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Stakeholder Collaboration Strategies in the Hawaii Tourism Industry

Catherine Kaehu
Walden University

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Walden University

College of Management and Technology

This is to certify that the doctoral study by

Catherine Ka`ehu

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

Review Committee

Dr. Kelly Chermack, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Sean Stanley, Committee Member, Doctor of Business Administration Faculty

Dr. Cheryl Lentz, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
2018

Abstract

Stakeholder Collaboration Strategies in the Hawaii Tourism Industry

by

Catherine E. Ka`ehu

MBA, Hawaii Pacific University, 2012

MAHRM, Hawaii Pacific University, 2012

BSBA, Hawaii Pacific University, 2007

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

May 2017

Abstract

Travel and tourism are concepts that date back to 3000 B.C. with globalization extending possibilities of travel to people across the world. Addressing stakeholder concerns is especially important in promoting the development of sustainable tourism contributing to the protection of Earth's natural resources and long-term sustainability of tourism businesses through collaboration and participation. This qualitative case study incorporated a strategic stakeholder management framework, focusing on exploring strategies that Hawaii tourism industry leaders use for increasing stakeholder participation in sustainable tourism development. The population consisted of individuals across 6 categories of Hawaii tourism industry stakeholders identified as visitors, residents, government or public servants, representatives of academic institutions, tourism business owners, and special interest groups. Data triangulation occurred through semistructured interviews of 10 participants, comprehensive review of archival data and government statistical data, and organizational documents. Data analysis included both manual and multiple systemic coding for each sources of data. Three thematic strategies emerged: establishing relationship management, consistent and effective communication, and partnership programs with a variety of stakeholders. Within establishing relationship management, participants articulated conflict resolution as the most critical and challenging aspect to successful stakeholder collaboration strategies. This research has implications for social change by offering enhancement to relationships necessary to develop sustainable tourism options, ultimately bolstering the local economy while fostering protection of natural and cultural resources.

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Dedication

This doctoral study is dedicated to my entire family and friends, who have provided unconditional support and encouragement even when they did not realize it.

To my husband, Jerry (Keahi), who has been at my side through this entire process and encouraged me from the beginning to continue my education. I also humbly thank you for introducing me to Polynesian culture which has deepened my respect for all beauty to be found in every culture. I will always love you and believe in you.

To my children, Rich, Jennifer, Kristen (Miki`oi), Jesse (Kaulana); my grandchildren, Bella, Ana, Cam, Rylee, Zoey, and Ryzen; my siblings, Dorothy, Louis, and Anne; and, my extended family through marriage. Your understanding and patience in my absence in pursuit of this degree, along with your encouragement has continued to be a great source of a strength for me to continue this journey throughout sometimes challenging times. I respectfully pray that you know how proud I am of each of you and hope you will forgive my absence during this scholastic journey.

To my parents, Gene and Mary, who sacrificed to provide their children with the best education and guidance possible from European and American perspectives. You have always been my primary source of wisdom. I will always love you for your dedication to providing the best possible for your children!

To my friends across the entire globe who continue to willingly share their diverse knowledge and experiences. Your support and fellowship always brings a smile to my face! Thank you for being there when I needed to share my thoughts.

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I would be remiss if I did not extend a note of deep gratitude and thanks to Dr. Jerry Glover, who introduced me to the works of Dr. Fons Trompenaars, and who along with colleagues, have both continued to provide relevant literature and teachings on cultural diversity and organizational theory. Dr. Glover also provided an invaluable exercise in which I participated, dealing with complexities in stakeholder collaboration in tourism activities.

One final administrative note: The grammatical use of the glottal stop, okina (‘) and the macron, kahakō (ō) may be used interchangeably or omitted from the context of this study. However, in either instance, it is not meant to be disrespectful to the Hawaiian culture or language, and it is solely dependent on the source of the information.

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Section 1: Foundation of the Study

Tourism stimulates economies on international, national, and local levels (Song, Dwyer, Li, & Cao, 2012). Travel and tourism have existed since at least 3000 B.C. in Mesopotamia, followed by wealthy Romans, Greeks, and Egyptians traveling among their civilizations by 200 B.C. (Makhlouf, 2012). After a period of religious touring during the Middle Ages, cultural and recreational tourism increased during the nineteenth century among other Europeans (Makhlouf, 2012). Globalization extends possibilities of travel to all people in different countries across the world.

Recognizing and collaborating with stakeholders provides an opportunity to address relevant plans, policies, and strategies affecting multiple organizations prior to failures (Freeman, 1984, 2010). In this case study, I explored stakeholder participation strategies in planning efforts within the Hawaii tourism industry. This approach is similar to the approach in a study conducted by Waligo, Clarke, and Hawkins (2013) involving the Cornwall Sustainable Tourism Project (CoaST) in the United Kingdom (UK), and it is relevant to collective pursuit of revenue generation while promoting sustainable tourism practices.

Background of the Problem

Collaboration and participation are necessary to strengthen the rapport between stakeholders and organizations. Addressing a multitude of internal and external stakeholders becomes problematic, because stakeholders possess the ability to affect an organization's existence (Freeman, 1984, 2010). Sustainability applies to organizations on two different levels. First, sustainability applies to organizations in terms of corporate

social responsibility (CSR) and practices, demonstrating a commitment as good stewards of the earth. Second, sustainability applies to organizations in terms of sustaining operations and profitability (Dyllick & Muff, 2016).

Addressing stakeholder concerns is especially important in promoting the development of sustainable tourism contributing to the protection of Earth's natural resources and long-term sustainability of tourism businesses. The external business environment, design of the organization, and organizational strategy must align to achieve superior performance, generate revenue, and address internal and external aspects of sustainability (Senge, Smith, Kruschwitz, Laur, & Schley, 2010).

In 2008, after years of stakeholder frustrations over tourism development plans for La`au on the Island of Molokai in the State of Hawaii, the owners of the Molokai Ranch and multiple resort facilities shut down operations, leaving several generations of family workers in a 100-year-old business without jobs and a questionable future (Consillio, 2008). Exactly 1 year later, Hawaii's Superferry shut down operations after the courts ruled in favor of stakeholders who called attention to procedural flaws concerning environmental influences and lack of proper environmental assessments and practices ("Supreme Court Ruling," 2009). These two examples of tourist industry closures in Hawaii indicate the underestimation of powerful stakeholder influence on businesses, other industries, the economy, and surrounding communities.

Problem Statement

Sustainable tourism development includes business leaders' acknowledgement of stakeholder interests, implementation of sound environmental practices, and appreciation

for sociocultural diversity (Waligo, Clarke, & Hawkins, 2013, 2014). Tourism is one of the world's leading industries with more than \$1.3 trillion in expenditures generated worldwide in 2014 (World Trade Organization [WTO], 2016) and \$1.6 billion in state tax revenue for Hawaii (Hawaii Tourism Authority [HTA], 2015a). The general business problem that I addressed in this study is the inconsistency of stakeholder participation associated with the development of sustainable tourism. The specific business problem that I addressed in this study is that some Hawaii tourism industry leaders fail to implement strategies for increasing stakeholder participation in sustainable tourism development.

Purpose Statement

My purpose in this qualitative case study was to explore strategies that Hawaii tourism industry leaders use for increasing stakeholder participation in sustainable tourism development. In this study, I conducted interviews with individuals across six categories of Hawaii tourism industry stakeholders following the study conducted by Waligo et al. (2013). The six categories encompass visitors, residents, government or public servants, representatives of academic institutions, tourism business owners, and special interest groups. Exploring stakeholder collaboration strategies may help to promote sustainable tourism that continues to help develop the local economy and create jobs. In addition, the results of this study may contribute to the knowledge base of fostering protection of natural resources while respecting cultural practices and sensitivities.

Nature of the Study

A qualitative study is appropriate for exploring strategies used within the Hawaii tourism industry for increasing stakeholder participation in sustainable tourism development (Yin, 2016). A quantitative method or design with focus on demonstrating relationships along variables (Arghode, 2012) is inappropriate to the research question exploring strategies used by experts. Similarly, a mixed-methods approach may be more advantageous for amplifying quantitative aspects of the research (Yin, 2016) but not as relevant to substantially exploring stakeholder collaboration and perceptions of industry subject matter experts. A qualitative case study within a particular industry and geographic region provides an opportunity to answer questions not appropriate for other methods of research (Yin, 2016).

In considering the most appropriate research design, I considered ethnographic and phenomenological designs. I did not intend to conduct an ethnographical study focusing on an individual group of people or their culture (Leigh, 2013); nor did I plan to explore a phenomenological study emphasizing lived experiences of a particular population (Mullins, 2014). In addition, ethnography and phenomenology were not appropriate for the research question in my study. However, a case study design is appropriate for assessing the strategies of individuals or organizations within a bounded case (Yin, 2016).

Research Question

My intent in conducting this research was to explore participation and collaboration strategies supporting the development of sustainable tourism and ultimately

contributing toward increasing revenue. Specifically, I explored stakeholder participation strategies in planning efforts across stakeholders within the Hawaii tourism industry following research of Waligo et al. (2013) on CoaST in the UK. Therefore, the research question was: What strategies are used within the Hawaii tourism industry for increasing stakeholder participation in sustainable tourism development?

Interview Questions

I used the following research questions in my study:

1. What strategies do organizations such as the Hawaii Tourism Authority (HTA) use to work individually and collectively with stakeholders?
2. What tourism strategies in Hawaii are most effective at increasing stakeholder participation?
3. In your experience, in what ways are these strategies most effective for gaining participation from stakeholders?
4. In your opinion, which stakeholders have the greatest influence on tourism decisions and why?
5. What three suggestions would you offer an organization similar to the HTA to effectively increase stakeholder participation?
6. What additional comments would you like to add regarding this topic?

Conceptual Framework

The conceptual framework for this study was stakeholder theory and stakeholder approach to strategic management (Freeman, 1984, 2010). Freeman (1984) introduced the concept of stakeholders as a valuable resource to addressing challenges facing

business leaders in strategically managing relationships with groups having internal and external influences on organizational success (Freeman, 1984, 2010; Harrison & Freeman, 1999; Jones, 1995). Freeman also addressed the recognition of CSR while introducing the stakeholder concept.

CSR practices complement the concept in terms of the necessity to define strategy of various stakeholders, individually and collectively, and the potential to influence organizational plans and policies (Freeman, 1984, 2010). In Freeman's (1984, 2010) original work, the researcher emphasized the connectivity between relevant research at the time such as systems theory and the need to integrate multiple theories to arrive at flexible strategies, both practical and beneficial, to leaders. The concept of recognizing stakeholders as members having a distinct relationship, investment, interest, and capacity to influence outcomes of the firm's strategic direction recognized the legitimacy of the group and acknowledged the works of several other researchers of the late 1970s and early 1980s (Freeman, 1984, 2010).

My goal in this study was to respond to literature and a case study model finding stakeholder participation valuable to organizations within the hospitality and tourism industry. Concerted efforts designed to build cohesive relationships with stakeholders are beneficial to sustainable tourism development (Waligo et al., 2015). The stakeholder concept becomes the framework for this research on a similar organization and stakeholder groups contributing to the body of knowledge extending beyond the concept and into practical application for Hawaii tourism business leaders.

Operational Definitions

Throughout the study, I used the following terms and operational definitions:

Corporate social responsibility (CSR) is an act by an organization reflecting good citizenship toward environmental protection, economic development, and social concerns through stakeholder engagement in pursuit of their goals without jeopardizing future generations (Epstein & Buhovac, 2014).

Cornwall Sustainable Tourism Project (CoaST) is a nationally recognized organization in the United Kingdom region of Cornwall dedicated to promoting the environmental, economic, and social principles of sustainable tourism development through local and regional stakeholder involvement (Waligo et al., 2013).

Hawaii Tourism Authority (HTA) is the primary agency in the State of Hawaii for establishing and upholding tourism policy, marketing plans, visitor programs, long-term strategic plans, and preserving Hawaiian culture through stakeholder collaboration. (HTA, 2014a).

Sustainable tourism is appropriate maintenance and management of environmental, economic, and sociocultural aspects of a tourist destination, sans jeopardizing use by future generations (United Nations World Tourism Organization [UNWTO], 2005; Waligo et al., 2013). *Sustainable tourism* also applies to long-term existence and profitability (Dyllick & Muff, 2016) of those organizations supporting the tourism sector of a particular destination.

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are items of information used to support a study, yet they cannot be proven and are subject to being challenged (Yin, 2016). In this study, I assumed that stakeholder participants had various degrees of expertise and knowledge of the tourism industry in the State of Hawaii, based on their stakeholder category. In addition, assumptions included that the participants would be open and candid in sharing their observations of strategies and experiences related to collaboration within the industry. The intention behind obtaining lived experiences from stakeholders' perspectives was to provide a holistic view of whether published strategies relating to the nuances of stakeholder management and challenges are in place and productive in establishing and maintain effective collaboration.

Limitations

Limitations include critical pieces of information potentially affecting the results of the research (Brutus, Aguinis, & Wassmer, 2013) and extend beyond the control of the researcher (Babbie, 2015). Although similarities may exist in other destinations, my study is not transferrable in strict comparison. Therefore, this study was limited to interviews and extensive data collection applicable to the subject. Last, this study was limited by the ability of each participant to accurately portray observations of stakeholder collaboration strategies.

Delimitations

Delimitations are bounds framing a case study including the units of analysis and time (Yin, 2016). The intent behind my participant selection was to confine the research to tourism in the State of Hawaii and closely model a geographically focused case study conducted by Waligo et al. (2013) involving stakeholders of CoaST, an entity similar to the HTA. Therefore, I included only tourism industry stakeholders within the purview of HTA published strategies in this study. The preponderance of historical information and statistical data presented in this study are dated within 5 years of the study publication. This approach confined the results to Hawaii's tourism industry as demonstrated by Waligo et al. (2013) in a case study conducted in Cornwall and relevant to current business practices.

