new business startups.

#### **RQ 4: How Will CBT Alter Barbados’s Tourism Industry in a Negative Manner?**

**Themes 4, 10, and 11: Increased potential for criminal activities and destruction of traditional culture and lifestyles.** These findings from the government executives were in accord with Butcher’s (2011) and Duffy’s (2013) inquiries, which focused on the WTO’s tourism manuals for different countries around the world. Understanding the crucial need for tourists to avoid unsafe locations, the WTO included information to guide tourists in choosing safe destinations not marked by criminal activity (Dahles, 2013).

Additionally, Witt et al. (2013) recognized that CBT helps regional economies develop and maintain sustained growth. However, the researchers raised concern about a country’s potential to maintain high ethical standards and retain its cultural identity. Witt et al. warned that in planning the adoption of CBT, stakeholders should ensure that the country’s national culture remains intact.

### **Interpretation of Findings in the Context of the Conceptual Framework**

#### **RQ1: How Do Members of the Barbados Government and Private Sector Tourism Executives Describe CBT?**

**Themes 1 and 5: Way for tourists to immerse and interact with the locals; inclusion of all locals for social improvement.** These two themes generated by the private and public sectors aligned with this study's theoretical framework. Castellanos (2013) and Murphy (2012) agreed that tourism spurred growth and development in countries that normally would not attract considerable foreign investment capital. Additionally, Ekanayake and Long (2011) agreed that tourism brought benefits to a country's skilled and semiskilled workers. Rastegar (2010) further affirmed that CBT provides invaluable benefits to families and upward social mobility for residents who otherwise would remain below the poverty line. However, to minimize problems, including potential altercations between tourists and locals, tourism planners should make sure that CBT stakeholders adhere to government regulations (Gereffi et al., 2011; J. Mitchell, 2012).

#### **RQ2: What are the Necessary Elements Required for Successful CBT Implementation in Barbados?**

**Themes 2 and 6: Provision of the proper plans and resources will be the key to success; educational foundation for the locals is needed.** Various community problems occur within CBT programs, including resistance to the program, commencement delays, interpersonal community issues, and infrastructural problems. Kuvan and Akan (2012), contended, however, that tourism players could overcome these

difficulties with adequate, prior planning. Competent planning should involve educating stakeholders who take part in the program.

**RQ3: How Will CBT Alter Barbados's Tourism Industry in a Positive Manner?**

**Themes 3, 7, 8, and 9: Increase in the appeal for repeat vacations, development of quality and innovative products, allowing new businesses to be established, wider distribution of income.** Murphy (2012) cited the importance and the sustained need to develop tourism in small economies for which it provides the main source of foreign currency. Continued developmental improvement in tourism occurs as new tourists and repeat visitors frequent a destination. Ekanayake and Long (2011) suggested that CBT acts as a catalyst in widening the distribution of income among lower-level workers. Further, Gereffi et al. (2011) advocated the need for relevant authorities to ensure stakeholders observed and followed established regulations. Gereffi et al.'s assessment was to an extent related to the government sector's Theme 7 (development of quality and innovative products) because business persons may need to develop goods and offer services that meet international standards.

**RQ 4: How Will CBT Alter Barbados's Tourism Industry in a Negative Manner?**

**Themes 4, 10, and 11: Increased potential for criminal activities; destruction of traditional culture and lifestyle.** Recognizing that tourists could become victims of crime and violence, Castellanos (2013) recommended that tourists assess their travel destinations before embarking. Also, it is important that tourism planners assure members that CBT would not negatively alter their traditional lifestyles. Suriya (2010) discovered

that some community residents did not take part in CBT because of negative perceptions held of the program.

### **Interpretation of Findings in the Context of the Theoretical Framework**

I used Arnstein's (1969) ladder of citizen participation as the theoretical foundation for this study. As previously noted, Arnstein suggested that effective citizen power and control takes part in eight stages: Stages 1 and 2 represented citizen manipulation and therapy. Citizens, therefore, have no control over decisions or their destiny, and they cannot participate in decision-making management matters. Stages 3, 4, and 5 refer to the informing, consulting, and placation phases, respectively. Those in power thus, allow citizens to exercise mere token authority; however, ultimate authority still resides with powerful people. Citizens exercise genuine and complete negotiating control at Stages 6, 7, and 8—the upper rungs of the ladder. Arnstein referred to these upper rungs as the partnership, delegated power, and citizen control stages. Arnstein suggested that over a period and through certain phases, once-vulnerable workers can now achieve control over their economic livelihoods, allowing them to make authentic decisions and partner with powerful people who once controlled their economic futures.

The core message of Arnstein's (1969) research was that through a series of gradations and changes, lower level workers' economic fortunes would rise, including their political power regarding participation in genuine decision making. According to Arnstein, the increase in citizenry economic–political power would allow them greater control over their economic conditions.

CBT can improve overall tourism and the economic status of working class persons. The goal of implementing CBT is to widen the gains of tourism among residents (Brida et al., 2011; Ho, 2011; Vanagas & Jagminas, 2011). Thus, Arnstein's (1969) contention and CBT share similar objectives: enhancing the economic well-being of lower-level workers. The benefits of CBT, however, can extend further, where entire communities—inclusive of all strata of persons—gain.

The results of this study, represented by the participants' themes, overwhelmingly suggested that Barbados residents would gain from the introduction of CBT. Such gains would include increased jobs, skills, and businesses. Hence, in one context, this research supports and validates Arnstein's (1969) study. However, participants also stated that the influx of tourists could create challenges, such as increased crime, a dilution of the indigenous culture, and changes in traditional lifestyles. Also, this inquiry revealed that management and planning problems could occur among citizens who have no prior experience in strategizing at mass or communal level. The unfavorable aspects of CBT implementation, as found in this study differ and contradict, Arnstein, who contended that citizens would achieve ultimate success when they received full control in management planning for their own economic and political destinies.

