



Roadmap for Sustainable Tourism Development
With Indigenous Communities

A Triple Bottom Line by Design + Culture Approach

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Abstract

This integrative capstone project explores how social entrepreneurs can embrace the development of sustainable tourism with the collaboration of indigenous communities. Sustainable tourism is becoming more important as a new form of tourism development and implementation. External factors such as the shift into the experience economy, social entrepreneurs striving to create social impact projects while generating profits, and tourists changing demands and behaviors in traveling are driving the shift from traditional form of tourism to more sustainable practices. Traditional forms of tourism have been associated with negative impacts such as the marginalization of indigenous communities, depletion of natural environments, and loss of cultural traditions. This project has a focus in the development of sustainable tourism in the Yucatan Peninsula with local Maya indigenous communities to support the design of the proposed solution. The solution proposes a facilitating roadmap tool to connect social entrepreneurs with indigenous communities. The proposed solution is designed with a Triple Bottom Line by Design and Culture approach based on the following principles: planet, people, profit, and culture. Participatory action research and reflective cycles supported the design of the solution for the engagement and empowerment of indigenous communities throughout the process.

Keywords: Sustainable Tourism Development, Indigenous Communities, Maya, Triple Bottom Line by Design and Culture, Social Entrepreneurs, Experience Economy, and Empowerment.

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Table of Contents

Abstract	1
Acknowledgements	3
Definition of Terms	8
Acronyms	11
Introduction	13
Statement of Topic	13
Opportunity	17
Research Purpose & Focus	20
Research Question	23
Research Methodology	25
Literature Review	28
Sustainable Tourism	28
Sustainable Tourism Principles	32
Type of Stakeholders in Sustainable Tourism	38
Forms of Sustainable Tourism	41
Sustainable Tourism Trends and Market Segments	47
Challenges of Sustainable Tourism	50
Social Entrepreneurship	53
How Social Entrepreneurs Operate	55

Tourism Social Entrepreneurship	61
Experience Economy	63
Business in Experience Economies	65
Tourism in the Experience Economy	67
Frameworks & Models Assessment	68
Summary of Literature Review	72
Discussion Analysis	74
Maya Indigenous Communities	76
Tourism Social Entrepreneurs	81
Summary of Discussion Analysis	84
Design	87
Roadmap for the Development of Sustainable Tourism	87
Target Audience: MSME and Social Entrepreneurs	88
The Roadmap	88
Conclusion	92
Tourism Landscape in Mexico	93
Next Steps	94
Appendix	96
Appendix I - Questionnaire for Community Members	96

Appendix II - The Differences of the Economies	97
Appendix III – The Roadmap for Sustainable Tourism Development With Indigenous Communities by Meraki Team	98
Bibliography	99

Definition of Terms

To understand the terms used in the body of this study, clarification of the definitions are provided here:

Sustainable Tourism Development: Multiple definitions of the concept are available and used interchangeably. For the purpose of this research, the UNWTO definition of sustainable tourism development is as “Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities” is used (UNWTO, 2005). A suitable development should be designed with the environment, economic, and socio-cultural principles in mind to guarantee long-term sustainability (UNWTO, 2005).

Indigenous Communities: Each indigenous group is unique in traditions, language, and characteristics. However, there are basic principles that most indigenous communities share. The United Nations (UN) defined “Indigenous” by the following characteristics (United Nations, n.d.):

- Self- identification as indigenous peoples at the individual level and accepted by the community as their member.
- Historical continuity with pre-colonial and/or pre-settler societies.
- Strong link to territories and surrounding natural resources.
- Distinct social, economic or political systems.
- Distinct language, culture and beliefs.

- Form non-dominant groups of society.
- Resolve to maintain and reproduce their ancestral environments and systems as distinctive peoples and communities.

Maya: The term Maya refers to both modern-day people and their ancestors who built an ancient civilization in Central America. Today, Maya people live in the regions of Mexico, Guatemala, Belize, El Salvador, and Honduras as their ancestors did and retain many of their ancient traditions (Countries and their cultures, n.d.). Maya culture is characterized by monumental architecture, iconography and hieroglyphic writing, and by complex mathematical and astronomical systems (Smithsonian National Museum of the American Indian, n.d.). Today's daily activities of rural Maya consists of knowledge of observational astronomy, sustainable agriculture, arts and crafts, rituals and ceremonies connected to their land and to their calendar (Smithsonian National Museum of the American Indian, n.d.).

Triple Bottom Line by Design and Culture: Triple Bottom Line is a framework that incorporates three dimensions of performance: social, environmental and financial (Slaper & Hall, 2011). The additional principle of "Culture" was proposed by Jon Hawkes bringing culture into the equation to enhance the framework to: social equity, environmental responsibility, economic health, and cultural vitality (Ilm Creatives, 2014). The "By Design" component of the term is referred to the specific intention of organizations in establishing all policies, processes, and products around the four principles (McBride, 2011). Therefore, for the context of this

thesis, we refer to Triple Bottom Line by Design and Culture as the life-centered strategy framework that focuses on the four principles to create new economic paradigms.

Acronyms

CONACULTA — National Council for Culture & Arts (Mexico)

CSR — Corporate Social Responsibility

FONATUR — Secretariat of Tourism (Mexico)

GDP — Gross Domestic Product

MSME — Micro, Small and Medium Enterprises

NGO — Non-Governmental Organization

OECD — Organization for Economic Co-operation and Development

SDG — Sustainable Development Goals

SE — The Secretariat of Economic Development (Mexico)

SECTUR — Secretariat of Tourism (Mexico)

SWOT — Strengths, Weaknesses, Opportunities, and Threats

TBLD+C — Triple Bottom Line by Design and Culture

TIES — The International Ecotourism Society

TSE — Tourism Social Entrepreneurship

UN — United Nations

UNCTAD — United Nations Conference On Trade & Development

UNEP — United Nations Environment Programme

UNESCO — United Nations Educational, Scientific and Cultural Organization

UNWTO — United Nations World Tourism Organization

USAID — United States Agency for International Development

USD — United States Dollars

WTO — World Trade Organization

WTTC — World Travel & Tourism Council

Introduction

Statement of Topic

The travel and tourism industry is considered one of the largest industries in the world holding a major economic power. In 2015, it contributed globally more than 10 trillion U.S. dollars to the economy (Statista, 2015). The UNWTO estimates that international tourists' arrivals will grow on average 3.3% year by year, between 2010 and 2030, to reach 1,800 million tourists in 2030, see Figure 1 (PwC Mexico, 2014).