Significance of the Study

Contribution to Business Practice

Performing this study provided a unique opportunity to respond to a call for further research found in a study conducted in Europe within the hospitality and tourism industry. Destination resources heavily influence the potential for profitability within the travel and tourism industry (Sheldon & Park, 2010). Success of tourism development depends on cognizance toward various aspects of the environment, sociocultural population, and influence of stakeholders (Frauman & Banks, 2011). Existing literature reflects the presence of fissures in these areas providing challenges for business leadership to incorporate the elements into strategic planning and business practices.

The tourism industry in the State of Hawaii is composed of multiple stakeholders, similar to CoaST (Waligo et al., 2013), embracing multiple issues unique to an island environment requiring extensive efforts to protect further depletion of natural resources. The business and residential communities within tourism destinations are inherently reliant on monetary and economic benefits gained from these resources (Jordan, 2015). However, business leaders continue to face challenges with incorporating stakeholders' considerations into strategic planning efforts.

Freeman (1984, 2010) recognized the legitimacy of stakeholders as members having a distinct relationship, investment, interest, and capacity to influence outcomes of the firm's strategic direction. Shareholders view organizations as having a fiduciary responsibility toward the group, whereas stakeholders perceive increases to organizational effectiveness as achievement through a collaborative relationship extending beyond a strict focus on maximizing profitability, thereby integrating ethical and social responsibilities (Groves & LaRocca, 2011). Identification of stakeholders, stakeholder concerns, and a strategic plan to fuse the internal and external community viewpoints, while increasing tangible and intangible profitability, would provide organizations with an incentive to capitalize on the reciprocal advantages attained through mutual alliances.

Implications for Social Change

Tourism has influenced cultures and economies for centuries (Makhlouf, 2012; Song et al. 2012). In addition, tourism is one of the world's most lucrative industries (Xing & Dangerfield, 2011). Beyond the potential to identify a profitable relationship is

an opportunity to advance social change pertaining to the following three interrelated areas. The first goal is to promote positive aspects of sociocultural exchanges prompted by enhanced technology, increased access to education, and ease of travel. The second goal, specific to Hawaii and similar geographic regions, is to enhance visibility of stakeholder concerns including protection of the resource-constrained environment, both geographically and culturally. The third goal is to recognize the global reality of climatic changes worldwide such as the opposing polar vortex and El Nino conditions, the hole in the ozone layer, and increasing changes in sea levels that drive efforts toward sustainable tourism development.

Globally, all tourism stakeholders are affected by exponential population growth in opposition to availability of resources (Senge et al., 2010) and various other social and environmental conditions, which incite the need for extensive collaboration and participation of all parties. As stated previously, a case study on stakeholder collaboration strategies will contribute to positive social change by providing tourism industry leadership with information on best practices applicable to stakeholder management. Exploring stakeholder collaboration strategies may help to promote sustainable tourism that continues to help enhance the local economy and create jobs. Stakeholder collaboration strategies may also contribute to fostering protection of natural resources while respecting cultural practices and local sensitivities.

A Review of the Professional and Academic Literature

Although research exists documenting positive correlation between the application of CSR and financial performance (e.g., Ekwueme, Egbunike & Onyali,

2013; Erhemjamts, Li, & Venkateswaran, 2013), insufficient evidence supports the existence of an overall understanding the dynamics of this correlation (Ducassy, 2013). Further research efforts revealed the need to pursue the value of relationships with stakeholders (Duval & Smith, 2013; Imran, Alam, & Beaumont, 2014; Waligo et al., 2013, 2014). Businesses lacking stakeholder support, as mentioned in earlier examples, and promote business endeavors unfavorable to stakeholders, are often forced to close and cease operations as a result of unresolved differences and conflicting interests (Cole, 2014; James, 2015; Yang, Ryan, & Zhang, 2013). Therefore, my focus in this study was to determine anticipated benefits of strengthening rapport with stakeholders through collaboration in pursuit of mutual interests, rather than exclusively examining a correlation between stakeholders and financial performance.

Strategy for Searching the Literature

The main search engine for this research was Google Scholar. Benefits included the wide search capability and access to a multitude of peer-reviewed journals; I used the enhanced feature to link back to Walden University Library for retrieval of articles. Additionally, the extensive use of the Walden University Library was a valuable tool as well with access to extensive additional databases such as ABI/INFORM Complete, Business Source Complete, Sage Premier, and Thoreau Multi-Database Search engine. Key words and phrases included, but were not limited to, *CSR, stakeholders, stakeholder management, tourism, sustainable tourism, Hawaii, tourist destination management, island destinations, and tourism industry stakeholders*. I also examined books,

government statistical data, websites, and news media sites, contributing toward research triangulation.

In addition, in keeping with Walden University academic standards, a minimum of 85% of peer-reviewed articles collected were dated within 5 years of the anticipated publication of this study. Specifically, this review of academic and professional literature contains 108 references. Of the 108 references, 92 were published within 5 years of the estimated year of program completion. I used older references to support the literature review as seminal works or containing pertinent information. Further supporting Walden University's 85% requirement, included are 93 references of the 108 from peer-reviewed sources.

Last, I conducted this study in the spirit of "The Refractive Thinker ®" series (Lentz, 2012, 2014), driving the need to explore why the tourism industry continues to face challenges in sustainable development and why stakeholder collaboration is approached in a reactive manner in some cases, rather than proactively and through practical application. Lentz (2012, 2014) interpreted refractive thinking as similar to creatively viewing the concept of thinking beyond that of inside the box, and outside the box, to induce thoughts by extending beyond the box. This study included the foundation of exploring and challenging traditional thoughts of why leaders do not establish sound relationships and strengthening collaborative efforts with stakeholders from the earliest strategic planning stages. Nurturing relationships may be especially important when dealing with potential controversial subjects and how stakeholder collaboration can be mutually beneficial to all parties.

Stakeholder Theory

Freeman's (1984, 2010) initial work provided a sound conceptual framework on which to develop thoughts and gain perceptions on the qualitative aspects of stakeholder collaboration. In addition, events within the Hawaii tourism industry provided an opportunity to pursue possibilities of providing thorough research to business leaders desiring to enrich their strategic capabilities in developing sustainable tourism. Freeman identified *stakeholders* as members having a substantial interest or stake in an organization strong enough to influence outcomes of the firm's strategic direction and recognized the value and resourcefulness in nurturing harmonious relationships with stakeholders.

In coordination with multiple colleagues, Freeman (1984, 2010) continued to expound on the original concept wherein the author offered that an organization's fiduciary relationship to stockholders transcends more appropriately to a strategy that encompasses a managerial obligation to the interests of all stakeholders that would include, among others, the community, customers, and employees. For example, Harrison and Freeman (1999) addressed stakeholders, social responsibility, and performance, all of which continue to dominate topics of related research. Harrison and Freeman noted that the original theory of stakeholder management attempted to incorporate both economic and social performance. However, Harrison and Freeman's continued research revealed the need to separately address both economic and social performance of organizations, as one is inherent to the other. Harrison and Freeman suggested further research to measure stakeholder value beyond those aspects. In addition, Harrison and Freeman also called for

the possibility of research on commonalities and typologies of stakeholder groups followed by testing of emerging theories especially toward stakeholders and associated ethical parameters.

Freeman (1984, 2010) also identified CSR as being relevant not only in terms of stakeholder management and value creation, but also in emphasizing daily responsible acts in the course of daily business. Horisch et al. (2014) denoted the similarities between sustainability and stakeholder management, while also drawing attention to the differences between the two and practice of CSR. Harrison and Wicks (2013) sought to expound on the economic inference of value creation to determine a measurement for this aspect of value to stakeholders and the firm.

In contrast to Freeman's (1984, 2010) thoughts, challenges include Sternberg's (1996) perception of stakeholder doctrine demanding businesses be run solely for the benefit of stakeholders and violating rights of business owners, whereas Jensen (2002) argued that the concept increases organizational costs and does not logically address the managerial role of seeking value maximization. However, an abundance of academic work continues to explicate stakeholder relationship management transcending from solely examining quantitative correlation between stakeholder relationships and profitability (Bradly, 2015; Nwaneri, 2015; Poudel, Nyaupane, & Budruk, 2014) to an increase in qualitative exploration (Camilleri, 2015; Harrison & Wicks, 2013; Nunkoo & Ramkissoon, 2013) including introduction of additional approaches to this research.

For example, Verbeke and Tung (2013) posited the existence of a temporal dimension to relationships with stakeholders encompassing two key points in time.

Specifically, Verbeke and Tung identified disparateness during early stages of new relationships and suggested that, in the course of time, homogeneity develops as the firm becomes similar to other competitors. Leaders then face the challenge to find balance during the shifting of relationship stages transitioning the relationship, thereby gaining continued legitimacy from stakeholders.

Corporate Social Responsibility

Legitimacy was also purported to be found, as previously mentioned by Freeman (1984, 2010), through CSR, or responsible acts in the course of daily business. More recently, Epstein and Buhovac (2014) provided a further dimension by linking an organization's good citizenship toward environmental protection, economic development, and social concerns through stakeholder engagement in pursuit of their performance goals. This linkage then becomes a catalyst to sustainability not only of the organization, but for the environment as well.

However, much earlier, Clarkson (1995) posited that CSR and performance could be measured through stakeholder management and ultimately produced the following seven principles of stakeholder management in conjunction with colleagues:

- Principle 1: Managers should acknowledge and actively monitor the concerns of all legitimate stakeholders and should take their interests appropriately into account in decision-making and operations.
- Principle 2: Managers should listen to and openly communicate with stakeholders about their respective concerns and contributions, and about the risks that they assume because of their involvement with the corporation.

- Principle 3: Managers should adopt processes and modes of behavior that are sensitive to the concerns and capabilities of each stakeholder constituency.
- Principle 4: Managers should recognize the interdependence of efforts and rewards among stakeholders and should attempt to achieve a fair distribution of the benefits and burdens of corporate activity among them, taking into account their respective risks and vulnerabilities.
- Principle 5: Managers should work cooperatively with other entities, both public and private, to ensure that risks and harms arising from corporate activities are minimized and, where they cannot be avoided, appropriately compensated.
- Principle 6: Managers should avoid altogether activities that might jeopardize inalienable human rights (e.g., the right to life) or give rise to risks, which, if clearly understood, would be patently unacceptable to relevant stakeholders.
- Principle 7: Managers should acknowledge the potential conflicts between (a) their own role as corporate stakeholders, and (b) their legal and moral responsibilities for the interests of stakeholders, and should address such conflicts through open communication, appropriate reporting and incentive systems, and, where necessary, third party review. (Clarkson Centre for Business Ethics, 1999, p)

These studies and principles became a foundation and continue to support the growing amount of research, gaining popularity across all industries, and growing interest in best business strategies. However, studies continue to articulate the challenges surrounding

various aspects of stakeholder management, CSR (Chin, Hambrick, & Trevino, 2013), and the potential benefits to organizations.

CSR business practices continue to increase within the tourism industry to include publicly traded organizations, as well as small and medium enterprises (Font, Garay, & Jones, 2014; Tamajon & Font, 2013). Statistical data are readily available on publicly traded organizations (Tang et al., 2012), bringing an increase in research surrounding disclosure and actual performance. Similarities exist with scholarly recognition of CSR encompassing economic, social, and environmental aspects (Buckley, 2012; Tang et al., 2012), providing a common denominator. The challenge remains to broaden the commonalities, potentially conducted through industry-centric research.

An abundance of studies examining the relationship between CSR and financial performance yield positive results (Ekwueme et al., 2013; Erhemjamts et al., 2013). However, there is a lack of existing consistency in study methodology and design, resulting in variances across industries, and lacking consensus on variables aligning to CSR. In addition, little research has addressed intangible variables such as technology, human capital, and the organization's brand and reputation (Popoli, 2015) or identifying a valid scale of measurement possibly acceptable to stakeholders and organizations alike (Martinez, Perez, & Rodriguez del Bosque, 2013).

Current literature supports stakeholder influence either directly or indirectly and with varying degrees of influence on organizational corporate social practices and management (Bundy, Shropshire, & Buchholtz, 2013; Shah, 2011; Srisuphaolarn, 2013; Vidaver-Cohen & Bronn, 2015; Zhu, Sarkis, & Lai, 2013). Srisuphaolarn (2013) noted

that religious and social influences provide precursors to adaptation of CSR and Shah (2011) reflected on environmental policies driving CSR support in the Caribbean hotel tourist industry. Influence on financial performance is recognized in various degrees but lacks conclusive evidence of positive performance measures resulting from intentional strategies (Bundy et al., 2013; Shah, 2011; Zhu et al., 2013). The inconsistency across literature continues to leave gaps and inconclusive evidence of the influence of CSR and stakeholder influence on organizations.

Horisch et al. (2014) also argued that the terminology of CSR is not supportable from a sustainable or stakeholder point of view, considering the contradictory nature in comparison to value creation found in stakeholder theory, and opposes the mutually beneficial aspects of sustainable management. In other words, the relationship with stakeholders is to be nurtured and sustainability managed in lieu of the opposite. In addition, researchers call for progressing beyond financial correlation and gravitation toward exploring stakeholder perceptions (Fatma, Rahman, & Khan, 2016; Vidaver-Cohen and Bronn, 2015), including recipients of sustainable and socially responsible business practices.

An extensive review of literature indicates a move beyond strict financial correlation to an attempt at a more foundational aspect of promoting CSR practices at the employee level (Wells, Manika, Gregory-Smith, Taheri, McCowlen, 2015). Moving beyond barriers and including another stakeholder group, as suggested by Coles, Fenclova, and Dinan (2013), Wells et al. (2015) posited that a link exists between conscious environmental behavior and cultural heritage tourism. Promoting positive CSR

behavior environmental change through increasing knowledge and awareness at the employee level (Wells et al., 2015) addressed one important stakeholder group. However valuable, this angle is inconclusive in addressing the holistic value of remaining stakeholders capable of influencing the environmental, sociocultural, and economic aspects of sustainable practices.