### **Additional Current Literature on the Study's Findings**

The research questions generated the following themes from the business and government sector tourism executives' responses. I matched the themes with the current literature to ascertain whether this study's findings were in accord.

**RQ1: How Do Members of the Barbados Government and Local Tourist Industry Describe CBT?**

Theme 1 (Private sector): A way for tourists to immerse and interact with the locals.

Theme 5 (Government sector): Inclusion of all locals for social improvement.

CBT centers tourism development on community members' needs and desires through direct interaction with tourists (Batra, 2014; Mair, 2014; Ruiz-Ballesteros, & Cáceres-Feria, 2016; Simons, & de Groot, 2015; Snyman, 2015; Teare, Bandara, & Jayawardena, 2013). This definition concurs with both the public and private sector executives' explanations, who concurred that the emphasis of CBT was local economic and social development via resident engagement with tourists.

Researchers, however, challenged the traditional interpretation of CBT and found it difficult to describe the concept of community in CBT. These difficulties emerged because, historically, communities are not known to plan corporately, share, or manage ideas and resources; hence, communities need help from external agents in piloting and forging CBT (Iorio & Corsale, 2013; Sampaio, Zechner, Henríquez, Coriolano, & Fernandes, 2014). Also, both Gascón (2013) and Kogovsek and Kogovsek (2015) asserted that there were elements in some societies that limited CBT's role as an agent in poverty reduction. These elements include resident conflict, problems with the rural decision makers, lack of education, and lack of training, changes in local work schedules, and gender issues. Thus, though CBT may be an agent of positive social change, it has limits as a tool for social improvement (Bello, Carr, & Lovelock, 2016; Ebrahimi, &

Khalifah, 2014; Jordan, 2014; Okello & Novelli, 2014; Ruiz-Ballesteros & Brondizio, 2013).

## **RQ2: What are the Necessary Elements Required for Successful CBT**

### **Implementation in Barbados?**

Theme 2 (Private sector): Provision of proper plans and resources.

Theme 6 (Government sector): Educational foundation for the locals.

Kim, Park, and Phandanouvong's (2014) study revealed the following reasons why residents shunned CBT: under-education and inadequate knowledge about tourism matters, poverty, inappropriate housing, and inadequate time to participate in the program. Kim et al. stated further reasons such as incorrect assessment of tourism as a seasonal business, perceived disincentives, and distrust of authorities supervising the program. These reasons point to a need for locals to have sound knowledge, education, a part in tourism planning (Bakare, 2015; Najafipour, Heidari, & Foroozanfar, 2014; Polnyotee & Thadaniti, 2015; Tasci, Croes, & Bartels Villanueva, 2014).

While acknowledging the positive benefits tourism plays in the development of lower income countries and their communities, Ndivo and Cantoni (2015) cited a number of challenges that limited tourism's ability to actualize economic benefits to residents. Impediments to lower-level growth and empowerment included the seasonal nature of tourism; elite control of the program at the expense of community members; locals lacking tourism education, skills, finance, and bargaining power; and government support. Thus, CBT may not thrive unless management stakeholders resolve obstacles to



indigenous community empowerment (Clausen & Gyimóthy, 2016; Douglas, 2016; Moreira, Burns, & de Meira Albach, 2016).

Also, Polnyotee and Thadaniti (2015) discussed what forecasting entailed, contending that tourism planners would first have to institute certain strategies such as (a) the promotion of full local participation; (b) ensuring the community has the greater end of the power imbalance over outsiders; (c) devising an environmental protection and waste management/disposal plan; (d) creating a social, cultural, and lifestyle development plan; (e) bolstering community pride; (f) identifying and constructing community membership roles; and (g) promoting cultural development and exchanges among varying cultures.

Scott (2015) stated that most tourists wanted to visit nature, natural settings, and the infrastructural evolution of the host country. However, some countries lack the infrastructural development, such as adequate road networks, transportation systems, and electricity. Hence, tourism planners may need to ensure acceptable and appropriate functioning of basic amenities, and to institute firm and proper plans in their efforts to cultivate sustainable CBT (Chen, Huang, & Petrick, 2016; Datta & Banerji, 2015; Knight & Cottrell, 2016; Pedersen, 2016).

### **RQ3: How Will CBT Alter Barbados's Tourism Industry in a Positive Manner?**

Theme 3 (Private sector): Increase the appeal for repeat vacations.

Theme 7 (Public sector): Development of quality and innovative products.

Theme 8 (Public sector): Allow new businesses to be established.

Theme 9 (Public sector): Wider distribution of income.

Holladay and Powell (2013) investigated six CBT district programs in the Commonwealth of Dominica and asserted that once successful, CBT could be an agent for social growth through repeated tourist visits. However, Holladay and Powell suggested that sustainable CBT would require the following: funding and training local businesses, strengthening local camaraderie among residents, and differentiating the tourism product offering in the various districts. Moreover, even though CBT may convey benefits to a community, outdated government policies could hinder the program's progress and expansion (Dredge & Jamal, 2015; Lusby & Eow, 2015; Nikula, Spanu, & Neagu, 2013; Wang & Xu, 2014).

Community resilience and local government support of the rural community should assist in the long-term development of a community tourism program. Community resilience refers to a community's ability to adapt to changes. Adaptation is dependent on the community's identifying and feeling of belonging, strong community/government relationship, and its ability to regroup and start over in the event of negative changes. The community should adapt to changes as needed to strengthen the community program. In effect, where necessary, businesses may have to modify and harmonize their output of products and services according to tourists' demands and needs and the community's resilience (Ahmad Fitri, Ammar Abd, Salamiah, & Khairun Najjah, 2015; Amir, Ghapar, Jamal, & Ahmad, 2015; Orchiston, Prayag, & Brown, 2016; Su, Wall, & Jin, 2016).