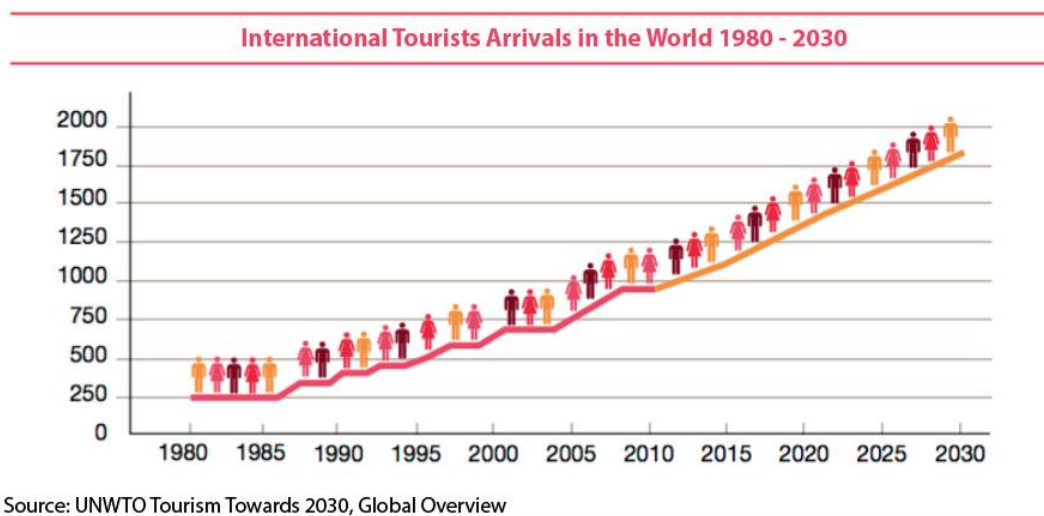


Figure 1: International Tourists Arrivals in the World 1980 - 2030 Adapted from “Doing Business in Mexico Turismo”, 2014 *PwC México*. Copyright by 2014 PricewaterhouseCoopers S.C

The external forces that are influencing the industry are “geopolitical turmoil, global economic shifts, game-changing innovation, natural disasters and pandemics” (Langford, Weissenberg, & Pingitore, 2017). In addition, other trends that have impacted the industry are the shift from the service to the experience economy, the increase of social entrepreneurs in

tackling social issues, and the changing of tourists demands as they become more aware of the impacts of their travels. These external factors are pointing for new opportunities in the development of tourism.

According to PwC, tourism is a resilient industry that is rapidly evolving and adapting to socioeconomic trends that consumers demand, and these consumers play an important role on how the industry operates (Preston, Rifkind, & Trunkfield, 2017). According to a survey by the Travel Industry Association of America, 75% of US travelers feel that it is important that their visits do not damage the environment of local destinations (UNEP & WTO, 2005). There is a high level of interest growing in visiting natural and cultural sites during their travels, and a demand for authenticity and educational value in such experiences (UNEP & WTO, 2005). According to Expedia, in the U.S. 76% of baby boomers and 62% of Gen X rate experiencing authentic local culture as the most important aspect of travel decision making (Expedia, 2016). According to the WTO, cultural tourism accounts for 37% of global tourism and it is expected to grow 15% each year (Solimar International, 2015). According to WTO, cultural tourists spend 38% more per day than the average traveler, stay 22% longer, and travel more frequently in a year (Heenan, 2016). For example, the U.S. cultural traveler spends 60 percent more, approximately \$1,319 per trip compared with \$820 for domestic leisure travelers (Hargrove, 2014). The changes in tourists' behaviors present an opportunity for sustainable tourism development to attract high value tourists that are willing to spend more money, stay longer and travel more frequently. This is impacting the way in which tourism is designed, developed, operated, and implemented.

According to Pine & Gilmore, the transition to the experience economy allows businesses to scale and generate more revenue by adding value in their operations and offerings (Pine & Gilmore, 2011). For instance, in the US, more than 3 in 4 millennials (78%) would choose to spend money on a fascinating experience or event over buying something desirable (Eventbrite, 2014). As customers begin to search for more experiences in their travels rather than mere services, the tourism industry is presented with an opportunity to create tourism products that provide memorable experiences for a premium price. There is a growing market for travelers seeking authentic cultural experiences, and economic trends point to the growth of the experience economy. These renewed consumer habits are impacting the way in which tourism is being developed, see Figure 2 for the change in consumer expenditures from goods to services and experiences. (Langford, Weissenberg, & Pingitore, 2017).

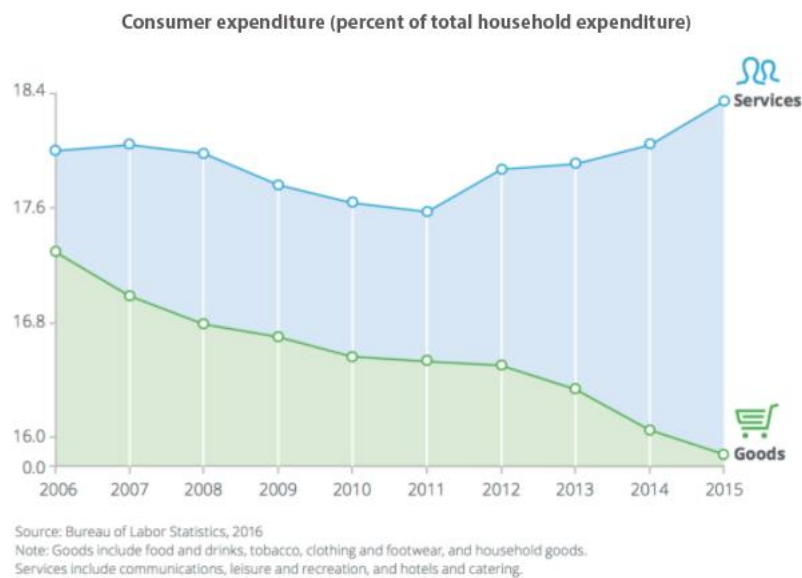


Figure 2: Percent of Total Household Consumer Expenditure. Adapted from “2017 Travel and Hospitality Industry Outlook” by Deloitte Center for Industry Insights, 2017. Copyright 2017 Deloitte Development LLC.

On the other hand, social entrepreneurs and social enterprises are addressing social issues such as poverty inequalities, water shortages, climate change, and hunger while generating profits. Thorp and Goldstein (2010) define the role of Social Entrepreneurs as the blend of social purpose with an entrepreneurial orientation; “they have clear goals set, demand accountability, and embrace built-in feedback mechanisms that routinely measure profit and loss” (Thorp, Goldstein, 2010). As globalization continues to expand, the world’s natural resources are being depleted by mass-tourism and cultural heritages are being threatened (Sheldon, Pollock, & Daniele, 2017). The rapid development of mass tourism has destroyed and polluted pristine natural ecosystems, threaten local cultures and their heritage and frequently devalued those identifiers that made a place a desired touristic destination (Tresilian, 2006). Social entrepreneurs, as well as activists, leaders, managers, governments and organizations have been identifying opportunities to tap into new forms of sustainable tourism development working collaboratively to strive for social change (Phills Jr., Deiglmeier, & Miller, 2008). Tourism social entrepreneurs are realizing the opportunity to develop sustainable tourism by creating unique experiences for tourists and at the same time address social challenges. They have also realized that contributing to community development can minimize the risk of future conflicts with local communities. These initiatives can enhance the approval from guests and others who are concerned about local communities’ welfare, improvement of their quality of life, and the protection of their environments (Tourism Excellence, 2014).