Stakeholders and Sustainable Tourism Development

Sustainable tourism is a broad term encompassing appropriate maintenance and management of environmental, economic, and sociocultural aspects of a tourist destination, sans jeopardizing the destination use by future generations (UNWTO, 2005; Waligo et al., 2013). Sustainability also applies to long-term existence and profitability (Dyllick & Muff, 2016) of those organizations supporting the tourism sector of a particular destination. Both meanings are synonymous with coastal and island tourism destinations, such as Hawaii, whose economies heavily rely on tourism and face changing climatic conditions straining their valuable, often finite, resources.

Existing literature continues to reflect struggles promoting sustainable tourism with stakeholders fixated on expanding their own interests to maximize profitability (Aall, Dodds, Sælensminde, & Brendehaug, 2015; Bramwell & Lane, 2013; Doiron & Weissenberger, 2014; Farmaki, Altinay, Botterill, & Hilke, 2015; Shakeela & Becken, 2015). This fixation overlooks reality of vulnerabilities such as climate change no longer being a future threat but, in reality, already produces changes in destinations, visitor demographics, and businesses (Shakeela & Becken, 2015). Shakeela and Becken also pointed out the elements of risk associated with either downplaying or amplifying these

vulnerabilities as viewed from different stakeholders. Furthermore, research is required to ascertain whether climatic changes are a strong enough common denominator to present additional opportunities for a collaborative effort in promoting sustainable tourism. As Aall et al. (2015) pointed out, all stakeholders have different values and beliefs.

Buckley (2012) identified five themes: (a) population, (b) peace, (c) prosperity, (d) pollution, and (e) protection, to apply in analyzing literature addressing sustainable development. However, as Buckley acknowledged, additional challenges exist in changing societal mindsets. Influences such as economy and political governance are continually brought up in research as barriers to implementing sustainable tourism development (Muangasame & McKercher, 2015, Waligo et al., 2013). As indicated, another concept is to holistically meld both business and environmental aspects of tourism laying a sustainable foundation (Muangasame & McKercher, 2015, Waligo et al., 2013). HTA views sustainable tourism as a contributing factor to Hawaii's economy through implementing their vision, which includes appreciation and preservation of the State's natural resources (HTA, 2015b). A review of research from Aall et al. (2015), Cvelbar et al. (2015), and Pereira-Moliner et al. (2015) also indicated that business strategies encompassing planning efforts focusing on both economic and environmental sustainability may also increase competitive advantage.

Sustainable Tourism and Competitive Advantage

As more research is conducted, more companies realize the complex system that meshes environment, economy, sociocultural, religious, and political governance, influencing all facets of tourism today, to potentially capitalize on one or more of the

areas, thereby gaining competitive advantage (Dyllick & Muff, 2016). In other words, there is recognition of the significance in the relationship between sustaining the organization and sustaining valuable resources. However, as Dyllick and Muff (2016) pointed out, there remains a disconnect in implementing the linkage between business sustainability and sustainable development to gain a competitive advantage.

Research indicated the relevance of developing tourism marketing strategies to gain competitive advantage within the tourism industry (Boukas & Ziakas, 2013; Leonidou et al., 2013; Molina-Azorin, Tari, Pereira-Moliner, Lopez-Gamero, & Pertusa-Ortega, 2015). Crouch and Ritchie (2005) identified competitive advantage in tourism as a state in which businesses attain success by contributing to the economy, promoting environmental stewardship, and enhancing the quality of life for destination residents through the effective use of resources. The manner of reasoning and manner of employment continue to be focused on geographic region, economic conditions, or available resources (Camison & Fores, 2015).

Competitive advantage strategies also share commonalities with environmental, economic, and social aspects of CSR with one or more of these areas, positively correlating to financial performance and gaining competitive advantage (Boukas & Ziakas, 2013; Leonidou et al., 2013; Su, Dhanorkar, & Linderman, 2015). CSR themes continue to move to the forefront of research in view of increasing global travel, as well as global economic and environmental challenges (Boukas & Ziakas, 2013; Leonidou et al., 2013; Su et al., 2015). Increase in global travel and global economic and environmental challenges present opportunities for business leaders and leaders to embed

corporate social responsible practices in their core competencies for strategic enhancement (Aguinis & Glavas, 2013).

In addition, exponential rates of technological advancements broaden the scope of competitive advantage opportunities among organizations. Increasing diversity in businesses of every nation, coupled with new technology, paves the way for new forms of communication. The need for balance of media, overall structure, and relationship building are commonalities across existing literature (Akoumianakis, 2014; Gatlin-Watts et al., 2013; Klitmoller & Luring, 2013; Morse, 2014; Pinjani & Palvia, 2013).

Mariani, Buhalis, Longhi and Vitouladi (2014) specified current trends indicated increasing global competition also increased coepetition among, and internally to destinations. The authors contend that industry experts believe collaboration, such as coepetition, is a strategy leading to potential preservation of competitive advantage through simultaneous competition, cooperation, and collaboration found across public and private sectors. Mariani et al. (2014) further offered that the relationships garnered through coepetition continue to mature in time and upon appearance of resulting benefits.

Furthermore, in researching coepetition, Della Corte and Aria (2016) indicated coepetition is induced by commonalities and transcends previous concepts positing cooperation is opposed to competition. Della Corte and Aria identified coepetition and associated networks exist because of dynamics that include a balance in tangible and intangible factors that would benefit from further research. Della Corte and Aria also found quantitative analysis, similar to previous discussion, to be elusive lacking measures to empirically align marketing and performance. Overall, Della Corte and Aria

emphasized greater challenges among local businesses in developing close relationships, contending there are significant sociocultural nuances hindering relationships and network development among individuals as well as organizations.

Both Mariani et al. (2014) and Della Corte and Aria (2016) noted important aspects of the resource-based view (RBV) model and framework of value, rarity, imitability, and organization (VRIO). These researchers provided that within the RBV model, the resources available to an organization increase value, whereas each of the categories in the VRIO framework intensify an organization's competitive advantage. However, Mariani et al., as well as Della Corte and Aria, offered that research is still necessary to understand an organization's ability to adapt to change in a progressive industry such as tourism to sustain a competitive edge.

Tourism Industry and Organizational Dynamics

Organizations will go through periods of change, whether in a proactive or reactive manner (Lee et al., 2014; Parker et al., 2012). For example, change may occur during strong as well as weak economic conditions, during quests for new product innovation to gain competitive advantage in the market, or during corporate restructuring. Both leaders' and employees' personal and professional traits, values, beliefs, and behaviors contribute to the organizational culture and environment, and ultimately influence the change processes either directly or indirectly (Lee et al., 2014; Parker et al., 2012).

Published literature on tourism and sustainability also includes the multifaceted change drivers, such as leadership styles, addressed in a multitude of studies reflecting

positive correlation between transformational leadership behaviors and receptive attitudes to change (Lee et al., 2014). Similarly, leader-membership exchange practices embracing cultural differences positively affect organizational change, although further demographic studies are called for to research various cultural dimensions (Lee et al., 2014).

Researchers also find that servant leadership provides positive influences on an organization financially and with regard to employee performance, as Liden, Wayne, Liao, and Meuser (2014) found among restaurant employees.

Current literature also reveals cultural dynamics and the associated resistance to change originates both internally and externally to the organization. Division between shared organizational or partnership goals embraced within the internal organization and societal culture fuels resistance to organizational change processes (Jansson, 2013; Murphy, 2013). There are indications that discursive frictions transcend the various cultural influences and stakeholder groups, thereby increasing the challenges to successful implementation of organizational change (Murphy, 2013).

A review of present literature on sustainable tourism also reveals the use of virtual teams in the educational field allowing students to gain substantial knowledge and multicultural virtual experience prior to entering the workforce (Gatlin-Watts et al., 2013; Morse, 2014). Virtual teaming could be exceptionally promising for students of tourism and hospitality programs in establishing familiar patterns of collaborative concepts prior to entering the workforce. However, the recurrent theme continues to reflect a balance of technology, interpersonal relationships, and the process conducted for each project (Akoumianakis, 2014; Gatlin-Watts et al., 2013; Klitmoller & Lauring, 2013; Morse,

2014; Pinjani & Palvia, 2013). This lack of balance continues to bring the complexity of successful strategies of gaining stakeholder support within sustainable tourism initiatives.

Along with these external influences, language and the associated translation of terminology may also contribute to widening the disparities within the organizational culture (Blume & Board, 2013; Murphy, 2013; Welch & Welch, 2015). In addition, underlying tones of fear, suppressed creativity, and stress across stakeholder groups continue to plague leadership in progressing through the implementation process (Hon et al., 2014). Therefore, a potential area for further research should include recognizing proposed changes as a unique cultural situation requiring the identification of both internal and external cultural commonalities. As suggested by Waligo et al. (2013), the ability to reach commonalities is achievable through rapport building and stakeholder collaboration while respectfully acknowledging remaining differences.

The tourist industry includes a multitude of stakeholders with various groups exhibiting different levels of resource and network-based power (Del Chiappa & Presenza, 2013; Hazra et al., 2014; Kimbu & Ngoasong, 2013; Mistilis, Buhalis, & Gretzel, 2014). Relationships formed across the groups such as businesses, ancillary services, and governmental agencies, continually change in concert with factors affecting the industry to include climate change and the economy (Cairns, Ahmed, Mullett, & Wright, 2013). Challenges in collaboration arise when member perceptions change (Hazra et al., 2014; Severance et al., 2013) or conflicting roles and responsibilities exist (Kimbu & Ngoasong, 2013). For example, climate change affecting the environment, location and amount of resources (Del Chiappa & Presenza, 2013; Hazra et al., 2014;

Mistilis et al., 2014; Morrison & Pickering, 2013) may alter stakeholders' perceived importance of the different resources further straining collaborative efforts and relationships (Hazra et al., 2014). The strength of the network relationships depends on a balance in powers across the groups of stakeholders, possibly attained through a central agency with the authorities to deconflict roles and responsibilities (Kimbu & Ngoasong, 2013) and affect the participation of all groups.

Communication and cultural nuances are prevalent factors in current literature surrounding collaboration, negotiations, and decision-making processes (Gelfand et al., 2013; Severance et al., 2013; Toomey et al., 2013). Eastern and Western contrasts of collectivism and individualism dominate the contrasting barriers to positive negotiation strategies (Gelfand et al., 2013; Toomey et al., 2013). These facets are compounded by global considerations such as bicultural and identity challenges (Palmer, Koenig-Lewis, & Jones, 2013; Toomey et al., 2013), as well as organizational identity dilemmas (Martínez, Perez, & Del Bosque, 2014). Existing literature also contains studies covering the different forms of communication used in negotiations and team deliberations, to include when there are expectations of future discussion (San Martin, Swaab, Sinaceur, & Vasiljevic, 2015). Many studies include simulation in the research of these topics (Gelfand et al., 2013). However, a gap exists in applying the topic separately, or more valuably, in combination to real world situations such as those involving current controversial topics including CSR and environmental protection found industries such as tourism.

Island Tourism Destinations

Islands have long been tourist attractions and, as such, concerns arise as to the economic, environmental, and sociocultural effects of over reliance on tourism (Bojanic & Lo, 2016; Alegre & Sard, 2015; Moyle, Weiler, & Croy, 2013). As an example, island destinations can be especially sensitive to effects of World economic crises such as was found in the Balearic Island chain where tour operators experienced reduction in visitor numbers and rise in operating costs (Alegre & Sard, 2015). Alegre and Sard (2015) detailed that the situation led to alternative marketing strategies to mitigate the economic downturn. Alegre and Sard reflected that however successful, this solution does not address social and environmental resource limitations.

In other examples, research conducted in Australia concluded with predictions of severe climate changes primarily resulting from rising temperatures that will unavoidably influence the tourism industry (Amelung & Nicholls, 2014) and, according to Hendrikx, Zammit, Hreinsson, and Becken (2013), rise in temperatures will also cause specific damage to the skiing industry for Australia and New Zealand. Hawaii faces environmental problems as well with researchers predicting far worse coastal erosion and fast rising sea levels (Anderson, Fletcher, Barbee, Frazer, & Romine, 2015) already swallowing entire Pacific Islands and atolls (Connell, 2015) displacing entire villages thereby destroying tourism livelihoods.

Further review of literature surrounding different approaches used to address environmental concerns reveals a growing number of island destinations and countries creating organizations, within their political organizational structure, or in cooperation

with other agencies to retain responsibility in tourism oversight and management. Specific to this study, is the establishment of the HTA under the State Department of Business, Economic Development and Tourism in Hawaii (HTA, 2015b). Similarly, as found in the Cornwall CoaST study (Waligo et al., 2013), Australia (Hendrikx et al., 2013), New Zealand (Yeoman, Schanzel & Smith, 2013), and Thailand (Muangasame & McKercher, 2015), all have supporting organizations with tourism oversight and designed to promote collaborative efforts. Therefore, it appears supporting organizations with tourism oversight are generally established with a concern at some level for the environment and limited natural resources, profitable economic opportunities, and sociocultural aspects of tourism. In addition, the collaborative nature of these entities indicates a growing movement toward a collective concern for more sustainable tourism destinations. However, it remains to be clearly determined as to the extent of stakeholder participation and benefits such as those explored in this study.

Tourism in Hawaii

The tourism industry in Hawaii must be put into perspective by first understanding the land mass known as Hawaii is located 2,397 miles (3,857 km) off the coast of California in the Pacific Ocean (Motteler, 2015). Hawaii is composed of eight major islands of Hawaii, Kahoolawe, Kauai, Lanai, Maui, Molokai, Niihau, and Oahu, all formed from volcanic activity continuing to this day. The author also mentions the diversity of the geographical environment consisting of stretches of solidified lava, lush valleys, plains along coastal areas, and famous shelled strewn beaches. Hawaii became the 50th of the United States in August of 1959 and is recognized as a culturally diverse

island chain (Motteler, 2015). Millions of international travelers each year (HTA, 2015c) are enticed by Hawaii's idyllic mild tropical climate and receptive nature, or *Aloha* of the Polynesians who first inhabited the islands contributing to the economic importance of the tourism industry.