Governments around the world promoted CBT as a means of eradicating poverty and improving the financial status of persons in rural communities through foreign currency inflows, and the expansion and establishment of old and new businesses.

However, researchers have identified the following factors as instruments that weaken CBT: undercapitalization in communities, manipulation by persons with wealth and government connections, and dependence on external sources (Hamzah, 2014; Hvass, 2014).

The literature usually described CBT as bottom-up regarding control and management, and informal in its structure. However, researchers suggested that a successful CBT program did not have to be traditional in structure. Also, that holistic CBT development required a framework that incorporated management from within and outside of the community, informality, and a top-down or bottom-up management style (Giampiccoli, 2014; Kim, Uysal, & Sirgy, 2013; Matilainen & Lähdesmäki, 2014).

M. T. Stone (2014) argued that advocates of CBT heralded its benefits as a means of economic development, a wider and more equitable distribution of income, and the environmental conservation of a community. However, M. T. Stone's Botswana study revealed that CBT, at times, can fall short of its potential and not contribute to local economic development. Also, factors such as cultural disharmony with tourists, operational weaknesses, and structural deficiencies can render CBT ineffective (Shoeb-Ur-Rahman, & Shahid, 2012; Sinclair-Maragh, & Gursoy, 2015).

**RQ4: How Will CBT Alter Barbados's Tourism Industry in a Negative Manner?**

Theme 4 (Private sector): Increased potential for criminal activities

Theme 10 (Public sector): Increased potential for criminal activities.

Theme 11 (Public sector): Destruction of traditional culture and lifestyles.

Ellis and Sheridan (2014) advised that while CBT brought tangible monetary benefits, not all areas could accommodate the program. Ellis and Sheridan stated that development in some locations might not be able to accommodate CBT, and other areas might be prone to local crime. Practitioners should, therefore, be careful and selective in choosing the most appropriate communities for involvement in a CBT program (Morzillo et al., 2015).

Giampiccoli and Mtapuri (2014) stated that CBT can fail at times because residents may compromise local standards and customs to keep the program active. Giampiccoli and Mtapuri also contended that CBT could better benefit the community further if the program's local stakeholders worked in concert with international stakeholders for autonomy and self-governance, unity in the community, community education, and appreciation for the environment and local culture and customs.

Additionally, Whitney-Squire (2015) found that maintaining the indigenous language of the host country was central to sustaining a long-term CBT program. Whitney-Squire carried out his study with the people of Haida-Gwaii, British Columbia, Canada, whose ancestral language was Xaat Kil. Garnering local support for a CBT program requires retaining and supporting the community's indigenous language, cultural identity, and customs (Canavan, 2016; Pratt, McCabe, & Movono, 2015).

### **Experiences in the Field During Data Collection**

Ultimately, I did not encounter any negative experiences in the field while collecting data; however, I initially experienced difficulty in obtaining the required number of candidates. I reached out to a senior government professional, who said that

his role allowed him access to higher-level government executives and that it would not be a problem to solicit and obtain the candidates I needed. After repeatedly calling the senior executive for about a month and not receiving answers, I decided to seek help elsewhere. The next community partner was helpful; he petitioned and was successful, in making contact with community partners, who in turn provided names of persons of interest for the study.

Overall, I found both sets of participants committed to their roles, and that tourism played a major part of their lives. The government interviewees appeared eager in wanting to make a mark in developing Barbados's tourism. It seemed that some public sector workers held ideas and were keen to share their views. The private sector executives were also concerned about tourism development; however, their ideas did not seem to be as encompassing as the public sector workers'. It could be that the government executives' emphasized holistic tourism development. Private sector workers may have narrower views because even though managers may have a social conscience, their primary responsibility is to ensure that the corporation stays afloat.

Regarding the interview sessions, on some occasions, at times I had to wait for a period before the starting the meeting. On one occasion I arrived at the site and was told by the participant that he was no longer able to take part in the interview and that he would reschedule the appointment. Unfortunately, the participant never called. On another occasion, I arrived at the office and was told by the prospective participant that she could no longer assist. Thankfully, that officer provided the name of another colleague who was informative and helpful in his explanations. Overall, I was pleased

with the participants' responses and interview sessions. The next section relates to the study's limitations.

### **Observations**

**Concern.** One private sector participant expressed grave concern over the impact of Airbnb, the international network responsible for connecting travelers and accommodation hosts. That participant stated that Airbnb's rates were low and that therefore, hotels could not compete. The participant added that he did not envisage a problem with major competition from CBT, but rather, CBT would complement traditional tourism. However, he contended that competition from Airbnb had the potential of crippling the hotel industry resulting in business closures and mass tourism unemployment.

**Hindrances to tourism development.** Another participant added certain persons were occupying senior government tourism roles that should not be in office, and that their retention hindered tourism growth. According to the participant, these senior executives offer no new ideas, impede possible solutions, and are a handicap to Barbados's tourism development.

**Lack of tourism education among Barbadians.** Some participants echoed the sentiments that there was a general lack of knowledge about the importance of tourism to Barbados. If the agreement among these participants is accurate, tourism planners may have to place significant emphasis in carrying out educational tourism programs geared toward Barbadians. Barbados cannot afford to implement CBT without the average

Barbadian's engagement. Locals must be aware of their responsibilities and tourism's benefits.

**Crime.** There was a consensus among the government and private sector participants that local criminal activity against tourists would harm and eventually destroy CBT. The participants agreed that the relevant crime-prevention government authorities should, as a matter of urgency, devise ways to stem lawlessness.

**Cooperation between the hotel sector and the community.** One surprising submission was the revelation of a possible breach between the hotel sector and locals. The participant stated that there was an ill-founded belief that hotels did not welcome or encourage the patronage of residents. The participant said that that belief was incorrect and needed to change.