In most developing countries, sustainable tourism is now seen as a viable tool for economic development and social change (Mulindwa, 2015), resulting in job creation, investment, revenue and infrastructure development (Ngozi, 2013). Hence, governments in many

countries are turning to social entrepreneurs and private enterprises for support in addressing some of these challenges by developing sustainable tourism projects (Neto, 2016). To grow the industry in a sustainable direction, government involvement in the development of economic, social, and environmental tourism policies is imperative. Their power to make regulations and offer economic incentives provides an environment that enables and encourages the private sector, tourists and other stakeholders to respond to sustainability issues (UNEP & WTO, 2005). The removal of barriers to community participation with the review of existing policies, will increase the opportunities for local communities to be involved in the planning of tourism (Rasoolimanesh & Jaafar, 2016). Therefore, governments, entrepreneurs, and organizations, are beginning to move away from mass tourism to new forms of sustainable tourism development.

Opportunity

Sustainable tourism emerged as a response to the consequences generated by mass tourism. Not only governments are recognizing the importance of adopting new strategies to integrate in the industry, but global organizations as well. The United Nations (UN) has designated 2017 as the International Year of Sustainable Tourism “to support a change in policies, business practices and consumer behavior towards a more sustainable tourism sector than can contribute to the Sustainable Development Goals (SDGs) in the context of the universal 2030 Agenda” (UNWTO, 2017).

The former UN Secretary-General, Ban Ki-moon, stated:

“With more than one billion international tourists now traveling the world each year, tourism has become a powerful and transformative force that is making a genuine difference in the lives of millions of people. The potential of tourism for sustainable development is considerable. As one of the world’s leading employment sectors, tourism provides important livelihood opportunities, helping to alleviate poverty and drive inclusive development” (UNWTO, 2017).

One of the most important elements of sustainable tourism is that the industry takes into account the views and aspirations of the host community (Tourism Excellence, 2014). The travel industry has the potential to impact local indigenous communities not only economically and socially, but also by preserving and raising awareness for the conservation of their environment and culture (UNEP & WTO, 2005). In the competitive environment that tourism enterprises operate, having a unique differentiator is necessary to ensure long term profitability. The shift of tourists’ behaviors who search for novel experiences demands enterprises to look at the opportunities in sustainable tourism development (Kilipiris & Zardava, 2012). Tourism social entrepreneurs understand that the genuine involvement of local communities in the development of tourism can enrich the visitor experience and enhance the tourism product they offer. Indigenous communities see tourism as a form of long-term sustainable development that is compatible with their culture and connection to land, and offers opportunities for economic engagement in harmony with customary environmental and socio-cultural practices (Fletcher,

2016). Sustainable tourism development empowers local people, hosts and guides to negotiate and represent themselves more effectively with outside groups, including private enterprises and other powerful actors who have immense influence on their daily lives (CBT, n.d.). Community participation is an empowering process involving all tiers of stakeholders, such as the local government, local residents, and private enterprises. In it, problem identification and decision-making are shared and stakeholders have a collective interest in the sustainability of the development (Rasoolimanesh & Jaafar, 2016). The active involvement of local communities in the planning of tourism is becoming an integral part of maximizing the positive impacts from the tourism industry.

Social entrepreneurs have the opportunity to lead the development of sustainable tourism with indigenous communities as they approach business with a mindset guided by principles such as equitable socio-economic benefits to all stakeholders, preservation of cultural heritage and finding the best ways to use natural resources. Triple Bottom Line by Design and Culture (TBLD+C) and sustainable tourism development are aligned with the mission of social entrepreneurs as they prioritize the people, planet and culture while generating profits. Tourism Social Entrepreneurship can diminish the effects caused by mass-tourism and present sustainable growth opportunities for all. Tourism market trends already appoint that sustainability is becoming increasingly mainstream in travel culture, especially among the high value traveler. This is creating a big opportunity for tourism social entrepreneurs to develop high quality tourism products with Indigenous communities to differentiate and target the high value niche market looking for alternatives to mass tourism to find authentic experiences. With a bottom up approach, indigenous communities participate in the local economy by partnering and supplying

social, natural, and cultural resources for the creation of authentic tourism experiences. At the same time, the social entrepreneur empowers the indigenous people by improving their standard of living through capacity building and economic growth opportunities. The effectiveness of this model depends largely upon the process of project design, implementation and its resultant management structure. The designed solution of this project addresses the lack of collaboration between entrepreneurs and indigenous communities and the lack of clear frameworks and methodologies to guide social entrepreneurs in this process. This study serves as an opportunity to provide intermediary support in the development of sustainable tourism with Indigenous Communities.

Research Purpose & Focus

This study focuses in the Yucatan Peninsula in Mexico, as it contains the key elements needed for the research of this project. The area has a robust tourism industry, rich culture and history shared by local Mayan indigenous communities, and the rise in the development of sustainable tourism projects. This study examines the development of tourism in Mexico as the country has leveraged the industry to improve its economic condition and to address challenges such as income inequality and poverty (Neto, 2006). Today, tourism is one of the six priorities in the policy agenda of the National Development Plan 2013-18 (OECD, 2017). In 2015, the country hit a record 32.1 million of international tourists that contributed MXN 246.1 billion (USD 15.5 billion) to the economy (OECD, 2017). Although, the tourism industry contributes strongly to the country's GDP, accounting for 8.5% (OECD, 2017), it has not been sufficiently

well integrated to local economies to bring maximum benefit to individual communities (UNEP & WTO, 2005).

In the Yucatan Peninsula, tourism started to transform the area in the early 1970s when Mexican and international policy makers welcomed capital-intensive enterprises and investors for the development of mass tourism in the region (The Yucatan Times, 2014). Consequently, the Yucatan Peninsula along the Cancun-Tulum coastline became a world famous, expensive and exclusive destination. As a consequence of the rapid expansion of tourism in Mexico, the livelihoods of many Mayan indigenous communities near touristic destinations have been negatively impacted. A study revealed that these destinations face environmental, economic, and social problems, such as disorderly urban growth close to major tourist centers, deterioration of the environment, and the loss of cultural identity (UNEP & WTO, 2005). Approximately 14.8 million people in Mexico are indigenous which accounts for 12.6% of the population, and a big portion live in the Yucatan Peninsula (INEGI, 2014). According to the UN, 80.6% of indigenous people in Mexico live in extreme poverty (United Nations, 2015), with majority living on less than two dollars a day (Panoramas, 2016). These communities have been marginalized, and seen primarily as “sources of cheap labor and ethnic backdrop at tourist sites”, rather than collaborators (Daltabuit and Pi-Sunyer, 1990; Goodman & Leatherman, 2001). Consequently, the head of the families have been forced to migrate to the Cancun-Tulum touristic corridor in search for job opportunities, abandoning their families and losing their authenticity. In addition, local indigenous communities have been given little input in the process of planning and development of tourism, mainly due to lack of knowledge and skills as well as limited economic resources, which has significantly disempowered Mayan communities (Ramos & Zeppel, 2015).

Nevertheless, tourism is considered a key driver for socio-economic progress, and the government in Mexico has established its development as a primary strategy for modernization and economic growth (Culver, 2006).