Stakeholders in tourism destinations including Hawaii, and similar to CoaST (Waligo et al., 2013), consist of many people and organizations such as individuals serving in public service or government positions, business affiliates, cultural interest groups, environmental activists, educational institutions, residents, and visitors. Hawaii's economic infrastructure thrives on successful economic benefits gained from promoting cultural and natural resources to gain competitive advantage as evident in current facts and statistical data (HTA, 2015c). For example, according to the HTA (2015c), Hawaii's tourism industry generated over 165,000 jobs, and grew to 175,000 by October of 2015 (HTA, 2015a). The HTA (2015a) reported as of October 2015, the industry contributed to just under \$1.6 billion in state tax revenue in 2014 with a projected target over that figure in 2015. The HTA (2015c) also reported through July 2015, visitor expenditures totaled \$15.1 billion suggesting the annual total would surpass the 2014 figure of \$14.9 billion in total expenditures. These totals equate to an average of \$41 million per day in 2015, just over \$40 million per day in 2014. Hawaii is not alone as tourism and tourism planning, according to Jordan (2015), incorporates economic aspects of the industry where one is measured in success heavily dependent on the success of the other.

These statistics indicate a very healthy and liquid industry. However, in contrast, stakeholder opposition does exist and challenges remain for incorporating stakeholders'

considerations into strategic planning efforts (Jordan, Vogt, Kruger, & Grewe, 2013). For example, existing literature contains studies surrounding the attitudes of destination residents attempting to determine conditions affecting favorable and unfavorable sentiments (Vargas-Sánchez, do Valle, da Costa Mendes, & Silva, 2015; Vargas-Sanchez, Porrás-Bueno, & de los Ángeles Plaza-Mejía, 2013). Evidence within Hawaii's tourism industry indicates a need for leaders to improve relationships with stakeholders. Examples of negative consequences in not nourishing such relationships include failure of investors to gain support in 2008 from local residents for resort expansion in La'au on the Island of Molokai (Consillio, 2008) and closure of Superferry operations between islands ("Supreme Court Ruling," 2009). In addition, in 2015, discontent arose over plans for an additional international telescope on Mauna Kea on the largest island of Hawaii (Herman, 2015). Exponential use of media, social media in particular, brings to mind damage control and the amount of influence negative events have over choices of tourism destinations (Zeng & Gerritsen, 2014). Hawaii's natural beauty and unique culture provide a competitive advantage. However, negative events publicized in the media may deter visitors otherwise seeking Hawaii as a destination of choice, thereby destroying brand image and deteriorating competitive advantage.

Hawaii Tourism Authority

The overall vision of the State of Hawaii in promoting sustainable tourism and economic prosperity centers around the desire to honor Hawaiian people and culture, value and preserve Hawaii's natural resources, promote respect across stakeholder groups, contribute to a prosperous economy, and provide visitors with rewarding

experiences (HTA, 2015b). The HTA is in its 17th year as the primary state agency for the tourism industry in the State of Hawaii and holds five major responsibilities in promoting the state's vision. The HTA (2015b) sets tourism policy with focus on sustainability; leads tourism marketing and planning efforts; oversees program and activity management; develops and maintains the HTA strategic plan; and, conducts tourism related research through collaboration with public and private sectors.

The HTA does not have authoritative powers to enforce the implementation of their published plans and clarifies the plans are meant as their strategic planning efforts, in addition to explicit references recognizing the value of stakeholder collaboration when appropriate (HTA, 2015b). The HTA does work in concert with many different organizations to include the Hawaii Visitors and Convention Bureau and Hawaii Department of Business, Economic Development and Tourism who hold similar interests. In addition, the HTA hosts an annual tourism conference intended to socialize trends, future goals, and address industry issues while perpetuating Hawaiian cultural heritage.

The HTA's *Annual Report to the Hawaii State Legislature* (2015a) reflects an update to the previous Hawaii Tourism Strategic Plan of 2005-2015. In earlier years, the HTA sought to implement the initial strategic plan, but lacked authorities and resources necessary to do so. The new strategic plan is defined as being that of the HTA in lieu of the previous plan designed as a State plan. In addition, the annual report (HTA, 2015a) reflects the new plan may further be described as one that focuses on sustainability in terms of economics, culture, natural resources, resident sentiments and visitor sector of the industry.

The HTA (2016b) published the following four goals of the new HTA Strategic Plan (HTASP):

1. Improve the integrity of the destination.
2. Ensure stable economic benefits.
3. Elevate Hawaii's value perception.
4. Strengthen the HTA's reputation.

Last, HTA identifies quantifiable measures of success for each of the new goals.

Specifically, the first goal is measured by the positive percentage of resident sentiment on tourism as positive rather than problematic. The second goal is measured in terms of gross domestic product (GDP) related to visitors. The third goal is related to the competitive advantage of Hawaii's branded image, and is to be measured by statistics on potential visitors interested in travelling to Hawaii. The last primary goal would be measured with recognition of HTA's role as leading tourism agency for the State.

The establishment of the new strategic plan (HTA, 2016b) indicated a desire to refine how the organization continues to implement tourism strategy, while continuing to engage with partners and stakeholders based on updated priorities and quantifying progress towards the goals. Interview questions for this case study align to the new strategic plan. This alignment is a foundation for exploration of the participants' preliminary perceptions of the updated plan and efforts related to the implementation of strategic goals and acknowledgement of potential value to stakeholder participation and relationship management.

Stakeholder Management Strategies

Horisch, Freeman, and Schaltegger (2014) expounded upon Freeman's original stakeholder concepts. Specifically, Horisch et al. proposed a new framework positing education, regulation, and value creation as the ideal balance for increasing a sustainable mindset, creating mutual sustainable interests, and empowering all stakeholders as representatives of sustainable efforts. Similarly, authors of the 2013 CoaST study introduced the multi-stakeholder involvement management (MSIM) framework outlining three strategic levels of attraction, integration, and management of stakeholder relationships, internal and external to CoaST (Waligo et al., 2013). Further, Waligo et al. (2013) believed throughout different strategic levels there is a balance between scene-setting, involvement capacity, relationship management, pursuit of achievable objectives, influencing implementation and, monitoring stakeholder involvement.

To elaborate further, Freeman, in association with Horisch and Schaltegger (2014), revealed a framework the theorists refer to as an application for managing relationships with stakeholders as opposed to other interpretations fixated on managing or controlling stakeholders. In this sense, controlling stakeholders overlooks the key in nurturing relationships and drawing upon mutual commonalities serving to holistically inspire the entire group. Waligo et al. (2014) also further sought to expound upon the nature of stakeholder participation and levels of involvement put forth, and delicate art of balancing relationships in conjunction with achieving strategic objectives.

Horisch et al. (2014) put forth three fundamental aspects of stakeholder theory as foundation for their framework. Specifically, Horisch et al. posited focus should be on

managing relationships and understanding not all relationships are equal. Various researchers attempted to isolate certain aspects surrounding stakeholders and association with organizations using labeling such as empirical, descriptive, instrumental and normative. However, the authors drew on the original intent of Freeman's (1984, 2010) research noting the linkage of such labeling associated with mutual interests between stakeholders and organizations. These points led Horisch et al. to propose their framework applicable to sustainability management, also initially broached by Freeman in 1984. Promoting and strengthening the value of stakeholders' interests in sustainable initiatives, creating common goals among stakeholders, and providing stakeholders with support to act as intermediaries in reaching common goals strengthens through a balance of education, regulation, and sustainable-based value creation. Horisch et al. expounded upon Freeman's original stakeholder concepts specifically introducing a new framework encompassing education, regulation, and value creation as the ideal balance for increasing a sustainable mindset, creating mutual sustainable interests, and empowering all stakeholders as representatives of sustainable efforts.

Prior to publication of research conducted by Horisch et al. (2014), the authors of the CoaST study, Waligo et al. (2013), introduced a multi-stakeholder involvement management (MSIM) outlining three strategic levels of attraction, integration, and management of stakeholder relationships, internal and external to CoaST. Waligo et al. contend throughout these levels, there is a balance between scene-setting, involvement capacity, relationship management, pursuit of achievable objectives, influencing implementation and monitoring of stakeholder involvement.

In a subsequent publication and analysis of their CoaST study, Waligo et al. (2014) put forth the Leadership-Stakeholder Involvement Capacity (LSIC). Waligo et al. contended a link, or nexus, exists between strong leadership quality promoting an initiative and stakeholders' capacity to become involved. The stronger these two factors, the stronger the possibility of neutralizing external and personal influences that may otherwise negatively affect stakeholder involvement and successful outcome of an initiative. In their 2014 study, Waligo et al. captured the complexities of increasing stakeholder interest and participation, while identifying strong leadership skills and flexibility in negotiation as tools in promoting stakeholder interests and participation in moving forward toward common goals. Waligo et al. also highlighted the significance of focusing on valuing people, economy and environment as the foundation for relationship stability and enabling efforts in accomplishing business objectives.

Application frameworks identified by Horisch et al., (2014) and Waligo et al. (2013, 2014) seek to address the multitude of contributing factors to stakeholder theories evolving throughout the past thirty years. The additional research by Waligo et al. in 2014 shed further light on the intricacies of stakeholder involvement, benefits of proactive relationship management and, supports valuable benefits gained in concerted efforts between strong leaders and stakeholders with commonalities surrounding people, economy, and environmental concerns. This research continues to expound upon original ideas and foundation of stakeholder management theory.

In 2015, Waligo et al. again provided additional insight from the original CoaST study this time into stakeholder valuation by further positing the Traffic Light Routes

Framework (TLRF). This newest approach signals different levels of successful strategies by involving stakeholders as opposed to risks lacking stakeholder involvement. Waligo et al. contend that encouraging stakeholder involvement from the onset of an initiative further promotes a vested interest. Through continuous and effective communication by which conflicts are mitigated with intervention strategies and possible negotiation, the relationship and engagement level are nourished, thereby increasing the chance for a successful project. Each framework or strategy offered by Waligo et al. (2013, 2014, 2015), provides additional clarity and understanding of the complexities of organization and stakeholder relationships enticing further research. Therefore, my goal for this study was to seek knowledge for practical application of findings shown in literature, and determine how the conceptual framework in conjunction with these newly introduced framework applications are of potential benefit to enhancing tourism business practices in Hawaii.

Transition and Summary

Section 1 included a foundation for this study, with a background of the problem, the problem statement and purpose for this research. I presented the conceptual framework, some operational definitions, and identified assumptions, limitations and delimitations. Also presented was the research question and interview questions. This section also included the significance of the study, contributions to business practice, and implications for social change.

The purpose in this research was to explore strategies that Hawaii tourism industry leaders use for increasing stakeholder participation in sustainable tourism

development. The literature review included discussions on (a) stakeholder theory, (b) CSR, (c) sustainable tourism development, (d) competitive advantage, and (e) organizational dynamics. The review of professional literature concludes with an overview of Hawaii, the HTA, and practical business application found in existing literature. Section 2 follows with discussion of the project, method and design, the role of the researcher, and participants. I outline population and sampling and ethical standards applied to this study.

Section 2: The Project

In Section 2 of this study, I include a review of the purpose of the study, the role of myself as the researcher, and a comprehensive description of the participants. I also articulate the process of selecting the appropriate research method and design. I outline population and sampling as well as the ethical standards applied to this study. In this section, I also include data collection and data analysis information with focus on data collection instruments and techniques. I address reliability and validity of the research, confirmability, and potential for transferability.

Purpose Statement

My purpose in this qualitative case study was to explore the strategies that Hawaii tourism industry leaders use for increasing stakeholder participation in sustainable tourism development. In this study, I conducted interviews with individuals across six categories of Hawaii tourism industry stakeholders following the study conducted by Waligo et al. (2013). The six categories encompassed visitors, residents, government or public servants, representatives of academic institutions, tourism business owners, and special interest groups. A case study on stakeholder collaboration strategies may contribute to positive social change by providing tourism industry leadership with information on best practices applicable to stakeholder management. Furthermore, exploring stakeholder collaboration strategies promoting sustainable tourism practices may contribute to the knowledge base of fostering protection of natural resources while respecting cultural practices and sensitivities relative to the tourism industry.

Role of the Researcher

As the researcher, I had the duty and responsibility to uphold the highest level of academic standards as the primary instrument in data collection and provide transparency of any potential bias. According to Yin (2016), self-examination is crucial to identify potential influences that may detrimentally affect the research. Yin also suggested that conducting a case study includes the implementation of sound protocol in conjunction with ongoing reflection. Case study protocol, according to Yin, calls for researchers to identify four components: overview of the study to include the researcher's objectives and noted issues, detailed procedures for data collection, pertinent questions, and associated sources of evidence followed by details in presenting the findings. I intended to apply these practices to achieve a robust analysis in triangulation as outlined by Yin that encompassed data collected in addition to the interview process, such as a substantive review of HTA and open source data (e.g., reports, facts, figures, and pertinent documents) relevant to this study.

Continuing the self-examination, I acknowledged that although I no longer resided in Hawaii, I maintained ties mostly through marriage. However, I did not intend to collect data from anyone related to me. Furthermore, I conducted this study in accordance with ethical standards outlined in the Belmont Report protocol (HHS, 1979). For example, data were not collected from vulnerable groups such as minors or older adults, those who were disadvantaged, or those who were incarcerated.

A valuable qualitative case study requires the researcher to move beyond interpretive paradigms predicated by personal beliefs (Denzin & Lincoln, 2011). In this

study, I admittedly brought personal beliefs as follows: (a) businesses may overlook the importance of cultural dimensions, (b) environmental issues are paramount to an island chain, and (c) stakeholder collaboration is vital to the tourism industry. According to Yin (2016), an interview protocol guides the researcher and channel the direction of inquiry while reducing bias if used correctly. To mitigate personal beliefs, I intended to follow an interview protocol (see Appendix B) in framing all questions in a neutral manner, setting conditions promoting uninterrupted flow of thoughts from participants, and allowing participants to offer any other insights on the topic of stakeholder collaboration.