Another note of interest was the private sector participant's observation that some local hotel workers were laidback, unpunctual, and abused privileges, such as sick leave allowances. Ironically, the participant added that this laidback attitude sometimes worked for tourism. He explained that some tourists came from developed countries where speed and punctuality were work norms and thus, for these visitors, the laidback attitude worked as a de-stressing agent.

**Potential for business expansion and human resource development.** Many participants saw CBT as a gateway to increased business activity and human development. I believe that CBT possesses significant possibilities in creating economic opportunities for Barbados, and relevant government authorities are placing emphasis on

expanding CBT; however, they may need to respond with greater urgency in evolving and advancing this brand of tourism.

### **Limitations**

This study is qualitative and reflects the characteristics of a qualitative design, which has its advantages and disadvantages. I collected, recorded, analyzed data, and interpreted the results. However, the analysis and results of qualitative data may be weak if a researcher is not careful to observe participants' reactions, even if subtle. Data analysis can also be subject to researcher bias. To minimize the effects of such bias, I rechecked the transcripts and allowed participants to analyze their replies and make adjustments where necessary (i.e., member checking).

Another limitation is that participants from different Caribbean islands may or may not hold similar views about establishing CBT; as such, this qualitative study relates only to Barbados. Thus, there is no guarantee that the investigation will be generalizable.

A further limitation observed was the lack of participation by lower-level hotel workers and members of Barbados's local communities who have knowledge of CBT. Researchers can use the results from these two groups of interviews as additional triangulating data. Also, the responses of these two groups may be able to provide deeper insight into the advantages and disadvantages, the ability to establish CBT, CBT's effects on Barbados's tourism, and ideas on how to improve the program.

Finally, another observed limitation involved the possibility that the government and private tourism executives may have compromised their responses out of fear of reprisals from their organizations' senior management. Thus, to reduce this possibility, I



ensured that participants were well aware of the clauses in the informed consent; namely, that I would keep their responses confidential and not expose their identities.

### **Recommendations**

Future studies may consider the following recommendations discussed in this section. Although I maximized all resources and opportunities to provide the best output as possible, from the limitations presented, the current research findings could still provide useful suggestions for the future of CBT in Barbados. In this section, I will discuss recommendations for both the research itself and the CBT program.

First, future scholars can modify the research methodology utilized in this study. Accordingly, I recommend that researchers consider utilizing a quantitative design to compare the participants' responses using statistical methods. This study explored the perceptions and lived experiences of private and government sector tourism executives regarding the differences between CBT and traditional tourism. However, researchers in future studies could conduct correlational research design to examine the relationship between CBT and traditional tourism. In the area of practice, private and government sector tourism officials can consider using this study's findings to develop programs and policies that address relevant tourism concerns. Future researchers may also consider utilizing a mixed-method design. In this manner, the inquiry will be more generalizable by addressing the quantitative section, while establishing a deeper understanding through the qualitative methods.

Second, I recommend that future scholars combine the Barbados residents' perceptions and experiences of the CBT program and those of tourists who remained in

contact with the CBT community members after the program. The researcher(s) can match the results of the perceptions of all the stakeholders to validate or invalidate the private executives' and government officials' responses. The inclusion of residents and tourists should provide extensive and richer findings that might be able to improve the CBT program.

The third recommendation involves another modification of the research methodology, whereby future researchers may consider employing an action study. In the action plan, the researcher and residents can focus and assess issues—both positive and negative—affecting Barbados's tourism industry. The researcher and participants can devise strategies for developing CBT, and by extension, Barbados's tourism as a whole.

For the fourth recommendation, Barbados tourism planners can use some or all of the tourism executives' suggestions from this study to improve CBT in Barbados. The planners can submit the findings to Barbados's Ministry of Tourism to lobby for the inclusion, in particular, of the following policies:

### **Education of Locals**

Authorities should ensure that educational programs are available for residents. It is imperative that residents be aware of the program's importance to their livelihood and the country as a whole. Education could focus on the appreciation and benefits of tourism, effective communication with tourists, and the need to support CBT.

**Appropriate Planning**

It will be important that government stakeholders pay attention to proper planning in developing CBT. There will be a need for effective coordination between government and small businesses to maintain local interests and uplift residents' lives.

**Advertising and Public Relations Activities**

Advertising and adequate public relations activities will be critical to the program's success. The government should target countries and regions that have historically supported Barbados's tourism. One advantage of CBT is that a successful program should encourage repeat visitors and their friends to visit the island. Hence, CBT can be its effective marketing agent. Nonetheless, the government should direct marketing and advertising budgets to proven markets.

**Incentives Creation**

In encouraging residents' support of CBT, the government may have to formulate incentives programs to encourage workers and businesses persons. Barbados does not have an official CBT program; thus, the concept will be new to locals. Tourism leaders may need to convince local business leaders and workers that they can benefit significantly from the program, both socially and economically.

**Security of Tourists**

Tourism planners must make decided efforts to implement appropriate security measures that ensure tourists' safety. In the cyberspace age, news travels quickly. Criminal acts against tourists have the potential to damage and set back CBT and general tourism. Barbados tourism planning stakeholders can consider borrowing ideas from the

island of Jamaica, which practices CBT, yet has a critically high crime rate. The Jamaican government instituted anti-crime measures to keep tourists safe (Bureau of Diplomatic Security, 2015; Ministry of Tourism and Entertainment, 2015). Also, the Barbados government can also consider restricting CBT to designated areas.

Linking various local activities to CBT may help maintain authenticity and cultural identity. Based on the private executives' perceptions, the plan should also include the suggestions of linking other activities to CBT, developing local authenticity, expansion of historical and cultural content and help in the coordination of the communities with the other districts. The plan may also subtly discuss the need for better provisions regarding the accommodating tourists from the locals' perspectives.

### **Product Development**

Finally, the government can also provide enough knowledge drive and training on how to develop the products suitable for foreigners' taste, while maintaining the local identity of the products. In the next section, I will discuss the potential impact of this study's findings concerning how it adds to the literature and societal positive social change.