According to The Mexican Secretariat of Tourism (SECTUR), a lot of efforts are being implemented to diversify Mexico's touristic offers and to move away from sun, sand and sea into the country's cultural, natural, medical and culinary offers (Oxford Business Group, 2015). A major driver has been the missed opportunity in tourists' benefits reaching the local communities who have been marginalized by traditional forms of tourism development. In 2014, only 120,000 tourists visited "the Mayan zone" in comparison to the 8 million tourists that visited the Cancun-Tulum coastline (The Yucatan Times, 2014). Jose Angel Gurría, the General Secretary of the Organization for Economic Co-operation and Development (OECD) stated that the traditional all-inclusive tourism model that has been operating in Mexico, faces severe challenges in years to come due to changes in demand from consumers as well as a shift into more conscientious environmental practices (OECD, 2016).

Traditional profit-maximizing businesses will not be able to solve the region's biggest problem, a new approach is needed (Neto, 2016). Mexico has become intensively involved in fostering social entrepreneurship through diverse private initiatives to promote a social and civic-minded economy (Wulleman & Hudon, 2015). Mexican economy is characterized by its culture of Micro, Small and Medium Enterprises (MSME), which account for a full 52% of GDP and more than 99.8% of all businesses in the country in 2012 (Wulleman & Hudon, 2015). Active support from the governments, banks, and stakeholders is focused on MSME to aid in the development of tourism project to help diversify tourism products. The Secretariat of Economic

Development (SE) stated that projects in the states of Quintana Roo, Yucatán, Guerrero, Jalisco, Oaxaca among others, will be financed with a special emphasis in strengthening the value chain and supply chain as well as tourism projects that are involved in rural communities (Heredia, 2011). As the government, businesses, and people become more aware of the impact of tourism in regional development and the wellbeing of people, a greater demand for MSME and social entrepreneurs to implement sustainable practices will be required. In addition, the tourism trends demand unique experiences and greater differentiation for competitiveness, MSME and social entrepreneurs are beginning to seek alternative ways of developing tourism to strengthen their services and value proposition.

Research Question

Social entrepreneurs face many challenges in the development of sustainable tourism with the inclusion and participation of indigenous communities. These challenges are due to the lack of information and support that is available to entrepreneurs for the development of sustainable tourism. Social entrepreneurs struggle between the desire to create social good and the need to generate profits. An inclusive approach for the development of sustainable tourism by social entrepreneurs in collaboration with local indigenous communities is needed to manage and control the impacts on the people, profits, planet, and culture.

Through the support of the concepts previously mentioned and the opportunity for intermediary support to social entrepreneurs in the Yucatan Peninsula, this study will support the following research question:

How can strategic design support social entrepreneurs to develop sustainable tourism in the Yucatan Peninsula, and empower local Mayan indigenous communities?

Research Methodology

Research for this study followed the 4D design process framework: discover, define, design and deliver. In the *discovery* phase, the Yucatan Peninsula in Mexico was selected as the area for the study due to its rapidly developing tourism industry, rich culture in Mayan communities, as well as the proximity to the United States and accessibility to some indigenous communities and sustainable tourism projects. The *define* phase identified the challenges the travel industry is facing due to external factors, and the opportunities that sustainable tourism has in improving the livelihood of Mayan communities near touristic destinations. In the *design* phase, insights and information collected from previous phases were transformed into a design solution that supports the development of sustainable tourism to benefit local Mayan communities. The solution is a roadmap for the development of sustainable tourism with the participation of indigenous communities. In the *deliver* phase, strategic recommendations were developed for the use of The Roadmap along with formal presentations of the research and solution.

The research methodology focused on primary and secondary methods of data and information collection:

Secondary Research

For secondary research methods, an emphasis was given to literature review to develop the research question and to obtain foundational understanding of the subject matter. The literature review was performed by gathering information and collecting data to develop insights of sustainable tourism development with indigenous communities. This consisted in researching

concepts such as: indigenous communities, sustainable tourism development, social entrepreneurship, experience economy and supporting related information. The sources examined included academic publications, consultancy publications, research conducted by professionals and intergovernmental organizations.

Primary Research

Primary research consisted of two field research trips to the Mayan Zone in the Yucatan Peninsula. Local Mayan indigenous communities, tourism entrepreneurs, and sustainable tourism subject matter experts were consulted for the development of this study. The first field research was performed in December 2016 in order to have a foundational understanding of the challenges indigenous communities and entrepreneurs face, and the opportunities for sustainable tourism development in the region. The second field research was performed in February 2017 to perform in-depth interviews with subject matter experts, to validate the design of the new roadmap with end-users. In addition, detailed research of local indigenous communities was performed to understand the capacity and interest the communities have in the development of tourism. See **Appendix I** for a sample of the questionnaire used in the field research. The primary research approach provided critical information that is not widely available through secondary research for the development of the new roadmap.

Questions answered through research:

- What is sustainable tourism development?
- What are the trends affecting sustainable tourism development?

- Why and how can stakeholders participate in the development of sustainable tourism?
- How can sustainable tourism development improve the quality of life for indigenous communities?
- How can local indigenous communities be included in the development of sustainable tourism?
- What are the gaps in frameworks and roadmaps available for sustainable tourism development?

Literature Review

The literature review supports the case for the need to develop sustainable tourism as traditional forms of tourism development no longer meet the needs of the market and the industry demands, specific outcomes, and lasting impacts. The topics explored in depth are: sustainable tourism, social entrepreneurship, and the experience economy. Analysis the development of sustainable tourism in Mexico, and how it's currently undergoing changes to diversify its tourism products was also performed. Last but not least, analysis of existing models and frameworks for the development of sustainable tourism were evaluated determining the effectiveness and gaps of such methods and identifying the opportunities for a new approach.

Sustainable Tourism

Tourism brings many positive impacts such as revenues for the local community, employment, learning new languages and new cultures, and the conservation of regions/landscapes (Bâc, n.d.). However, it also brings negative impacts such as seasonal jobs, financial leakages and inflation, loss of cultural traditions, the standardization of societies, pollution and more (Bâc, n.d.). Sustainable tourism emerged as a result of the negative impacts of mass tourism and as an alternative to such development. As shown in Figure 3, sustainable tourism focuses on small markets and authentic experiences, with low economic leakages, and has a concern for the wellbeing of communities, compared to mass tourism that focuses primarily on economic growth, profit, and large markets.

Feature	Mass, Unsustainable Tourism	Sustainable tourism
Market		
Segment	Psychocentric to midcentric	Allocentric to midcentric
Volume	Large, tourism packages	Small, on their own
Length of Stay	Short	Long
Seasonality	Distinct seasons	Without seasons
Origin	One or two dominant markets	Without dominant markets
Attractions		
Characteristics	Generic, built for tourism	Pre-existent, authentic
Accent	Very commercial	Moderately commercial
Drive	Just for tourists	For locals and tourists
Lodging		
Size	Large scale	Small scale
Spatial model	Concentrated in areas for tourism	Dispersed
Density	High	Low
Architecture	International	Local
Property	Foreign, corporate	Local, family
Economics		
Earnings	High	Low
Leakages	High	Low
Multiplier	Low	High
Role of the tourist	Dominant	Supplemental
Regulations		

Control	Foreign, corporate	Local, community based
Quantity	Low	High
Principle	Free markets	Intervention
Accent	Economic growth and profit	Community well being
Time span	Short term	Long term

Figure 3: Mass Tourism vs. Sustainable Tourism. Adapted from “The Emergence of Sustainable Tourism– A Literature Review”, by Bâc, D.P. n.d. Copyright n.d by University of Oradea, Faculty of Economics, Department of Economics.