Participants

Understanding and practicing the correct protocol for identifying eligibility, gaining access to, and establishing relationships with participants are important to producing sound research material (Denzin & Lincoln, 2011; Marshall & Rossman, 2016; Yin, 2016). I conducted interviews with individuals across six categories of Hawaii tourism industry stakeholders until I reached saturation, following the study conducted by Waligo et al. (2013). The six categories encompassed visitors, residents, government or public servants, representatives of academic institutions, tourism business owners, and special interest groups. I conducted a search of potential candidates beginning with a Google search of tourism businesses in Hawaii, continuing with organizations associated with government or public servants, special interest groups, and academic institutions. Residents and visitors were identified through random published telephone numbers or through snowballing. Snowballing was also initiated if saturation was not reached and, according to Baltar and Brunet (2012), snowball sampling is appropriate to apply across a

small population. I sent a formal email (Appendix C) and consent form inviting potential respondents to participate. I followed up with each potential participant on receipt of a response to my invitation and their agreement to voluntarily participate in accordance with the consent form.

Research Method and Design

Research Method

Following guidance outlined by Yin (2016), a qualitative case study method is the most appropriate for exploring stakeholder participation and collaboration management strategies supporting the development of sustainable tourism. Quantitative examination saturates current research on stakeholders, yet it remains inconclusive as to possible correlations between stakeholders, strategies for CSR, and financial performance (Lee, Singal, & Kang, 2013). Similarly, a mixed-methods approach may be more advantageous for gaining quantification (Yin, 2016), but not as relevant to substantially exploring stakeholder collaboration management strategies. A qualitative case study focused within a particular industry and geographic region addressing present events provides an opportunity to answer questions not suitable in other methods of research (Yin, 2016). Following Waligo et al. (2013), a qualitative study addressing daily interactions, experiences, and practices of individuals within similar organizations such as CoaST and HTA provides both industry and geographic specificity for business leaders to extract pertinent information applicable to their organizations.

Research Design

In this study, I followed research conducted by Waligo et al. (2013) in which the authors explored various aspects of stakeholder collaboration contributing to development of their multistakeholder involvement management (MSIM) framework. Waligo et al. conducted focus groups and semistructured interviews with stakeholders associated with the CoaST. The HTA holds similarities in composition and goals as found with the CoaST.

Waligo et al. (2013) chose to conduct interviews and focus groups for their research on CoaST. The researchers agreed to share their interview and focus group questions, and interview strategy significantly aiding in developing the construct of this study. Therefore, I included a design as closely modeled as possible to Waligo et al. (2013) focusing on interviews with individuals across six categories of Hawaii tourism industry stakeholders under the purview of HTA. I also included triangulation of data and analyses in appropriate response to calls for this research.

My goal was to collect the most relevant observations from Hawaii tourism stakeholders under the purview of the HTA encompassing a diverse population including visitors, residents, government or public servants, representatives of academic institutions, tourism business owners, and special interest groups. Reaching saturation lacks a standard measurement in qualitative research (O'Reilly & Parker, 2013). However, I intended to achieve data saturation through the appropriate choice of population (Yin, 2016) and by collecting enough evidence to substantiate the existence of common themes, verifying that new information does not emerge from the participants

(Saldana, 2013). Furthermore, I extended data collection to include substantive archives, including statistical data on multiple stakeholder groups within Hawaii's tourism industry. For example, opening this case study to include resident data as found in Hingtgen, Kline, Fernandez, and McGehee (2015) provided relevant information indicative of the significant influence that resident stakeholders have on tropical tourism destination economics.

Population and Sampling

Shadowing the strategy of Waligo et al. (2013) in their case study of CoaST, the bounded unit of analysis for this qualitative study was the tourism industry in Hawaii. The population for this study was isolated to industry stakeholders with the sample population drawn from visitors, residents, government or public servants, representatives of academic institutions, tourism business owners, and special interest groups. According to Yin (2016), there must be a relationship aligning the chosen sample of the population with the study topic. Similar to Waligo et al., visitors, residents, government or public servants, representatives of academic institutions, tourism business owners, and special interest groups all possess knowledge of tourism in Hawaii. Therefore, the six identified stakeholder groups were a representative sample of the population possessing a relationship directly aligning with the topic of this study.

I interviewed individuals across the previously stated six categories of Hawaii tourism industry stakeholders deemed appropriate as suggested by Denzin and Lincoln (2011), chosen in a purposive manner to gain an array of insight and diverse experiences while maintaining specificity to the geographic region and State of Hawaii tourism

industry. Each individual was chosen based on the criteria, and in the capacity of a member of one or more stakeholder groups identified as visitors, residents, government or public servants, representatives of academic institutions, tourism business owners, and special interest groups denoting an affiliation with the tourism industry. I sent a formal invitation to participate (Appendix C) and consent form to each potential participant meeting the criteria previously indicated. I followed up with each potential participant on receipt of a response to my invitation and their agreement to voluntarily participate in accordance with the consent form establishing a reciprocal relationship. If needed, I also used snowball sampling to gain additional participants referred by other stakeholders to achieve data saturation.

Data saturation was achieved when enough evidence was collected to substantiate the existence of common themes, and new information did not emerge from the participants (Saldana, 2013). Although, a small population was identified for this study, Baltar and Brunet (2012) indicated that snowball sampling is appropriate to expand a small population while maintaining the appropriate representation. Therefore, as stated previously, snowball sampling was initiated if necessary to reach saturation. In addition, large samples may be appropriate for quantitative studies allowing for generalization in statistical analyses and Yilmaz (2013) supported adopting a small, purposefully chosen sample to provide additional depth and quality to this study consisting of a unique population with certain characteristics.

Ethical Research

I conducted this qualitative case study in accordance with ethical standards outlined in the Belmont Report protocol (HHS, 1979) and guidelines provided by Walden University's IRB. A researcher's responsibility includes upholding ethical principles, respecting participant privacy, and ensuring confidentiality (McCormack et al., 2012). Upholding responsible research practice, I completed the required online course through the National Institutes of Health (NIH) on conducting ethical research and ensured that data were not collected from vulnerable groups such as minors or by singling out older adults, the disadvantaged, or those incarcerated (Appendix D).

McCormick et al. (2012) further emphasized that researchers must be cautious in working with small populations where privacy and confidentiality may be inadvertently compromised. There are six major stakeholder groups identified across the Hawaii tourism industry. I introduced myself to potential participants through a formal invitational letter elaborating on the purpose of the study, the interview procedures (Appendix C), and I ensured the confidentiality of their personal information as indicated on the consent form. Each participant was given my contact information to address any questions. In addition, I articulated their right to withdraw from the study without penalty at any point prior to the completion of the study by simply contacting me. In the event that additional participants were required to reach data saturation, I repeated this process to continue the integrity of protecting the privacy of each participant. During this study, I did not offer compensation or reimbursement for respondent participation.

Response to ethical concerns is an integral component in the design of qualitative research (Yilmaz, 2013). Individual respondents participating in this research were assured of confidentiality and ethically protected as outlined in the consent form and reinforced during the interview introduction. In addition to measures previously mentioned, each participant was assigned a study pseudonym and number combination to protect personal information. The name correlated to the participant's stakeholder category and the number to the order in which the interview is conducted (Saldana, 2013). Similar to guidance outlined by Denzin and Lincoln (2011), I further minimized risk to disclosure through use of ATLAS.ti 8 qualitative data analysis and coding software.

All interview recordings, transcripts, associated notes, and documents are secured from accidental compromise or disclosure by password protection on a universal serial bus (USB) flash drive and stored in a locked file along with the documents stated previously for 5 years. After 5 years, I will destroy these files by shredding the documents and erasing all information from the flash drive. Walden University's IRB reviewed and approved this research with approval number 06-05-17-045682.

Data Collection

Data Collection Instruments

As the researcher, I was the primary data collection instrument (see Pezalla, Pettigrew, & Miller-Day, 2012). Executing the associated responsibilities, I conducted comprehensive semistructured interviews using the questions outlined previously. Castillo-Montoya (2016) indicated that an interview protocol should follow the flow of

natural conversation, contain questions different from the specific research question, and provide a variety of probing questions. Therefore, I followed an interview protocol that includes suggestions and maintaining consistency throughout each interview (Appendix B). Yin (2016) indicated that researchers seeking reality look across different sources of data, and according to Fielding (2012), integrating data through triangulation is necessary to achieve a strong validation of findings. Following the interviews, I conducted rigorous research and analyses of a myriad of annual HTA reports and statistical data, applicable archival documents, and records to establish triangulation.

Yilmaz (2013) asserted credibility and trustworthiness is attained by capturing factual, accurate and rich description of the participants' views. Caretta (2015) indicated member checking reduces bias and misinterpretation of participants' descriptive experiences and according to Merro-Jaffe (2011), member checking provides interviewees an opportunity to authenticate the material, promoting ethical research and further contributing to study validity. Therefore, following the interviews, I immediately transcribed the results, synthesizing the responses and providing each respondent an opportunity to participate in member checking attesting to the accuracy of my transcription and synthesis supporting credibility and trustworthiness of the material.

Data Collection Technique

My intent in conducting this qualitative case study was to explore stakeholder participation and collaboration management strategies through seeking an answer to the research question: What strategies are used within the Hawaii tourism industry for increasing stakeholder participation in sustainable tourism development? According to

Yin (2016), interviews of are paramount importance to case study research. Alexander, Bryce, and Murdy (2016) found the interview protocol may be structured in an exploratory manner to reflect holistic experiences from multiple participants. In this study, I followed protocol, exploratory by design and similar to the interview questioning routes and guides shared by Waligo et al., (2013) but specific to the Hawaiian tourism industry (Appendix B). A pilot study is a form of practice and tool to polish the questions (Yin, 2016). However, I did not use pilot testing for the purpose of conducting this case study.

Similar to De Felice and Janesick (2015), I posit that the use of virtual technology and state-of-the-art recording and transcribing devices such as those found embedded in Apple MacBook Air and iMac, or through android cellphones, allow participants to feel comfortable and confident in sharing their experiences. Interviews with stakeholders were conducted by teleconference or virtual teleconference using one of these tools or devices to provide participants with a high level of confidence their experiences were accurately captured. I immediately transcribed the results, synthesized the responses, and provided each respondent an opportunity to participate in member checking. Member checking in this manner, as I previously mentioned, enhances credibility (Merro-Jaffe, 2011; Yilmaz, 2013) and according to Caretta (2015) reduces bias.

Marshall and Rossman (2016) indicated that data collection entails diverse settings, timespan, and a variety of collection strategies. Consistent with this, and building on the interview protocol design, I sought additional information through various sources of archival documentation available. These data include, but are not

limited to, statistical economic data, resident sentiment data, and visitor satisfaction data gleaned from HTA reports published annually (HTA, 2017) containing detailed information on the tourism industry, resident sentiments, and highlighting nonresident vacation experiences.

The number of stakeholders across the tourism industry in Hawaii is quite large and includes business owners, government or public servants, scholars, special interest, and cultural groups, residents, and visitors. Extending the research data collection beyond the HTA to include multiple stakeholder groups, as seen in the approach taken by Waligo et al. (2013) in the CoaST study, enhances the range of information necessary to support study conclusions and data triangulation. Additional data gained through this method further corroborates views and themes gleaned from interviews and lends an empirical factor (Yin, 2016). Yu, Abdullah, and Saat (2014) indicated additional data collection techniques may be driven by limitations to accessing participants or time constraints. However, to broaden this research, achieve triangulation, and incorporate the multitude of stakeholder groups, I conducted rigorous analyses of available HTA annual reports, statistical economic and survey data.

Data Organization Techniques

Compiling and organizing data are part of the first phase in the analytical process (Yin, 2016). I created folders labeling each verified and eligible participant with a pseudonym and number combination to protect personal information. The pseudonym correlated to the associated stakeholder group and the number to the order in which the interview was conducted. Interviews were conducted with the use of state-of-the-art

recording and transcribing devices such as those found embedded in Apple MacBook Air and iMac, or through an android cellphone facilitating the use of note taking and recording. I transcribed each interview documenting the results in Microsoft Word, to include a syntheses of the participant's interview responses to each question. Last, I used member checking to ensure accuracy in transcribing, interpreting, and synthesizing each interview.

Woods, Macklin, and Lewis (2016) found a correlation exists between the level of a researcher's reflexivity in the use of computer aided qualitative data analysis software and ability to leverage capabilities of the software program. Therefore, I chose ATLAS.ti 8 as the program included substantial features for managing documents, coding, analyzing data from multiples sources, and unique visualization. All data was transferred to ATLAS.ti 8 software for coding, theme identification, and qualitative data analysis.

Thorough data management is vital to assure readers the researcher applies thoughtfulness and rigor leading up to comprehensive data analysis (Marshall & Rossman, 2016). All interview recordings, transcripts, associated notes, and documents are secured from accidental compromise or disclosure by password protection on a USB flash drive. All physical documents and USB flash drive are stored in a locked, fireproof file for 5 years.

Data Analysis

Denzin (1970) outlined four methods of triangulation analysis: data, methodological, investigator, and theoretical. Denzin described data triangulation to encompass different times, individuals, and events, whereas methodological triangulation

is derived through multiple research methods. Denzin further described investigator triangulation as a compilation from multiple researchers, and theoretical from multiple theories or conceptual frameworks. Elaborating on the benefits of triangulation, Denzin (2012) further described triangulation as a refractive light, adding depth to qualitative research, replacing previous misconceptions with modern analysis and advancing social change. Therefore, I chose to adopt data triangulation as the most appropriate form to provide analysis aligning most closely with the design and intent of this case study.