### **Need for Additional Research**

I found that some of the responses of one of the participants, the hotel owner, differed from the replies of the other executives (private and public sector). It could be that the hotel owner's role, not only as an executive but as an employer, influenced his worldview and perceptions of tourism. For example, the hotel owner welcomed the advent of CBT, while expressing concern about the low-cost, tourism advertising accommodation website

BnB. The private business owner stated that BnB's service could severely weaken local tourism. The hotel proprietor also opined that CBT could not be successful without the inclusion of hotels being a fixture in the program. It is, therefore, possible that due to their unique positions as managers/capital owners, hotel owners might be able to add a wider perspective on CBT implementation and tourism development as a whole in Barbados. I, hence, recommend carrying out future, additional CBT research inclusive of hotel owners as participants to add a richer perception of CBT implementation in Barbados.

### **Implications**

I conducted the data analysis via qualitative thematic analysis of the 20 main study participant interviews. From the thematic analysis, I established 11 major themes, as well as several subthemes addressing the main research question: How will CBT affect Barbados's tourism industry? The private sector executives generated the first four themes while the public sector executives' responses developed themes five through eleven.

#### **Private Sector Tourism Executives**

The first major theme addressed the first research question regarding how members of the Barbados government and local tourist industry described CBT. The private sector tourism experts described CBT as a "way for tourists to immerse and interact with the locals." The second major theme revolved around the second research question concerning the necessary elements required for the successful CBT implementation in Barbados. The private sector experts believed that the provision of

well-developed plans and adequate resources were key ingredients to CBT success. The third major theme derived from the third research question regarding how CBT will alter the Barbados tourism industry in a positive manner. The private sector experts believed that CBT would increase the appeal for repeat vacations. The fourth major theme emerged from the fourth research question; the fourth research question addressed how CBT would alter the Barbados tourism industry in a negative manner. Private sector executives declared that CBT could create the potential for criminal activities against tourists.

#### **Government Sector Tourism Executives**

The fifth major theme originated from the government officials' responses to the first research question. These public sector executives believed CBT could provide and economic improvement for all Barbadians. The second research question (What are the necessary elements required for successful CBT implementation in Barbados?) generated the sixth major theme, that an educational foundation for locals was necessary and essential. The seventh, eighth, and ninth themes stemmed from the third research question, addressing how CBT will alter Barbados's tourism industry in a positive manner. The replies revealed that CBT could encourage the development of quality and innovative products, allowing for the establishment of new businesses, and wider income distribution among the locals. The 10th and 11th themes emanated from the fourth research question: How will CBT alter Barbados's tourism in a negative manner? The public sector executives stated that the Barbados could experience increased potential for

criminal activities (Theme 10) and destruction of tradition culture and lifestyle (Theme 11).

From the shared perceptions and experiences of the government and private tourism experts, the current study leaves opportunities for positive improvements and changes to the CBT program as well as Barbados's tourism industry as a whole. The potential impact of the findings include a deeper understanding of the interconnected benefits to the (a) local communities of Barbados; (b) improved lives for the local Barbados residents; (c) a stronger Barbadian economy and Barbados's overall development as a country.

Firstly, at the local community level, the current study's implications are that through the promotion of the CBT program, local communities will have the resources to maintain and improve their community structures and have enough financial support to address residents' needs. Local communities in Barbados will enjoy the promotion of their country through tourism while earning and continuing to look for other methods on how to benefit from the CBT program. Through CBT, local communities can then build their recreational, health, and educational facilities and infrastructures that residents could use and capitalize along the way. By having these infrastructures, residents could benefit from them and have the features to offer the tourists during their stay. Beyond the financial gains, local communities can maximize tourism flow and simultaneously learn and acquire knowledge by interacting with the tourists. Finally, local communities could also use these developments to fund and support the CBT program's sustainability within their communities and be able to increase their appeal for repeat vacations.

Secondly, it can be foreseen that local residents' lives will change, mostly in a positive way. Through the improved implementation of the CBT program, local residents will enjoy the more job opportunities and earning/business prospects. The local residents will then be provided with better and more comfortable living conditions with their cooperation in the CBT program. If local residents understand and employ CBT, they will be able to develop quality and more innovative products. With CBT's continuous growth, residents can then be assured of a wider income distribution with the inflow of foreign currency in the country and the community. Also, other foreseen benefits include the unity and collaboration among the local residents and national pride, given the advantages the program affords them.

Thirdly, another implication would be a stable and stronger Barbadian economy. As mentioned, the CBT program would provide the locals with job and business opportunities; through more equitable income distribution, Barbados shall then experience a more stable economy. Factors that could contribute to economic stability include the increased appeal for repeat vacations, which would bring in more tourists each year, the creation of more jobs for the locals, the inflow of foreign currency, promotion of local business through tourism, development of a more educated younger generation, and wider income distribution. It is also foreseeable that the economy could grow through the development of new, quality, and innovative products; and an overall improvement in the international community's perception of the country.

On the other hand, beyond the positive changes that an improved CBT program may engender, negative implications could also emerge if the government and residents



fail to manage the program adequately and maximize the foreseen advantages. The tourism experts also mentioned potential negative consequences of the CBT program. Firstly, if the government does not take adequate action and precautionary measures, an increased potential for criminal activities may occur. Furthermore, the increase in foreigners visiting may also destroy the traditional Barbadian culture and lifestyle. With the development of the CBT, environmental hazards could also threaten the local setting and nature of the communities. Another implication involves the negative publicity that can emerge amidst a failure to resolve local issues; such publicity can hurt the program and country as a whole.

As for the implications of this study as a whole, the discussion and findings should significantly contribute to the current literature, given the paucity of research regarding CBT and Barbados. Also, the methods employed as well as the study's extensive resources should provide a reference point for future researchers, and hopefully benefit the CBT program and its stakeholders.