Since the 1990s, the concept of sustainable tourism became highly debatable among stakeholders, measuring both benefits and impacts. The development focused on a bottom-up approach rather than a top-down, prioritizing the empowerment of communities through knowledge, skills, and resources (Breugel, 2013). This new form of developing tourism involved small companies or entrepreneurs, who aimed to support the community, preserve the environment, and protect local culture (Bâc, n.d.).

One of the most prominent spokesmen of sustainable tourism, David Weaver, considers that “the main difference between the old and the new form of tourism is moving the focus from the wellbeing of the tourist to the wellbeing of the host community” (Bâc, n.d.). Coccossis (1996) suggested that there are different perspectives to the development of sustainable tourism where emphasis can be placed on the need to achieve balance between commercial and environmental interests for the sake of ensuring the perpetuation of tourism itself (Wu, 2009). Hunter (1997) describes sustainable tourism as “a set of principles, policy prescriptions, and management methods which chart a path for tourism development such that a destination area’s environmental resource base (including natural, built, and cultural features) are protected for future development” (Breugel, 2013). Moscardo (2011) mentioned that sustainable tourism can

be seen from two points of views: one in which sustainable tourism provides a quality experience for tourists and at the same time contributes to environmental quality of communities in tourism destinations as the host, or another in which sustainability means that tourism is designed in such a way to guarantee the sustainability of natural and cultural resources that are used as an attraction, the sustainability of public support, (as well as the sustainability of the desire of tourists to tourism destinations are concerned) (as cited in Radzi, et al., 2016). As experience becomes a new value and main source of customer satisfaction, it is imperative for tourism entrepreneurs to create unique experiences for travelers. More information on the experience economy is in the body of this literature review.

The UN became an important institution fostering the development of sustainable tourism around the world. This occurred as a result of the Earth Summit in 1992 - Agenda 21, in which the organization presented their position to strengthen sustainable development (Bâc, n.d.). Since then, the organization has focused in the development of sustainable tourism and the impacts of the industry. In 2006, the International Task Force on Sustainable Tourism Development, under the United Nations Environment Programme (UNEP), was established with the objectives to strengthen policy through “recommendations on policies, standards and certification process, and international funding mechanisms” (Bâc, n.d.). They implemented best practices through “collection, classification and dissemination of good practices,” and focus on education through the “development and dissemination of manuals and elearning tools, focusing on sustainable tourism” (Bâc, n.d.). The organization also focused on the implementation of strategies and pilot programs with “activities in the field of corporate social responsibility (CSR) framework for national and international development strategies and examples of pilot programs” and the

dissemination of information through web pages, sharing best practices and awareness raising activities (Bâc, n.d.). The UN and its agencies have addressed the importance of sustainable development on multiple occasions, and have designated 2017 as the International Year of Sustainable Tourism for Development (UNWTO, 2017). The objective is to raise awareness of the development of sustainable tourism, mobilizing all stakeholders to work together in changing policies, business practices, and consumer behavior towards a more sustainable tourism sector that can contribute to the Sustainable Development Goals (UNWTO, 2017). Another important organization is the World Tourism Organization (UNWTO) which launched the Sustainable Tourism - Eliminating Poverty program in 2002 (Bâc, n.d.). The organization started to apply sustainable development principles in all of its tourism planning and development (Berno & Bricker, 2001), and was launched in the context of the Millennium Development Goals (Bâc, n.d.).

Sustainable Tourism Principles

In the development of sustainable tourism, the principles emphasized are environmental, economic, and socio-cultural (UNWTO, n.d.). The UNWTO has created objectives for adequate development of sustainable tourism, see Figure 4.

Economic	Ensure long term sustainable economic activities
	Ensure equitable socio-economic benefits to all stakeholders
	Contribute to poverty eradication
Socio-Cultural	Respect the socio-cultural traditions of destinations
	Preserve of cultural heritage and traditional values
	Contribute to increasing inter-cultural tolerance
Environmental	Find the best ways to use natural resources, which is the key element of tourism development
	Protect ecological processes
	Support the preservation of natural resources and biodiversity

Figure 4: Adapted from “The Emergence of Sustainable Tourism– A Literature Review”. Bâc, D.P. n.d. Copyright n.d by University of Oradea, Faculty of Economics, Department of Economics.

In addition, the UNWTO established five pillars that serves as a methodology for assessing the position of sustainable tourism, presenting key dimensions and themes for the development of sustainable tourism:

1. Tourism Policy and Governance

In this pillar, the UNWTO highlights the role of governments in developing tourism policies, strategies or master plans that commit to sustainability principles and are effectively implemented in different levels: national and local. Governments are also responsible for implementing adequate legislation and regulations to control and guide tourism development,

while being sensitive to the needs of the sector. A fundamental requirement of good governance is for structures and processes to be in place that enable and encourage the private sector and other stakeholders to work with the government in tourism planning, development and management (UNWTO and European Union, 2013).

For example, the Government of Myanmar has developed the Framework for Economic and Social Reforms (FESR) to foster the tourism development in the country. During the process of developing the FESR, the Government of Myanmar adopted the Myanmar Responsible Tourism Policy in 2012. The Responsible Tourism Policy articulated the new vision for tourism in Myanmar as a tool to generate sustainable income opportunities and to conserve the nation's natural and cultural heritage (UNWTO, 2015).

2. Economic Performance, Investment and Competitiveness

In this pillar, focus is given to the business, investment environment, and the position of trade in the industry. The UNWTO advocates providing adequate space for the development of small local enterprises, improving linkages between tourism and other sectors, such as agriculture, handicrafts and other creative industries. Above all, the UNWTO identifies the need to ensure that tourism products and services are in line with the requirements of growth markets, with actions in place to improve quality standards, fill product gaps and pursue effective marketing strategies, including the use of new media, which have transformed the promotion of travel and tourism (UNWTO and European Union, 2013).

For instance, in 2015, under the Tourism Master Plan in Myanmar, over three dozen tourism and hospitality projects were funded with the support of international partners. For

example like the Business Innovation Facility project focuses on enhancing private sector innovation and capacity to ensure tourism in Myanmar can compete on product richness, diversity and quality (UNWTO, 2015).

3. Employment, Decent Work, and Human Capital

The third pillar reflects the fact that tourism is fundamentally a people-based activity. Careful planning of human resources, involving consultation with private enterprises, and employee representatives is needed to ensure that tourism can fulfill the employment creation potential it has and can supply suitably skilled labor to meet future growth. Assessment of skills, relevant training and capacity building is imperative for this pillar. The UNWTO promotes a decent work agenda, addressing income, working conditions, personal development, freedom of expression and equal opportunity, which should be backed by labor laws that are respected across the sector (UNWTO and European Union, 2013).