Sinkovics and Alfoldi (2012) expressed the value in documenting the evolution of the analyses to include incorporating new material to strengthen credibility and provide transparency without jeopardizing the process. The sequential process put in place for conducting this study, culminated with comprehensive data analyses. Interview transcripts, descriptive interview syntheses validated through member checking, and field notes were uploaded to ATLAS.ti 8 for coding and theme identification. Although, ATLAS.ti 8 allows for autocoding, I chose to perform an additional step in conducting a manual review as suggested by Saldana (2013) and document the entire process for further accuracy.

This study includes a robust quest for additional information supporting achievement of data triangulation. Research included statistical economic data, resident data, and visitor satisfaction data gleaned from HTA reports and survey information. This data, published annually by HTA, contains detailed information on the tourism industry, resident sentiments, and highlights nonresident vacation experiences. Last, an exhaustive quest of existing literature and data has been ongoing from the initial development of

case study and continuously updated with new literature as it became available prior to publication of this research.

Reliability and Validity

Traditionally, quantitative research contains strategies addressing rigor in studies through reliability and validity (Morse, 2015). Reliability in terms of qualitative research is synonymous with dependability as recognized by Anney (2014). Marshall and Rossman (2016) further asserted that qualitative research rigor and trustworthiness are attained through credibility, transferability, and confirmability, in addition to dependability. Each area of dependability, credibility, confirmability and transferability are addressed as they pertain to this research.

Dependability

Dependability is associated with confirmability and directly correlates to the researcher's ability to document a rigorous audit trail standing up against time and different circumstances (Elo et al., 2014). Following Elo et al. and Moon, Brewer, Januchowski-Hartley, Adams, and Blackman (2016), I address the research methodology to include the manner in which I collected data and the analytical approach to data interpretation to support the dependability of this study. Consistent application of an interview protocol was used for each participant to further support dependability. In addition, I used member checking to support the dependability of this research following Merro-Jaffe (2011) who contend that offering member checking provides interviewees an opportunity to authenticate the material, promoting ethical research and further strengthening reliability.

Credibility

Member checking also enhances credibility (Yilmaz, 2013) and reduces bias according to Caretta (2015). Similarly, Sinkovics and Alfoldi (2012) explained the value in documenting the evolution of analyses to include incorporating new material, thereby reinforcing credibility and providing transparency without jeopardizing the process. In addition to member checking and documenting the evolution of analysis for coding and thematic identification, Yilmaz (2013) articulated that incorporating data triangulation strengthens the credibility by providing substantive context for the reader's edification.

Confirmability

According to Moon et al. (2016), confirmability is enhanced through a reduction of bias. Moon et al. further found replication of findings, as supported through detailed documented processes and procedures, contributes to attaining confirmability. Yilmaz (2013) associated confirmability with neutrality. I adhered to interview protocol, member checking, data saturation, theme identification, and substantive data triangulation as techniques providing breadth and depth of fully supported research through a neutral lens thereby reinforcing confirmability.

Transferability

This study was based on interpretation of the findings of Waligo et al., (2013, 2014, 2015) and although not transferable in a strict geographic sense, similarities surrounding each organization and goals for stakeholder collaboration exist in both CoaST and HTA. Both organizations are geographically located and support tourism in island locations with additional similarities extending to stakeholder collaborative efforts

providing a unique opportunity for further research. Research conducted across the industry having organizations such as CoaST and HTA may result in findings suitable for further transferability consideration (Marshall & Rossman, 2016) and especially island destinations such as New Zealand whose board members are appointed by the minister of tourism.

Transition and Summary

In Section 2, I discussed the project, research method and design, the role of the researcher, and study participants. I outlined the population and sampling process, ethical research considerations, and data collection and analysis. Section 3 includes a comprehensive discussion on the application to professional practice and implications for social change derived from the qualitative findings. Last, I present recommendations for action and further study, along with research reflections, study conclusion, references, and appendices.

Section 3: Application to Professional Practice and Implications for Change

Introduction

Scholars continue to theorize over various approaches to effectively balance the relationship between stakeholders while continuing to increase profitability for the organization and promote sustainability of natural resources. The broader picture gleaned from this research reflects an industry, specifically tourism in Hawaii, as an organization with finite natural resources and a multitude of stakeholders. A wide range of diverse stakeholders adds to complexities of cohesive collaboration similarly addressed by Waligo et al. (2013, 2014, 2015) in their studies of CoaST and associated stakeholders.

I conducted 10 interviews with participants aligning to six stakeholder groups encompassing visitors, residents, government or public servants, representatives of academic institutions, tourism business owners, and special interest groups within the tourism industry in the State of Hawaii. The participants shared their perspectives within their areas of expertise, providing substantive information surrounding strategies to increase stakeholder participation and collaboration. I conducted a comprehensive review of archival data to include government statistical data and organizational documents to increase reliability (see Yin, 2014) and to provide data triangulation to enhance the depth of the research (see Denzin, 2012). I used ATLAS.ti 8 for auto-coding along with conducting a manual review as suggested by Saldana (2013), and I documented the entire process for further accuracy. The findings outlined in this study may provide industry leaders and stakeholders with a broader awareness of the intricacies within the tourism

industry and benefits of effective collaboration strategies for promoting sustainable tourism across the industry.

Presentation of the Findings

My goal in this study was to explore the research question: What strategies are used within the Hawaii tourism industry for increasing stakeholder participation in sustainable tourism development? Freeman (1984) introduced the concept of stakeholders as a valuable resource to addressing challenges of business leaders in strategically managing relationships with groups having internal and external influences on organizational success (Freeman, 1984, 2010; Harrison & Freeman, 1999; Jones, 1995). Freeman (1984, 2010) also addressed the recognition of CSR during the introduction of the stakeholder concept. More recently, Waligo et al. (2013, 2014, 2015) expressed the importance of acknowledging and involving stakeholders in development of sustainable tourism and strategic planning efforts as paramount to enhancing partnerships incorporating parties' interests while contributing to effective implementation of strategic initiatives.

Three strategies for increasing stakeholder collaboration emerged through coding and data analysis exposing the complexities of existing strategies applied to increase stakeholder participation and collaboration within the tourism industry in Hawaii. These strategies are (a) establishing relationship management, (b) consistent and effective communication, and (c) partnership programs with a variety of stakeholders. I also identified several subcategories within the three thematic strategies. The findings of this

study support key components of the conceptual framework and existing literature by capturing the three strategies detailed in the following sections.

Strategy 1: Establishing Relationship Management

Participants from all stakeholder groups recognized the substantial importance and associated complications of balancing relationships across the industry from the top down, and between all stakeholder groups while continuing to capitalize on competitive advantages on an international scale. The participants also described acknowledging the stakeholders, considering stakeholder interests, getting all stakeholders involved, and addressing/resolving any conflict among stakeholders as important and beneficial components of establishing relationship management. Table 1 shows the frequency of references to the four subcategories supporting this strategy with conflict resolution identified as the most significant.

Table 1

Frequency of References to Strategy 1 and Subcategories

Participants	Acknowledge stakeholders	Stakeholder interests	Stakeholder involvement	Conflict resolution	Total
Business owners	11	16	16	17	60
Educators	22	25	24	26	97
Gov./public servants	24	29	31	31	115
Residents	21	20	20	22	83
Special interest groups	32	33	33	35	133
Visitors	10	11	12	13	46
Total	120	134	136	144	534

Acknowledging stakeholders. Acknowledging stakeholders as members having a distinct relationship, investment, interest, and capacity to influence outcomes of the firm's strategic direction has been recognized and addressed during the last 30 to 40 years, mostly notably stemming from research of Freeman (1984, 2010). All participants concurred with Hawaii tourism stakeholder categories of business owners, educators, government/public servants, residents, special interest groups, and visitors identified within this research. In addition, all participants agreed with the importance for key organizations, such as the HTA, to acknowledge their stakeholders and stakeholders' potential to add value to strategic decisions.

The majority of participants were subject matters experts within their category and were also residents. All participants, with the exception of visitors interviewed,

expressed concerns that they were not being acknowledged as legitimate stakeholders. For example, RES1 offered, “I think they try to address all of these [categories] except for the residents.” Another participant, G/P1, suggested the need for “more input from all the residents and use that in some of the decisions that they [HTA] make.” The HTA identifies their stakeholders as industry affiliates, community members, and government representatives who contributed to their 5-year strategic plan (HTA, 2016b). This signifies the HTA has acknowledged their stakeholders, as each group identified within this research can be aligned to the three categories outlined above. Furthermore, the HTA (2016b) strategic plan includes a statement that “The HTA views tourism as the interaction between hosts and guests in a ‘place’ (the overall destination shared by residents as well as visitors). Unless the ‘place’ offers value to both hosts and guests, the interaction fails.” However, in contrast to HTA’s acknowledging their stakeholders, the latter statement reveals a potential conflict in what each of the stakeholders perceives as “value.”

Stakeholder interests. The top three interests in this subcategory across all stakeholder groups, to conspicuously include visitors, were tourist carrying capacity as it relates to infrastructure, preservation of natural resources, and perpetuating the Hawaiian culture. G/P1 summed up community concerns by stating, “There’s no infrastructure in there for handling all these tourists.” EDU1’s perceptions included statements articulating that tourism in Hawaii offers more than just opportunities to “spend money” and “bathe in the sun.” The participant emphasized the rich history and culture that abounds,

including Polynesians' deep appreciation and connection with natural resources the stakeholder believed was of importance to share.

Furthermore, interview responses included suggestions to alleviate visitor traffic in overtaxed smaller communities by shifting the focus back to areas designed to accommodate tourism. Specifically, RES1 made suggestions to enhance cultural activities as expressed by a native resident to “. . . revitalize Waikiki to be more Hawaiian. I mean they have high-end stores. Everything is Coach and all these expensive stores I think they would do better . . . transforming Waikiki to allow people to experience Hawai`i.” In addition, both VIS1 and VIS2 expressed thoughts that promoting culture and continuing to expose visitors to heritage and cultural practices, traditions, historical information, and relevance of natural resources, was most important. Cultural suggestions are consistent with those addressed in both the HTA's report to the Hawai`i State Legislature (HTA, 2017) and the HTA's 5-year strategic plan (HTA, 2016b) as being significant to the industry.

A review of archival and statistical data published by the HTA supports interview comments, especially from those identified as also being residents, revealing:

Factoring in both the positive and negative impacts of the visitor industry, Hawai`i residents were slightly less likely to agree that “*Tourism has brought more benefits than problems*” (i.e., 63% in 2017 vs. 66% in 2015). When asked about what specific problems tourism has created, *Traffic problems* (51%), *Higher prices/cost of living* (43%), *Overcrowding* (39%), *Damage to the environment* (30%), and *No respect for the culture* (22%) were the top problems

cited by residents who were more apt to say that tourism's problems outweighed its benefits. Historically, a greater appreciation of the positive influences of tourism occurred during downturns in the visitor industry, with the percentage of residents agreeing that "Tourism has brought more benefits than problems" rising to historic highs during downturns in arrivals during the 2001-'02 and 2009-'10 periods. (OmniTrak Group, Inc., 2017)

The HTA previously acknowledged this area of concern in its 5-year strategic plan (HTA, 2016b), proposing measures for success of the goal entitled, "Improve the Integrity of the Destination". This goal also included challenging targets for 2018 of 75% and a 5-year goal in 2020 of 80% to improve their relationship and outreach to the communities. Moreover, in recognizing the steep target, the HTA put forth there were existing deficiencies as to prioritization and practical solutions required to balance all interests without unduly hindering the tourism industry.

Stakeholder involvement. Participants provided a variety of answers but were not always concise, when questioned as to which stakeholders were believed to be most influential in tourism decisions for Hawaii. Overall, government organizations, such as the HTA, and legislators were considered the most influential followed by tourism-related business owners referring to economic reasons. Several participants expressed concern that the extent of involvement by these two groups was often reactive to other stakeholders' trepidations. A recommendation is to provide support proactively prior to implementing decisions that either directly or indirectly effected other stakeholders. Residents were also considered to have a strong voice, but as G/P2 stated, ". . .

sometimes we don't realize that." This revelation was further supported by resident participants choosing government organizations and businesses over themselves. For example, RES1 indicated, "I would say of the stakeholders, probably government and business leaders because, I mean, it's economy driven," whereas SP1, also a resident, offered, "I would think, the business and government sectors would have largest influence on tourism." RES2 provided that ". . . it is probably the state government because cities want the revenue - money talks."

Conflict resolution. Conflict resolution was found to be a critical element required in balancing the interests and needs of the stakeholders with goals for the tourism industry outlined by HTA, the state's sole tourism authority. As suggested by Waligo et al. (2013, 2014, 2015), the ability to reach commonalities is achievable through rapport building and stakeholder collaboration while respectfully acknowledging remaining differences. Neighborhood boards were deemed a key venue to identify issues at the community level, but only to the extent that opportunities exist to contribute to pending decisions rather than reacting to issues arising from implementing approved tourism decisions.

Moreover, effective conflict resolution at the community level was believed to be predicated by direct participation of local politicians and tourism industry leadership (e.g., HTA representation). Multiple participants indicated neighborhood boards were most frequently composed of community residents and public servants such as police and firefighters, and less frequently attended by authoritative tourism representatives and equally desirable city and county legislators. However, in contrast, concerns were raised

that the majority of the time, there was a lack of participation by all parties or that discussions were heavy with discourse in reaction to issues that had already become problematic, rather than productive discussions.

Diverging laws and ordinances were also mentioned as hindering expedient resolutions to infrastructure concerns surrounding large numbers of tourists concentrated in small areas, and other issues involving unpermitted commercial activities in beach areas, and illegal vacation rentals. As SPI2 articulated, “You have a problem that you’re dealing with multiple agencies. Some are city and county agencies. Some are state jurisdiction. Some are federal jurisdiction. And, then you have all these different laws that don’t coincide with each other.” For example, commercial activities that are legal and illegal such as kayak rentals are of grave concern to fire and rescue personnel when they are called upon to rescue visitors lacking the knowledge to be in treacherous waters, without proper safety equipment and escorts, that should be provided by business owners and operators. As portrayed by G/P1 discussing safety issues with business owners:

I talked to all of them. I wanted to find out what their safety plans were How did they prepare these people, safe wise, to get into that water and go to the Mokolua Islands? . . . So, the people became so consumed in making money . . . and safety became less than that . . . they just wanted to protect their interests to make money!