### **Conclusion**

From the thematic analysis, 11 major themes emerged, as well as several subthemes addressing the main research question: How will CBT affect Barbados's tourism industry? In the first theme, the private sector executives described CBT as a "way for tourists to immerse and interact with the locals." I also found that they believed that the provision of the proper plans and resources would be central to CBT's success in the second theme. For the third theme generated, I found that private sector tourism executives suggested CBT would increase the appeal for repeat vacations. For the fourth

theme, the corporate sector executives stated that increased potential for criminal activities could complement the implementation of CBT in Barbados. On the other hand, regarding the fifth theme, I found that the government officials believed CBT had the potential to include all locals for social improvement. In the sixth theme, these executives also concluded that successful CBT implementation required residents to have a sound tourism educational foundation. For or the seventh, eighth, and ninth themes, the government officials suggested that CBT could spur the development of quality and innovative products, promote new businesses, and lead to wider income distribution. The government workers were also in agreement with the private sector officials in their 10th theme, in which they suggested that CBT increased the potential for criminal activities. In the 11th and final theme, the government tourism executives believed that CBT could threaten the traditional culture and lifestyles.

The amalgamation of these themes and subthemes overwhelmingly supports the implementation of CBT in Barbados. The combined perceptions unanimously herald and support that CBT has the potential to impact positively on the Barbados community regarding increasing income and building relationships among residents. There were, however, conflicting views about whether CBT's benefits could truly overcome the challenges faced in its implementation. Despite these conflicts, the private and government sector tourism executives held positive views about implementing CBT.

### **Summary**

The purpose of this qualitative exploratory case study was to investigate the opinions of tourism experts from the public and private sectors of Barbados regarding the

differences between CBT and traditional tourism, the ability to adopt CBT in Barbados, and the potential benefits and shortcomings of CBT. I conducted a total of 22 interviews with senior tourism executives representing the private/business and government/public sectors of Barbados. Two of the participants took part in the pilot study; the main study consisted of interviews with 20 participants. I carried out a qualitative thematic analysis of the interviews with the participants. Eleven major themes and several subthemes emerged from the study that addressed the main research question: How will CBT affect Barbados's tourism industry? In this chapter, I presented the conclusions about the existing literature. This chapter also highlighted the study's limitations and recommendations, and implications for future research. Chapter 5 concluded with a chapter summary that presents the key points discussed. Overall, this study adds to the body of research relating to CBT and helps fill the gap in the literature by answering the overarching question of how CBT will affect Barbados's tourism industry.

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### Appendix A: Interview Guide (Sample Questions)

Below are the sample interview questions that the researcher will be asked. All of these are geared toward answering the research questions. They were crafted by in-depth literature analysis on the topic and asking the experts to evaluate the feasibility of the questions.

1. How would you define CBT?
2. How does CBT differ from Barbados' traditional tourism product?
3. What type of mindset would help to promote CBT in Barbados?
4. What types of strategies need to be implemented for success in CBT?
5. What are the potential benefits of CBT for Barbados?
6. What are the potential risks of CBT for Barbados?

## Appendix B: Sample Data Collection Forms

**CONFIDENTIALITY AGREEMENT**

Name of Signer:

During the course of my activity in collecting data for this research: “Community-Based Tourism: A Qualitative Exploratory Study of Barbados.” I will have access to information, which is confidential and should not be disclosed. I acknowledge that the information must remain confidential, and that improper disclosure of confidential information can be damaging to the participant.

By signing this Confidentiality Agreement I acknowledge and agree that:

1. I will not disclose or discuss any confidential information with others, including friends or family.
2. I will not in any way divulge, copy, release, sell, loan, alter or destroy any confidential information except as properly authorized.
3. I will not discuss confidential information where others can overhear the conversation. I understand that it is not acceptable to discuss confidential information even if the participant’s name is not used.
4. I will not make any unauthorized transmissions, inquiries, modification or purging of confidential information.
5. I agree that my obligations under this agreement will continue after termination of the job that I will perform.
6. I understand that violation of this agreement will have legal implications.
7. I will only access or use systems or devices I’m officially authorized to access and I will not demonstrate the operation or function of systems or devices to unauthorized individuals.

By signing this document, I acknowledge that I have read the agreement and I agree to comply with all the terms and conditions stated herein.

Signature:

Date:

## Letter of Cooperation from a Research Partner

Contact Name:

Contact Information:

Date:

Researcher Name: Bertram Jones

Based on my review of your research proposal, I give permission for you to conduct the study entitled "Community-Based Tourism: A Qualitative Exploratory Study of Barbados" within the confines of \_\_\_\_\_ . As part of this study,

I authorize you to conduct face-to-face interviews with participants using recording devices, analyze the data and validate results by member checking. Individuals' participation will be voluntary and at their own discretion.

I understand that our organization's responsibility involves access to selected members at times decided by our organization. We reserve the right to withdraw from the study at any time if our circumstances change.

I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University IRB.

Sincerely,

Authorization Official

Contact Information

Walden University policy on electronic signatures: An electronic signature is just as valid as a written signature as long as both parties have agreed to conduct the transaction electronically. Electronic signatures are regulated by the Uniform Electronic Transactions Act. Electronic signatures are only valid when the signer is either (a) the sender of the email, or (b) copied on the email containing the signed document. Legally an "electronic signature" can be the person's typed name, their email address, or any other identifying marker. Walden University staff verify any electronic signatures that do not originate from a password-protected source (i.e., an email address officially on file with Walden).