For example, in Ladakh, India, the Snow Leopard Conservancy has developed sustainable income activities that provide technical support to the local women who are interested in running homestays. The activities empower local women by providing them education about tourist requirements in terms of hygiene standards or food, financial resources and capacity building opportunities as they are the primary managers of these initiatives (UNWTO, 2015).

4. Poverty Reduction and Social Inclusion

The UNWTO highlights the opportunities presented by tourism, as a labor intensive and diverse sector, for benefiting poor and disadvantaged people. UNWTO identified a range of mechanisms for increasing the proportion of tourism income that reaches and benefits the poor, involving employment, supply chains, and working with informal traders and enterprise formation. This pillar is also concerned with measures to prevent or minimize the potential of negative social impacts of tourism, such as competition for land, water and other resources, or unwanted social change, including crime and sexual exploitation. UNWTO emphasizes the need to ensure that local communities are consulted, engaged and empowered to influence decisions on tourism development and operations that may affect their livelihood and society (UNWTO and European Union, 2013).

For example, in Brazil, the ecotourism project developed by the Mamirauá Sustainable Development Institute together with the local communities, aimed at conserving local fauna and flora, especially Mamirauá's flooded forests. The project was implemented using a community-based approach, which provides local communities opportunities to participate in the decision-making process and be direct beneficiaries of social and economic outcomes. Most of the employees are local and work managers, local guides, maids, cooks, auxiliaries and janitors (UNWTO, 2015).

5. Sustainability of the Natural and Cultural Environment

This pillar covers the sustainability of natural and cultural environments, recognizing that the tourism industry has a reason to be concerned about these issues, owing its dependency on

the appeal of unspoiled landscapes and accessible local heritages. The contribution of tourism to climate change, especially through emissions from transport and accommodation enterprises, requires mitigation measures to be taken both globally and locally. UNWTO points out that actions should be taken to promote sustainable production and consumption in the sector, which include reducing the use of resources such as water and energy. Instruments such as planning controls, impact assessments, certifications and financial incentives should be used to increase sustainability in both the development and the operation of tourism businesses, taking account of international experience, standards and conventions. In turn, this requires effective measurement and monitoring of the impacts of the sector, through the use of appropriate indicators (UNWTO and European Union, 2013).

For example, the project “Enhancing the Resilience of Tourism-reliant Communities to Climate Change Risks” of The Samoan Tourism Authority is an innovative climate change adaptation initiative. The key approach of the project is to support clusters of small operators at selected local destinations around the country’s coastline and to establish management plans for Tourism Development Areas (TDAs) by integrating climate risks and adaptation measures (UNWTO, 2015).

The methodological framework that the pillars suggest enable an overall picture to be formed on how sustainable tourism is being implemented in a country and how the tourism sector can make adjustments and contribute to more sustainable practices. For this study, it serves as a guiding framework on how to analyze a country’s sustainable tourism development and the themes to consider in developing the proposed solutions.

Type of Stakeholders in Sustainable Tourism

In the development of sustainable tourism, it is necessary to take into account all relevant stakeholders in order to design adequate strategies and solutions that benefit all parties involved. The following six stakeholders have been identified to be important for sustainable tourism development:

The Public Sector: this stakeholder group includes supra-governmental bodies, national governments, local authorities and quasi-governmental organizations, such as national tourism organizations (Berno & Bricker, 2001). The public sectors have the significant responsibility of supporting and monitoring sustainable tourism development. A major role is to monitor tourism activities and development to ensure reliable sources of information that can be used to develop strategies and plans for the development of sustainable tourism (Gorica, Kripa, & Zenelaj, 2012). Local governments can be directly or indirectly involved in the development of sustainable tourism. Direct involvement refers to the implementation of laws, regulations, infrastructure, security (safe environments for tourists and locals), or limiting tourism through visas and entry, as well as the use and renovation of heritage (Gorica, Kripa, & Zenelaj, 2012). The indirect involvement refers to providing support to the private sector and incentives to develop in locality in forms of tax relief. “For the private sector, financial risk and profitability are the primary concerns including the sources of capital for the planned project, extent of foreign ownership or control, wage rates for the local labor force, and availability of private sector funds for investment,” which local governments have control in providing flexibility in taxes and financial

aid (Gorica, Kripa, & Zenelaj, 2012). In addition, the indirect involvement encourages proper use and appreciation of cultural heritage sites (Gorica, Kripa, & Zenelaj, 2012).

The Tourism Industry: this includes tourism establishments and tourism enterprises, institutions engaged in financing tourism projects, tourism employees, tourism professionals and tourism consultants (WTO, 2005). The tourism industry plays an important role in the development of sustainable tourism, for example travel operators educate tourists, and preserve local ecosystems and cultures (Tour Operators' Initiative Secretariat, n.d.). They also have the power to limit group sizes, deciding to take smaller groups to visit protected areas, discussing ways to reduce visitor impacts, and integrating sustainability principles into their suppliers (Tour Operators' Initiative Secretariat, n.d.).

Voluntary Sector Organizations: include organizations such as charities or trusts, funded by their members, entrance fees to attractions, fundraising and donations (Northern Bridge, n.d.). The aims of these organizations are to preserve, protect and promote their cause (Northern Bridge, n.d.). This includes pressure groups such as Tourism Concern, and tourism professional bodies such as the International Association of Travel Agents (Berno & Bricker, 2001). NGOs also play a major role in developing sustainable tourism because they "create awareness among the masses regarding the use and misuse of their resources and assets in relation to tourism development. Not only acting as a critique, they also show the right track in which the development should take place" (Khan, 2015).

The Host Community: those who reside at the tourism destination and as a result, form part of the tourism "product" (Berno & Bricker, 2001). The level that host or local communities are

involved in decision making and policy issues depends on the extent to which they are affected by these decisions and policies (Muganda, Sirima & Ezra, 2013). According to Niezgodna and Czernek, “If decisions concerning development of tourism in a region are not made in consultation with the local communities during the design stage, it will be impossible for the local communities to be involved during implementation” (Muganda, Sirima, & Ezra, 2013).

The Media: this includes both travel and non-travel media (Berno & Bricker, 2001). The travel media is an important vehicle in marketing tourism by “providing unbiased reviews and authors’ first-hand experiences of a destination” (Grenna, Hilbruner, Santi, Scuppa, & Vereczi, 2006).

The Tourist: this includes business travelers, and visitors to tourism destinations, sites and attractions (WTO, 2005). Tourists travel for multiple reasons, “identifying and attracting the ‘right’ visitors is a must for sustainable tourism to be achieved” (Daud & Rahman, 2011). The interests of tourists and their demands are constantly changing as they search for novel and unique experiences from the tourism industry. “Proper planning will make provision for the rejuvenation of attractions and services and ensure that out-of-demand attractions adapt to new or modern trends” (Acha-Anyi, 2014).

Understanding the objectives of each stakeholder allows for the adequate development of participatory sustainable tourism resulting in “the potential to provide a framework within which sustainable tourism development can be delivered” (Dabphet, 2016). The groups involved, interested in, or affected (positively and negatively) by tourism should be considered in the planning and development of tourism.