Beyond conflicting laws and ordinances, there are problems with enforcement especially between agencies such as the Department of Land and Natural Resources (DLNR) who responds to, and enforces, issues offshore, and county police departments who enforce

regulations onshore and within their jurisdiction. Irresponsible business owners and operators were often observed capitalizing on this enforcement gap by meeting their customers in the water when commercial activities are banned on the beach.

Illegal vacation rentals were another source of discourse as a significant rise in illegal rentals draws tourists away from areas designed and having the capacity to support tourism. In turn, the rising numbers of illegal vacation rentals then triggers changes to the real estate market and property taxation detrimental to residents. Moreover, these illegal business ventures are difficult to enforce and easily marketed on third party platforms. For example, SPI2 provided, “. . . there are 40 permits for vacations rentals in Kailua. If you go on any Airbnb or HomeAway site, um, you’ll find about 900 rentals.” In addition, third party platforms are, “. . . protected under federal laws such as the Communications Decency Act (CDA) and Storage (Data) Protection Act.” Therefore, legislation introduced in Hawaii requiring these platforms to post the permit number issued by the State and requiring payment of the Transient Accommodation Tax (TAT), become controversial and held up in courts.

Again, the HTA is attune to a wide variety of issues on multiple levels within the industry specifically acknowledging in the 5-year strategic plan (HTA, 2016b), their collective ambitions include the responsibility to, “Engage with the community, industry and visitors to understand and identify balanced solutions that will serve the needs and interests of residents, visitors and Hawai‘i’s tourism economy.” Moving in a direction towards finding resolutions and carry out this responsibility, they have now captured such issues in their 5-year strategic plan (HTA, 2016b) and provide that, “Some communities

(e.g., Kailua on O‘ahu or Hanalei on Kaua‘i) have enjoyed significant economic growth for local businesses but at the cost of increased traffic, recreational-area conflicts, and disputes over the legality and growth of vacation rentals and bed-and-breakfast operations.”

Strategy 2: Consistent and Effective Communication

As previously stated, exponential rates of technological advancements enhance the scope of competitive advantage opportunities among organizations which increases need for balance of media, overall structure, and relationship building (Akoumianakis, 2014; Gatlin-Watts et al., 2013; Klitmoller & Luring, 2013; Morse, 2014; Pinjani & Palvia, 2013). Communication as it pertains to Hawaii’s tourism industry, refers to many different topics, on different levels with stakeholders across multiple partnerships, and implemented in a variety of ways. According to Camilleri (2015), rich and continuous communication across all stakeholder categories serves to increase the competitive advantage of the destination. Table 2 depicts the frequency of responses pertaining to the second strategy of communication across the subcategories of advertising campaigns; special activities, events, and promotions; and assessments. Communication is the second most important strategy that emerged, drawing comments from every stakeholder participant with special interest group participants being the most vocal and advertising campaigns the dominant topic.

Table 2

Frequency of References to Strategy 2 and Subcategories

Participants	Advertising campaigns	Special activities/ events	Assessment/ feedback	Total
Business owners	16	8	9	33
Educators	25	21	21	67
Gov./public servants	28	21	23	72
Residents	19	18	18	55
Special interest groups	33	31	32	96
Visitors	11	8	7	26
Total	132	107	110	349

Advertising campaigns. Dominating this strategy, participants considered advertising campaigns to be most powerful in terms of communicating an enticing call to visit the islands, and for obtaining results from the overall goal of the leading tourism authority, to increase the numbers of tourists. There were two distinct areas of advertising mentioned in interview responses. First, externally directed campaigns that include the mainland of North America and international areas, and then secondly, campaigns directed towards Kama`aina or local island residents.

Worthy of mentioning is all participants were overall very supportive of tourism, recognizing the benefits to the economy, and felt rewarded and satisfied with sharing significant aspects of the culture, as well as with other participants, who appreciated being recipients of Polynesian hospitality. For example, EDU1 emphasized, “. . . tourism is so important and because, you know, we go to their countries and we want them to feel at home in ours” Furthermore, the same professor eagerly recognized the value in having many international students in Hawaii, who the academic believed become ambassadors of the islands and culture, thereby increasing Hawaii’s competitive advantage to not only offer vacations, but academic opportunities.

In contrast, advertising directed across the remainder of the United States and international areas often includes mention of idyllic beaches belonging to small communities that have struggled to support the increases in visitors gained from successful campaigns. In general, overcrowded conditions can be attributed to targeted campaigns, but also to a lack of stakeholder collaboration and participation ahead of initiating such marketing strategies. SPI2 also offered the recommendation that “carrying capacity studies” be instituted such as those proposed several years ago by “Senator Fred Hemmings” to help alleviate the imbalance between advertising strategies targeting smaller communities to increase tourism when the communities lack the infrastructure to support the campaign.

The deteriorating situation of over-taxed communities has been compounded over the last decade with social media reviews of these areas exponentially increasing the visibility of certain locales. Interview responses indicated residents would prefer not to be

the subject of international attention and allow visitors to explore on their own without significant numbers of tour buses showing up overnight in their small residential communities. As discussed above, the HTA openly recognizes there is an earnest reason to collaborate with stakeholders earlier in developing marketing campaigns, rather than later when damage to communities and relationships are much more difficult to repair.

Campaigns directed internally towards Kama`aina or local island residents are far less controversial and also benefit the economy. According to the United States Census Bureau (2017) Hawaii's population is estimated to be 1,427,538. Some tourism industry business owners see local and long-time residents, referred to as "Kama`aina" as an advantageous tourism niche, offering staycations with accommodations, and various sailing and sightseeing tours. BIZ1 outlined their strategy as, ". . . we want to get that market, you know. If tourism dies out that's a good deal we're pushing towards. We've got validated parking for them. You know, just reminding them Waikiki is a great place now. Just that it's crowded, I mean, and a lot of tourists, you can still have fun." The participant reported this approach has increased business from 2-3% of local tourists to 8-10% and is continuing to grow and provide an offset during slower seasons.

Special activities, events and promotions. Three areas to highlight under this subcategory are HTA's annual tourism conference, significant events such as the annual Honolulu Marathon, and promotions associated with HTA's support to different non-profit and community organizations. First, HTA holds an annual conference currently entitled, "Global Tourism Summit". In 2017 the summit was held in September and HTA (2017) indicated, "More than 1,800 participants from 18 countries attend, with support

from 49 sponsors.” Specifically, the HTA consistently engages in, and supports a vast range of events and conferences culminating with their annual global summit. This strategy is particularly effective in supporting HTA goals that previously focused externally as noted by participant responses such as RES1 who stated, “. . . they should be pouring money into our infrastructure, help us build another bathroom and invest money into our neighborhoods . . . instead of having conferences . . . to try and recruit visitors from other states . . . pour some of that money into our local infrastructure instead.” However, an overwhelming majority of study participants believed they experience a lack of communication in HTA’s methods of extending invitations to stakeholders, especially regarding the annual conference. These perceptions may be attributed to HTA’s enrollment and subscription process not being widely disseminated to all audiences.

Second, the annual Honolulu Marathon is an example of another annual event designed to bring in visitors and money to the State. HTA indicates they provide sponsorship for the marathon, but the 2017 annual report does not provide data as to the extent of the sponsorship in terms of profitability to stakeholders. Marathon statistical data indicates over 33,000 registered participants in 2016 with over 14,000 being from Japan and over 19,000 other participants (Honolulu Marathon, 2016), indicating a substantially larger amount of participation than the annual tourism conference. Although thousands of residents participate in the marathon, G/P1 and G/P2 both contributed that there is a lack of general awareness as to how much of an effect there is on residents and

public servants when such large-scale events are held, further acknowledging the additional traffic and safety concerns.

Last, acknowledging the challenges in brand management, and HTA's initiatives to promote organizations across the State, the following data was published in HTA's annual report to the State (2017) and abbreviated in a consolidated form in Table 3, portraying an almost 50% decline in support to community enrichment programs between 2016 and 2017 on the islands of O`ahu and Kaua`i. RES1 acknowledged, "Well, for example, this morning . . . I got an email, . . . Hawaii Tourism Authority. They are having a Kipa Aloha Hawaiian Cultural Education Conference for the Hawaiian Hospitality and Travel Industry So, that's the most I hear about them." This decline in support may signify a shift in marketing strategies away from over-taxed communities, but this notion is inconclusive without knowledge of an increase elsewhere or further research.

Similar other participant statements and reports indicate HTA does reach out through sponsorship of programs designed to enhance cultural activities, but additional responses reflected desire for additional support and interaction at the community level. For example, SPI1 offered, "I think there needs to be more transparency, um, in any of these projects. And, so, I think networking with the community and keeping them aware So, this is an information age and there are a lot of ways to do that." If HTA stays on target in implementing new strategies that include improvements to this relationship (HTA, 2016b), it is deduced that there will be a better balance within the Hawaii tourism industry from the perspectives gleaned from study participants.

Table 3

HTA Support to Community Enrichment Programs 2016-2017

Community enrichment programs	2016		2017	
	Programs	Contribution	Programs	Contribution
Hawai`i	17	\$310,000	13	\$275,000
O`ahu	27	\$310,000	14	\$203,331
Kaua`i	25	\$350,000	14	\$240,000
Maui	22	\$324,000	20	\$259,000
Total	91	\$1,294,000	61	\$977,331

Note. Source: HTA (2017).

Assessments. Gathering assessments, survey information, and statistical data is sound practice and valuable when information gleaned from such data is transformed into achievable goals aimed at improving and enhancing strategies and contributing to future goals. The HTA has a plethora of “Measures of Success” most prominently published in their 5-year strategic plan (HTA, 2016b). Three areas were addressed within this subcategory and I obtained information provided by study participants as well as conducted a review of archival data, including discussion on resident sentiments, discussion on visitor spending data, and additional example of HTA’s contribution towards a prominent water basin and focal point for tourism on O`ahu.

Resident sentiment data is found to be most relevant in comparison to information voluntarily provided by the majority of stakeholders within the bounds of this research, and voluntarily offered as an extension of the interview protocol. The HTA resident

sentiment survey (OmniTrak Group, Inc. (2017) included a question concerning, “Communicating with and listening to Hawai’i residents concerning tourism-related issues and concerns” with responses on a scale of 1 to 10, with 10 indicating HTA was doing a great job and 1 indicating HTA was doing a poor job. Results revealed that, out of 595 survey participants, only 9% on the island of Oahu the most heavily visited island, ranked HTA in the high 9-10 range, 38% ranked HTA in the middle 6-8 range, but 49% ranked HTA in the lowest 1-5 range, and 4% responded that they did not know. Maui results reflected 54% in the low 1-5 range, and Kauai results came in at 58% in the same low 1-5 range.

As discussed, the majority of participants to this study offered sentiments supporting results of the HTA survey. Statistical successes of HTA’s strategies to increase tourist numbers continues to be an area of controversy with G/P1 providing the example, “You’ve got your North Shore of O’ahu when it’s the winter season, and that’s so over-taxed you can’t even drive through there because the roads are, you know, so crowded. So, yes, they’re bringing in people.”, and SPI2 provided, “So, as far as HTA goes, they really just care about their numbers and bringing in the tourists . . . if you look at how many are coming in and how much they’re increasing in spending, it isn’t very much at all.” However, HTA has acknowledged these areas require improvement, updating and incorporating new goals and strategies into their plans for future business, thereby addressing these challenges.

With respect to numbers of tourists and expenditures, the most recently published HTA visitor report (2016a), contains data of achieving 8.93 million visitors in 2016,

spending \$15.91 billion, for an average of \$1,782 per person for a length of stay averaging 9 days. However, looking more closely, this reveals a daily average of less than \$200 per person. This statistical data corroborates responses provided by stakeholder participants that point out tourists are not really spending much money, nor are they spending in tourism related activities and venues. This data also aligns with indications that tourists are spending their money towards vacation rentals in small communities, rather than hotels, and are not taking advantage of restaurants, stores, and tourism activities in areas such as Waikiki and Honolulu.

In the newly revised strategic plan, HTA (2017) acknowledges the need for prudent measures addressing all stakeholders and balance between external and internal strategies to the State's tourism industry. HTA does provide data of contributions across many Hawaiian nonprofit groups. However, it is outside the parameters of this research as to whether making a contribution of \$250,000 to, "restore the Ala Wai watershed in support of Māmala Bay and Waikīkī," is sufficient to address stakeholders' concerns when, in contrast, and in the same report, HTA reveals that in February they awarded \$3.3 million across "128 nonprofit groups perpetuating Hawaiian culture, protecting Hawai'i's natural resources and sharing community events in 2017."

One tourism business owner, BIZ1, expressed frustrations with the Department of Land and Natural Resources concerning unsafe conditions on the waterfront in Waikiki stating, "They're talking about five years down the road that they'll be able to institute something. And, by five years down the road, half the Outrigger Reef will probably be under water as well as the Sheraton and . . . Hale Kulani." This contrast in priorities

indicates a possible area where HTA funding could be more evenly distributed and meet their goal of supporting stakeholder concerns such as those regarding infrastructure, waterfront and shoreline erosion problems in multiple locations.

Strategy 3: Partnership Programs With a Variety of Stakeholders

Partnerships within the parameters of this research are broken down between local or internal to Hawaii and its tourism industry, and international partnerships existing in other areas of North America and foreign countries, or external to Hawaii. Participants spoke in terms of the two distinctions and largely believed these partnerships were imperative, yet different in the contribution to stakeholder participation and collaboration within the industry. The frequency of references to each distinction are found in Table 4 below.