### List of Research Partners

Barbados Tourism Product Authority – Dr. Kerry Hall

Barbados Tourism Management Inc – Arlene Miller, Executive Assistant

Ministry of Tourism, Francia Jordan, Director of Research and Planning

Caribbean Tourism Organization – Johnson Johnrose, Communication Specialist

Bougainvillea Hotel – Mrs. Marguerite Rowe, Guest Services Manager

FundAccess - Michael Callender, Credit and Project Development Manager

Santosha, Barbados – Joanne Allahar, Manager

Ocean World of Barbados, Paul Collymore, Operations Manager

Courtyard Marriotts - Prudence Wason, Food and Beverage Manager

Accra Beach Resort Suresh Monickoraja, General Manager



## Appendix C: Sample NVivo Process

Step 1: The researcher read the transcriptions and then used codes to mark the quotes of the participants.

| Research Question  | Thematic Label  | Participant Quote   | Codes  | Formed Themes  |
|--|---|---|--|--|
| Research Question 1: How do members of the Barbados local tourist industry describe CBT? | Thematic Label 1: How members of the Barbados local tourist industry describe CBT | Participant 3: “CBT is the cultural immersion of tourists within a community, where tourists experience the culture of the other countries. CBT is an effective agent in inspiring people to return to Barbados because strong bonds of friendship develop when tourists stay with families.” | -Cultural Immersion<br>-Tourists experience culture<br>-Develop relationships/ interaction | Way for Tourists to Immerse and Interact with the Locals |

Step 2: Upon the formation of codes from the quotes, themes were formed. For a more systematic and organized approach, all codes and formed themes were compiled in one file and subsequently uploaded on NVivo10 by QSR. The compiled file contains all the verbatim responses of the participants as well as the clustered themes containing all the responses and the number of participants who stated the said themes.

Step 3: After uploading the compiled files per research question, I coded the participant responses under the assigned themes. I carried out this iteration for all formed themes. Please see the snapshot from the NVivo10 file created for the study.

The screenshot shows the NVivo software interface. On the left, there is a sidebar with 'Nodes' selected. The main window displays a table of nodes and their associated sources and references. A red box highlights a specific reference in the list, and a red arrow points from the table to it.

| Name   | Sources | Reference |
|--|---------|-----------|
| How members of the Barbados government and local tourist industry describe | 0       | 0         |
| Maximization of resources of the community for positive results            | 1       | 3         |
| Inclusion of all locals for social improvement                             | 1       | 3         |
| Way for tourists to immerse and interact with the locals                   | 1       | 5         |
| The necessary elements required for successful CBT implementation in Barba | 0       | 0         |
| How the CBT will alter Barbados tourism industry- Positive Effects         | 0       | 0         |
| How the CBT will alter Barbados tourism industry- Negative Effects         | 0       | 0         |

**\*\*Reference 1 was coded in NVivo under the theme: "Way of tourists to immerse and interact with the locals. This was done to all the participants who indicated the same perception or experience. The theme received a total of five references, from five participants\*\***

Reference 1 - 7.92% Coverage  
 Participant 3 described CBT as way for other tourists to immerse themselves in the Barbadian community and country:  
 CBT is the cultural immersion of tourists within a community, where tourists experience the culture of the other countries. CBT is an effective agent in inspiring people to return to Barbados because strong bonds of friendship develop when tourists stay with families.

Reference 2 - 5.39% Coverage  
 Participant 4 stated that CBT is a type of tourism that involves a closer interaction between tourists and the largest base of the local individuals: "A brand of tourism that involves interaction between tourists and the widest base of the local population."

Reference 3 - 5.39% Coverage  
 Participant 5 added that the CBT is a program also allows the promotion of interaction "CBT is a tourism niche that provides authentic, local goods and services to tourists, and that focuses on the promotion of social interaction among residents and visitors."

Reference 4 - 4.44% Coverage  
 Participant 6 explained how CBT is a type of tourism that allows and introduces the tourism...

Step 4: The total breakdown of the nodes from the NVivo worksheet. For all three research questions, the number of references to a particular theme (from participant quotes) and the sources (the compiled file as previously reported) were considered.

File Home Create External Data Analyze Query Explore Layout View

Go Refresh Open Properties Edit Paste Copy Merge Clipboard Format Paragraph Styles Reset Settings Select Text Find Replace Spelling PDF Selection Insert ABC Spelling Profiling