Forms of Sustainable Tourism

As we face a paramount growth of the tourism industry, the consequences of mass tourism have put into focus the importance of addressing the topic of sustainable tourism. According to the WTTC, one in 11 people work in the tourism industry, which could increase to one in nine by 2030 (WTTC, 2016). Even though this shows the economic benefits that tourism can bring to destinations, it also puts increasing pressure on natural habitats due to the inappropriate practices and developments associated with mass tourism. The drive of organizations in the tourism industry to implement the concept of sustainability has led to the growth of many alternative forms of tourism. Further subcategories of sustainable tourism share the same basic principles of environmental and cultural conservation within a locally-based economic system, but differ in their core focus. Accordingly, indigenous tourism can be defined as any form of participation by indigenous people in the tourism industry, in either a direct or indirect way (Office of Northern Development, 1999). Therefore, sustainable indigenous tourism denotes tourism in which the indigenous peoples themselves and their everyday lives serve as the main attraction and/or are directly involved through control of their cultural and economic resources (Song, 2008). The degree to which these communities possess and control the production of tourism is a source of debate when determining tourism's potential and contributions towards sustainable development. The discourse over indigenous tourism's positive and negative effects range from claims that it provides an opportunity for indigenous communities to increase economic self-sufficiency and cultural revitalization, while others

maintain that it presents openings for continued hegemonic suppression and economic dependence (Cheong, 2008).

The criteria established to meet sustainable tourism development along with an understanding of the objectives of the stakeholders, determines the type of tourism that is to be implemented within destinations. There are many types of tourism that have been categorized under the umbrella of sustainable tourism, and many of them are used interchangeably. The main forms of sustainable tourism development are described below, in which emphasis is made in their differences more than similarities:

Ecotourism and Ecological Tourism

“Ecological tourism is the generic notion for natural exploitation (commercialization) of resources as tourism products, in a sustainable manner” (Juganaru, Juganaru & Anghel, n.d.). Many researchers have concluded that the main differentiator of ecological tourism to other forms is that it must be developed in natural reservations, national parks or a natural protected environment, with an emphasis on education and tourist awareness towards the environment (Juganaru, Juganaru & Anghel, n.d.).

Ecotourism or green tourism is a part of ecological tourism, and the “main objective [is] to preserve the nature or approach to rare species” (Juganaru, Juganaru & Anghel, n.d.).

“Ecotourism is a form of tourism to relatively undisturbed natural areas for the main purposes of admiring them and learning more about their habitats. Ecotourism also seeks to reduce its impacts on the area visited. It also contributes to the conservation of natural areas and the

sustainable development of adjacent areas and communities, generating further awareness among resident and nearby populations and visitors” (as cited in Unesco, 2010).

According to The International Ecotourism Society (TIES), ecotourism could grow to 25% of the global travel market within six years and account for US\$ 470 billion per year in revenues (CREST, 2015). “Ecotourism can return as much as 95% of revenues to the local economy, compared to only about 20% for ‘standard all-inclusive package tours,’ according to a 2011 UN-supported study by the Collaborative Partnership on Forests” (CREST, 2013). In addition, tourism provides locals with incentives to preserve the destination in order to make it attractive to tourists. One example has been the case for Namibia, where the combination of low impact luxury lodges and big-game safaris have successfully attracted international visitors. Since the introduction of the project, wildlife populations have more than doubled because villagers have become partners in the ecotourism venture and have collaborated in protecting their habitat (CREST, 2015). Developing ecotourism in the region has created jobs, encouraged education and brought funding into the community; the locals who previously would have been goat herders are now pursuing jobs in the hospitality industry (Tammemagi, 2012). The spending of travelers has also seen an increase when choosing ecotourism to mass tourism. Another example is the amount of international tourists who visited Costa Rica in 2010, an ecotourism destination, and spent on average \$944 per visit compared to tourists in France that spent \$666 per visit (CREST, 2013). Costa Rica generated 42% more in revenue than France, a conventional mass market tourism destination (CREST, 2013). Therefore, responsible travel to natural areas,

ecotourism, is becoming a tool to conserve the environment and improve the quality of life for local communities.

Cultural and Heritage Tourism

There are a number of tourism development types that fall under cultural tourism, for example: indigenous tourism, ethnic tourism, historical tourism, heritage tourism and others (Isaac, 2008). According to the UNWTO, cultural tourism includes “movements of persons for essentially cultural motivations such as study tours, performing arts and cultural tours, travel to festivals and other cultural events, visits to sites and monuments, travel to study nature, folklore or art, and pilgrimages” (UNWTO, 2005). Cultural tourism development tends to focus on the indigenous people of an area highlighting their traditional customs, arts, crafts, ceremonies, architecture, religion and lifestyles and is associated with visits to historical, artistic, and scientific or heritage attractions (UNESCO, 2010). Heritage tourism embraces eco-tourism and cultural tourism, “with an emphasis on conserving natural and cultural heritage” (UNESCO, 2010). “Heritage tourism protects historic, cultural, and natural resources in towns and cities by involving people in their community. When they can relate to their personal, local, regional, or national heritage, people are more often motivated to safeguard their historic resources. Heritage tourism educates residents and visitors about local and regional history and shared traditions” (Green, 2010). In the Trends & Statistics 2016 report by CREST, 33% of more than 25 million U.S. travelers who vacationed overseas in 2014 were interested in cultural/ethnic heritage sights in particular (CREST, 2016). Cultural heritage tourists travel further and more frequently to get the experiences they want and spend more money than the average tourist (McNulty & Koff,

2014). A report by the Travel Industry Association of America found that a majority of cultural heritage tourists planned at least one trip in the past year for specific historic or cultural activities/events, and that 40% of them added extra time to their trip because of it (McNulty & Koff, 2014). The pilgrimage to Santiago de Compostela in the northwest of Spain is a clear example of cultural and heritage tourism. Throughout the road, pilgrims embark a journey in which they engage the cultural heritage of each site they visit. This road not only represents the relationship between ‘self’ and ‘place’ but also represents walking towards knowledge. And more importantly is the authenticity of the expedition that makes a meaningful experience for the pilgrim, emphasizing in “intimacy, relationality and spirituality; all cultural strategies of the experience economy” (Selberg, 2010). Tourists seek learning experiences in their travels and authentic culture, heritage and history of the destination, which adds significant value to their visits.

Community-Based Tourism

According to the WTO, community based tourism “involves the local population in the decision making process according to local priorities. The opportunity to become part of the tourism value chain actively involves host communities in the development process” (UNWTO, 2014). If a local population in the tourism destination is involved in the holistic process, they build and manage the accommodation structures and local services offered to tourists, with complete control over tourism generated revenue. This revenue is therefore destined to improve living conditions for the community, prioritizing nature and local traditions (Juganaru, Juganaru & Anghel, n.d.). “Community-based tourism development form is often combined with

production activities development, such as agricultural products transformation or handcraft workshops, whose products are primarily sold to tourists” (Juganaru, Juganaru & Anghel, n.d.).