Table 4

Frequency of References to Strategy 3 and Subcategories

Participants	Local partnerships	International partnerships	Total
Business owners	15	11	26

			76
Educators	23	21	44
Gov./public servants	25	29	54
Residents	21	18	39
Special interest groups	35	32	67
Visitors	12	8	20
Total	131	119	250

Local Partnerships. Local partnerships were identified in a variety of ways to include, but not limited to, partnerships between public servants and event organizers (e.g. Honolulu Marathon), partnerships between HTA and cultural organizations, or partnerships between government or private organizations and community members. Most of the findings included portions of, or mentioned various aspects of partnerships. However, local partnerships were believed to be extremely important, but in some instances, were professed to be either non-existent, or could benefit from additional representation such as focus groups to encourage collaboration, enhance relationships, and provide neutral settings for effective discussions.

International Partnerships. References to international partnerships were largely concentrated on those between the HTA, involving international marketing strategies and tourism transportation partnerships. Contributions from interview participants highlight concerns over potential imbalances between the focus on external partnerships and internal partnerships as discussed under the subcategory of advertising

campaigns. HTA's strategies which include manning physical offices in international locations, adds great value to meeting their visitor goals. However, in repeating an earlier concern from one participant, there is a perception of an imbalance in financially resourcing this strategy and infrastructure concerns. Last, on a positive note, EDU1 recognized the value in educational partnerships indicating, "I've seen that happening more and more, especially . . . how they are marketing their programs to international students and, when you talk to these students, their goal is to take back."

In summary, the findings of this study revealed three prominent strategies with multiple subcategories. The first strategy, establishing relationship management is derived through acknowledging stakeholders, recognizing stakeholder interests, involving stakeholders, and resolving conflict. The second emergent strategy was consistent and effective communication encompassing advertising campaigns, special activities, events, and promotions, and accurate assessment of the results of each area. Last, the third strategy involves partnership programs with a variety of stakeholders and nuances of both internal and external partnerships across the industry. The findings of this study support the conceptual stakeholder management framework recognizing the influence and contribution stakeholders provide toward sustainable tourism objectives. In addition, the findings support conclusions outlined in CoaST research by Waligo et al. (2013, 2014, 2015) highlighting existing challenges of fostering constructive relationships among diverse stakeholder groups in the pursuit of furthering sustainable tourism development.

Applications to Professional Practice

The purpose of this qualitative case study was to explore strategies Hawaii tourism industry leaders use for increasing stakeholder participation in sustainable tourism development based on conceptual framework outlined in stakeholder theory and approach to strategic management (Freeman, 1984, 2010). Specifically, Freeman introduced the concept of stakeholders as a valuable resource to addressing challenges of business leaders in strategically managing relationships with groups having internal and external influences on organizational success (Freeman, 1984, 2010; Harrison & Freeman, 1999; Jones, 1995). The findings of this study support the original concept surrounding the value to maintain a balance between goals of the organization and interest of all stakeholders.

This study was developed by heeding to calls in recent literature for additional research surrounding stakeholder collaboration and participation, and drawing mostly from the research of Waligo et al. (2013, 2014, 2015) involving CoaST and their stakeholders in Cornwall. Over the course of those studies, several different approaches were outlined as potential courses of action that may be applied to nurture relationships with stakeholders, encouraging collaboration, and recognize the value of each stakeholder's interests while understanding there may be remaining differences requiring further discussion. Information provided by study participants and in conjunction with findings during analyses of archival data, also supports the application to practice of the findings of Waligo et al. Moreover, this study will be of interest not only to tourism industry stakeholders, but of more significant interest to tourism industry organizations

and business leaders who are seeking strategies to enhance relationships with stakeholders, expand their perceptions on effects of advertising campaigns, special events, and promotions on their stakeholders, and who wish to enter into partnerships with a cognizant approach to stakeholder considerations.

Implications for Social Change

Globally, all tourism stakeholders are affected by exponential population growth in opposition to availability of resources (Senge et al., 2010), and various other social and environmental conditions, which incite the need for extensive collaboration and participation of all parties within the tourism industry. Three social implications of this research are to promote positive aspects of sociocultural exchanges prompted by enhanced technology, increased access to education, and ease of travel. Second, and more specific to Hawaii and similar island destinations, is to enhance visibility of stakeholder concerns including protection of the resource-constrained environment, both geographically and culturally. The third goal is to recognize the global reality of climatic changes worldwide to further efforts toward sustainable tourism development.

Specifically, a case study on stakeholder collaboration strategies contributes to positive social change by providing tourism industry leadership with information on best practices applicable to stakeholder management. Exploring stakeholder collaboration strategies enhances stakeholder relationships necessary to develop sustainable tourism options which ultimately enhance the local economy and create jobs. Furthermore, exploring stakeholder collaboration strategies promoting sustainable tourism practices

may contribute to the knowledge base of fostering protection of natural resources while respecting cultural practices and sensitivities relative to the tourism industry.

Recommendations for Action

The findings of this study support conceptual framework that recognizing stakeholders as members having a distinct relationship, investment, interest, and capacity to influence outcomes of the firm's strategic direction is valuable to the organization. This concept was introduced by Freeman and multiple authors of the late 1970s and early 1980s (Freeman, 1984, 2010), and continues to remain a prominent topic of recent literature such as those studies conducted by Waligo et al. (2013, 2014, 2015) of CoaST, an organization similar to the HTA, and their stakeholders. Stakeholders within Hawaii's tourism industry, the HTA, and State of Hawaii representatives of various supporting agencies should consider the results of this study and the potential positive implications for enhancing sustainable tourism efforts in Hawaii.

Recognizing that HTA in both the new 5-year strategic plan (HTA, 2016b) and resident survey (OmniTrak Group, Inc., 2017), acknowledges weaknesses in previous strategies in developing cohesive relationships across some stakeholder groups such as residents, there is still room for improvement. Therefore, I recommend that the HTA continue their efforts in addressing resident sentiment predicated at times by unforeseen effects of advertising campaigns singling out small communities, heed resident concerns, and working directly with communities to address infrastructure problems. This recommendation aligns with currently published HTA goals and strategies.

I recommend the State of Hawaii consider the findings described here and consider three things: (a) the importance of mandating carrying capacities studies in order to balance the numbers of tourists with the proper infrastructure while protecting residents from undue hardships, and preventing further deterioration of the environment; (b) consider implementing a task force to review conflicting policies, laws, regulations, and ordinances and consider how they affect the State, communities, and tourism as a whole, as well as affect law enforcement, with particular emphasis on illegal and unsafe businesses; and (c) consider working with HTA on a strategy to revitalize Waikiki with cultural attractions and shoreline improvements designed to achieve quality tourism experiences, rather than focus on large quantities of tourists.

Last, I recommend that stakeholders also pay attention to the findings of this study recognizing that all stakeholders have a voice and, although difficult at times, proactively seeking opportunities to contribute and participate within the community, county and state with entities such neighborhood boards and HTA, as collaboration becomes more valuable than remaining silent. Therefore, in order to further contribute and support these recommendations, I am dedicated to sharing the results of this study across any available platform. The results of this study will be provided, but not limited to State of Hawaii representatives, and the HTA in addition to seeking out opportunities to publish in business, management, and sustainable tourism journals.

Recommendations for Further Study

Studies conducted on stakeholder collaboration within the tourism industry in Hawaii are rare. Stakeholder collaboration strategies vary for different reasons, but also

due to the composition of organizations within the industry, and whether or not they are regulated by a government agency. Therefore, for further research I recommend additional studies be conducted as to what extent conflicting policies, laws, regulations, and ordinances may have as barriers to stakeholder collaboration and promoting sustainable development.

Research indicates the relevance of developing tourism marketing strategies to gain competitive advantage within the tourism industry (Boukas & Ziakas, 2013; Leonidou et al., 2013; Molina-Azorin et al., 2015). HTA has outlined goals relating to increasing competitive advantage within Hawaii's tourism industry (HTA, 2016b). Therefore, in recognizing challenges in unbalanced marketing strategies, such as over-taxing small communities lacking the proper infrastructure to support the numbers of tourists, I recommend carrying capacity, or similar concepts be studied that may be useful in Hawaii and similar island destinations with limited geography and significant natural resources.

Reflections

I began my doctoral journey several years ago ignorantly believing that I could easily finish this study in two years, and with only the knowledge of what I heard on the news regarding challenges within the tourism industry in Hawaii and damage to the environment I witnessed as a former resident. However, that was enough to prompt me to ask questions as to why businesses such as the Superferry were being shut down, why were native Polynesians up in arms with the ferry ("Supreme Court Ruling," 2009), and other tourism related initiatives such as the Moloka'i Ranch that was forced to close

(Consillio, 2008), and could these conflicts have been prevented? The doctorate of business administration doctoral program provided the educational experience I needed to go beyond my two master's degrees, provided the courses I needed to further open my mind to the importance of continuing to research through a broader lens, and to exhaustively research ultimately reducing my preconceived notions and any original bias. My doctoral journey has been a humbling experience culminating with a mixture of results that could be deduced from archival information, but opened my eyes to the complexities of stakeholder collaboration. My journey does not end here; I am concluding this study with additional questions that I am now prepared to pursue in attempts to quench my insatiable desire to learn and to provide answers and assistance where I am able.

Summary and Study Conclusions

Application frameworks identified by Freeman (1984, 2010), Clarkson (1995), Horisch et al., (2014) and Waligo et al. (2013, 2014) referenced here seek to address the multitude of contributing factors to stakeholder theories evolving throughout the past thirty years. The additional research by Waligo et al. (2014) shed further light on the intricacies of stakeholder involvement, benefits of proactive relationship management and, supports valuable benefits gained in concerted efforts between strong leaders and stakeholders with commonalities surrounding people, economy, and environmental concerns. This research continues to emphasize the importance of balancing stakeholder interests with economic, sociocultural interests and, management of natural resources that

are especially important to tourism in Hawaii, while expounding upon original ideas and foundational stakeholder management theories.

As previously stated, stakeholders in tourism destinations including Hawaii, and similar to CoaST in Cornwall (Waligo et al., 2013), consist of diverse populations and organizations such as those serving as public or government representatives, business affiliates, cultural interest groups, environmental activists, academicians, residents, and visitors. Hawaii's economic infrastructure thrives on successful monetary benefits enhanced from promoting cultural and natural resources to gain competitive advantage as evident in current facts and statistical data (HTA, 2015c). However, based on the findings of this study and the strategies that emerged in this study, specifically, (a) establishing relationship management, (b) consistent and effective communication, and (c) partnership programs with a variety of stakeholders, support existing literature detailing a need to continue to find the right balance between the interests of the organization, encourage and solicit for collaboration and participation, while continuing to generate revenue, promote sustainable tourism and respect the interests of all parties.

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Appendix A: CoaST Permission

Victoria Waligo <v.waligo@mdx.ac.uk>
To: Catherine Kaehu <catherine.kaehu@waldenu.edu>

Thu, Mar 12, 2015 at 7:48 PM

Aloha Catherine!

Here we go....

Please find attached the different lots and I hope they further your studies fruitfully.

With very best wishes

Victoria

From: Catherine Kaehu [mailto:catherine.kaehu@waldenu.edu]
Sent: 08 March 2015 16:55
To: Victoria Waligo
Cc: Rebecca Hawkins; Kelly Chermack
Subject: Request for Information Concerning CoaST Study

Aloha, Dr. Waligo!

My name is Catherine Ka`ehu and I am currently pursuing a Doctorate of Business Administration with Walden University. My study proposal entails exploring stakeholder collaboration within the tourism industry in Hawaii and is intended to model your study with the stakeholders of CoaST. Similarly, in Hawaii, we have the Hawaii Tourism Authority.

I wish to request your assistance in providing some samples of the questions you developed to address stakeholders in conducting interviews and the focus groups. I believe this will enhance the findings of my proposed study and answer your call for further research. I will be happy to place the appropriate credits into the published study upon completion.

I look forward to hearing from you!

v/r
Catherine "Cat" Kaehu

Appendix B: Interview Protocol

Date:

Time:

Location:

Interviewer:

Participant Identifier:

Instructions:***Review the purpose of the study:***

- The purpose of this qualitative case study is to explore strategies Hawaii tourism industry leaders use for increasing stakeholder participation in sustainable tourism development. Do you have any questions regarding this?

Review informed consent form and obtain signature:

- This is the informed consent form that you previously received via email. (Read with participant) “Do you have any questions or concerns regarding this form?” If you are in agreement, please sign and date.

Assign a pseudonym and number combination identifying the participant:

- Participants will be preliminarily identified with a pseudonym and number combination to protect personal information. The name will correlate to the participant and the number to the order in which the interview is conducted. (Record the number at the top of the page reserving the pseudonym for use during coding.)

Audiotape the interview:

- I am going to test the audio equipment before we get started.
- Perform test of equipment ensuring the device is working correctly.

Begin interview:

- I am going to begin the interview at this time and may write notes. Please do not hesitate to stop me at any time if you have questions.

Additional considerations:

- Take notes
- Ask additional probing questions as necessary

Concluding interview:

- After the interview is transcribed, I will be sending you a synopsis of your interview to review for accuracy. Please respond within 5 days with any changes.
Do not hesitate to let me know if you have any questions.
- Review contact information
- Any if there are any further questions
- Thank the participant

Appendix C: Invitational Email

Dear (Potential Respondent),

You are invited to take part in a qualitative case study exploring strategies Hawaii tourism industry leaders use for increasing stakeholder participation in sustainable tourism development. Themes from industry stakeholders such as yourself may provide organizational leaders with evidence on the extent of stakeholder collaboration promoting sustainable tourism, creating jobs, valuing cultural diversity, and enhancing good stewardship of Earth's natural resources while generating revenue.

Participation is voluntary and being conducted by the undersigned researcher, a doctoral candidate with Walden University. I ask that you review the Consent Form below and if interested, please respond within 14 days to catherine.kaehu@waldenU.edu with a date and time that you are available for approximately 30 to 60 minutes to conduct the interview. Please also state your preference to conduct the interview either telephonically by video teleconference with your phone number.

Thank you for your time and consideration,

Sincerely,

Catherine Ka`ehu

Appendix D: Human Subjects Research Certificate