Workspace Item

Nodes

Look for: Search In Nodes Find Now Clear Advanced Find X

Nodes

| Name   | Sources | References | Created On        | Created By | Modified On        | Modified By |
|--|---------|------------|-------------------|------------|--------------------|-------------|
| How members of the Barbados government and local tourist industr   | 0       | 0          | 10/2/2015 2:02 PM | ABC        | 10/2/2015 2:02 PM  | ABC         |
| Way for tourists to immerse and interact with the locals           | 1       | 5          | 10/2/2015 2:04 PM | ABC        | 10/2/2015 2:04 PM  | ABC         |
| Maximization of resources of the community for positive results    | 1       | 3          | 10/2/2015 2:03 PM | ABC        | 10/2/2015 2:03 PM  | ABC         |
| Inclusion of all locals for social improvement                     | 1       | 3          | 10/2/2015 2:03 PM | ABC        | 10/2/2015 2:03 PM  | ABC         |
| The necessary elements required for successful CBT implementatio   | 0       | 0          | 10/2/2015 2:06 PM | ABC        | 10/2/2015 2:06 PM  | ABC         |
| Provision of the proper plans and resources                        | 1       | 7          | 10/2/2015 2:08 PM | ABC        | 10/2/2015 2:08 PM  | ABC         |
| Employ public relations and advertising activities                 | 1       | 6          | 10/2/2015 2:05 PM | ABC        | 10/2/2015 2:05 PM  | ABC         |
| Educational foundation for the locals                              | 1       | 6          | 10/2/2015 4:59 PM | ABC        | 10/2/2015 5:00 PM  | ABC         |
| Linking of activities to CBT                                       | 1       | 4          | 10/2/2015 2:06 PM | ABC        | 10/2/2015 2:06 PM  | ABC         |
| Development of local authenticity                                  | 1       | 3          | 10/2/2015 2:06 PM | ABC        | 10/2/2015 2:06 PM  | ABC         |
| Expansion of historical and cultural content                       | 1       | 2          | 10/2/2015 2:07 PM | ABC        | 10/2/2015 2:07 PM  | ABC         |
| Practice coordination with other districts                         | 1       | 1          | 10/2/2015 2:05 PM | ABC        | 10/2/2015 2:06 PM  | ABC         |
| Provision for accommodation  | 1       | 1          | 10/2/2015 2:06 PM | ABC        | 10/2/2015 2:06 PM  | ABC         |
| Seeking for expert opinions from foreigners to develop the produc  | 1       | 1          | 10/2/2015 2:07 PM | ABC        | 10/2/2015 2:07 PM  | ABC         |
| Improvement of hotel perceptions                                   | 1       | 1          | 10/2/2015 2:07 PM | ABC        | 10/2/2015 2:07 PM  | ABC         |
| Improvement of work attitudes                                      | 1       | 1          | 10/2/2015 2:07 PM | ABC        | 10/2/2015 2:07 PM  | ABC         |
| Creation of lists of households qualified for the CBT program      | 1       | 1          | 10/2/2015 2:08 PM | ABC        | 10/2/2015 2:08 PM  | ABC         |
| How the CBT will alter Barbados tourism industry- Positive Effects | 0       | 0          | 10/2/2015 5:00 PM | ABC        | 10/17/2015 3:17 AM | ABC         |
| Increase the appeal for repeat vacations                           | 1       | 5          | 10/2/2015 5:03 PM | ABC        | 10/2/2015 5:03 PM  | ABC         |
| Creation of more jobs for the locals                               | 1       | 4          | 10/2/2015 5:00 PM | ABC        | 10/2/2015 5:01 PM  | ABC         |
| Inflow of foreign currency   | 1       | 4          | 10/2/2015 5:01 PM | ABC        | 10/2/2015 5:01 PM  | ABC         |
| Promotion of local market businesses and tourism                   | 1       | 4          | 10/2/2015 5:01 PM | ABC        | 10/2/2015 5:02 PM  | ABC         |

Sources

Nodes

Classifications

Collections

Queries

Reports

Models

Folders

ABC 39 Items

File Home Create External Data Analyze Query Explore Layout View

Go Refresh Open Properties Edit Paste Copy Merge Clipboard Format Paragraph Styles Reset Settings Select Text Find Replace Spelling PDF Selection Insert ABC Spelling Profiling

Workspace Item

Nodes

Look for: Search In Nodes Find Now Clear Advanced Find X

Nodes

| Name   | Sources | References | Created On         | Created By | Modified On        | Modified By |
|--|---------|------------|--------------------|------------|--------------------|-------------|
| How the CBT will alter Barbados tourism industry- Positive Effects | 0       | 0          | 10/2/2015 5:00 PM  | ABC        | 10/17/2015 3:17 AM | ABC         |
| Increase the appeal for repeat vacations                           | 1       | 5          | 10/2/2015 5:03 PM  | ABC        | 10/2/2015 5:03 PM  | ABC         |
| Creation of more jobs for the locals                               | 1       | 4          | 10/2/2015 5:00 PM  | ABC        | 10/2/2015 5:01 PM  | ABC         |
| Inflow of foreign currency   | 1       | 4          | 10/2/2015 5:01 PM  | ABC        | 10/2/2015 5:01 PM  | ABC         |
| Promotion of local market businesses and tourism                   | 1       | 4          | 10/2/2015 5:01 PM  | ABC        | 10/2/2015 5:02 PM  | ABC         |
| Making of an educated community                                    | 1       | 4          | 10/2/2015 5:04 PM  | ABC        | 10/2/2015 5:04 PM  | ABC         |
| Wider income distribution  | 1       | 4          | 10/2/2015 5:04 PM  | ABC        | 10/17/2015 3:15 AM | ABC         |
| Development of quality and innovative products                     | 1       | 3          | 10/2/2015 5:02 PM  | ABC        | 10/2/2015 5:02 PM  | ABC         |
| Allow new businesses to be established                             | 1       | 2          | 10/2/2015 5:03 PM  | ABC        | 10/2/2015 5:03 PM  | ABC         |
| Create a demand for agricultural products                          | 1       | 1          | 10/2/2015 5:03 PM  | ABC        | 10/2/2015 5:03 PM  | ABC         |
| Improvement on perception of the country                           | 1       | 1          | 10/2/2015 5:04 PM  | ABC        | 10/2/2015 5:04 PM  | ABC         |
| How the CBT will alter Barbados tourism industry- Negative Effects | 0       | 0          | 10/17/2015 3:17 AM | ABC        | 10/17/2015 3:17 AM | ABC         |

Sources

Nodes

Classifications

Collections

Queries

Reports

Models

Folders

ABC 39 Items

## Appendix D: Approval E-mail from the Caribbean Tourism Organization

Dear Mr. JohnRose,

Thank you for the brief meeting we had this afternoon.

I am requesting your permission to use the Caribbean Tourism Organization's online Barbados tourism arrival data for my Ph.D. research with Walden University.

Thanking you in advance.

Regards

Bertram Jones

[Reply](#), [Reply All](#) or [Forward](#) | [More](#)

Johnson JohnRose <jjohnrose@caribtourism.com>  
To

Bertram Jones

Today at 1:09 AM

Dear Mr. Jones,

I'm pleased to grant permission to use the CTO stats for your research.

Best wishes,

Johnson

**Johnson JohnRose | Communications Specialist | Caribbean Tourism  
Organization**

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Websites: [www.OneCaribbean.org](http://www.OneCaribbean.org) | [www.CaribbeanTravel.com](http://www.CaribbeanTravel.com)

Facebook: [www.facebook.com/CaribbeanTourismOrganization](http://www.facebook.com/CaribbeanTourismOrganization)

Twitter: [www.twitter.com/CtoTourism](http://www.twitter.com/CtoTourism)