According to the Community Empowerment Network, the following are principles for community-based tourism (2013):

Identity: Respect and preserve all the characteristics of the environment, help residents reclaim historical practices, revitalize productive activities, highlight the ethnic background of the population, and emphasize the unique aspects of the locality, such as topography, climate, architecture, cuisine and handicrafts.

Roots and Customs: Highlight local cultural practices so that communities share their cultures and traditions with tourists with authenticity. Invaluable educational opportunities such as homestays and town-hall-style round of talks are encouraged so that tourists and local community members can mutually share cultural aspects such as food, music, folklore and goods.

Ecological Consciousness and Harmony: Seek to conserve natural ecosystems and cultures by being a part of a larger development plan. All plans have a low impact on the local environment while highlighting the unique aspects of the locality, such as topography, climate and architecture. The conservation of nature and rigorous concern with the environment influence the development of infrastructure for community-based ecotourism activities (i.e. building houses, roads, showers, etc.).

Local Control: Local control of the community-based ecotourism industry. Local leadership leads plans and encourages clear and transparent decision-making. Community members actively

make decisions on strategies and acceptable levels of tourism based upon the community's culture, heritage and vision. Strategies also equip local communities with the tools and knowledge necessary for decision-making, and to build effective structures to enable the community to influence, manage and benefit from ecotourism development and practice.

Sustainable Economic Development: Stimulate the local economy by generating income through the sustainable use of natural resources. All plans seek to ensure that the local population has an equitable share in benefits.

An example of a community-based project is the Buhoma Community Development Association (BCDA). The BCDA is a business enterprise initiated and managed by the 7,000 local people around Bwindi Impenetrable National Park in Uganda. The main reason for the creation of the project was to allow the local communities to improve their quality of life through methods that would not destroy the biodiversity of their environment. The benefits from tourism and the rest camp have been used by and for the community in projects such as water gravity scheme, community car, and schools (BCDA, n.d.). Securing sustainable jobs for community members and empowerment through skill development has been a major benefit as it has allowed the community to gain from tourism revenue and preserve the natural environment in which they live (Samuel, 2015).

Sustainable Tourism Trends and Market Segments

Tourism market trends appoint that sustainability practices are becoming mainstream in travel culture. According to the latest trend reports in the US, millennials are one of the most important demographics in travel today. As the largest generation to date, they are helping to

define what the major trends and tastes of the coming decades will be. Reports state that this segment of the population is looking for full cultural immersions (TrekSoft, 2016). Baby boomers are a major target market segment as well since they appear to be traveling now more than ever. According to the American Association of Retired Persons (AARP), 99% of baby boomers will take at least one trip in 2017 for leisure, looking to invest in activities rather than simply relaxation. The AARP states that regarding authentic experiences, at least 50% of boomers would like to eat and/or tour with locals (AARP, 2017). Solo female travel is another market on the rise with women driving the solo travel trend, wanting to embrace new and raw experiences by getting away from the 5-star hotels seen in advertisements (TrekSoft, 2016). In recent years, Booking.com found that 72% of American women embarked on a solo adventure and usually take three or more trips a year (2014); other reports have found a 230% increase in the number of female-only travel companies in 2016 (TrekSoft, 2016).

The action of traveling is highly correlated with disposable income. For instance, the growth of disposable income in emerging markets, such as China, have resulted in the financial feasibility for people to travel abroad (Passport, 2017). There are several recent trends that are affecting the operations of tourism businesses and entrepreneurs as they begin to make the necessary shifts in order to stay competitive. Companies focusing on sustainable tourism have a strong awareness of the impact they are making and are using this as a defining factor in their branding to set themselves apart from others in the industry (Passport, 2017).

Emerging trends from the past decades positively impact the culture, the community, the environment and the economy of the destination visited. To start with, “Experiential Tourism” has been described as a rapidly emerging trend in the tourism industry for more than a decade.

Through the late 1990s and into the new millennium, “experiential tourism” began to appear in tourism practitioner literature around the world. It has become the current term that encompasses a variety of tourism and travel categories, including cultural tourism, ecotourism, educational travel, experiential tourism, heritage tourism, nature tourism, etc., where activities are environmentally sensitive, displaying respect for the culture of the host area and looking to experience and learn. It involves active participation, involvement, even immersion (ATS, 2001). According to Virtuoso, luxury travelers in 2017 will be “seeking adventures in less explored areas and craving customized local experiences wherever they roam” (Virtuoso, 2017). But experiential travel is not limited to high prices and popular destinations as travelers are increasingly visiting unusual paths. The UNWTO predicts that tourism in emerging economies will grow to 57% of the global market by 2030, an increase from 47% in 2010 (UNWTO, 2017). The big driver behind this is the search for the new, local and authentic experience. In 2017 ‘transformative’ travel is appeared as the new buzzword of the travel industry aiming to take experiential travel a step further (Littlehotelier, 2017). Transformative Travel are trips motivated and defined by a shift in perspective, self-reflection and development, and a deeper communion with nature and culture (Trimble, 2017). Travelers are also seeking to impact the destination they visit by volunteering their time or offering to do good (Littlehotelier, 2017). According to the Tourism Cares “Good Travels” research conducted by Phocuswright, 55 percent of travelers surveyed had volunteered services or donated money to a destination they had visited in the past two years (Travelpulse, 2017). ‘Wellness Travel’ is another major trend that is associated with the goal of maintaining or enhancing one’s personal well-being (CREST, 2016). Wellness tourism is a \$439-billion market, and is expected to grow to \$678.5 billion by 2017. Wellness

tourists spend, on average, 130% more than the average global tourist (CREST, 2016). The top trends in luxury wellness travel are that people want to be immersed in more local, indigenous cultural experiences and destinations, and seek exotic, out of the ordinary destinations (CREST, 2016). A 2015 survey of professional chefs in the US revealed that 77% consider environmental sustainability as a "hot trend," while 75% mentioned natural ingredients/minimally processed food, and 72% mentioned hyper-local sourcing (e.g. restaurant garden) as leading trends in restaurant menus (CREST, 2016).

Challenges of Sustainable Tourism

The concept of Sustainable Tourism was “received with hostility by the tourism industry, [and other stakeholders such as governments and local authorities]” (Bâc, n.d.). The classical model of tourism was bringing many benefits to these stakeholders that only saw the concept as a hindrance rather than an opportunity. The challenges of the concept could present themselves as threats to effectively implementing sustainable tourism development within destinations. Below is a description of the challenges that have been identified:

Lack of Consensus on Definition

As described in the previous sections, there is no set standard that defines sustainable tourism nor criteria that differentiates one form of tourism from another. Most of the definitions are interchangeable, and there are many positions on the meaning of sustainable tourism (Bâc, n.d.). Delineating sustainable tourism development has proved to be difficult to define and operationalize (Berno & Bricker, 2001). The lack of global consensus on its meaning and

application has failed “to build a theoretical link between the concept of sustainable development and the particular context of tourism” (Berno & Bricker, 2001). “The very success of the term lies in the fact that it is indefinable and thus has become all things to all interested parties” (Wickens, Bakir, & Alvarez, 2014). Therefore, the lack of global consensus on a definition for sustainable tourism and the forms of tourism that fall under the term, presents a challenge making it hard to measure and evaluate its implementation.

Lack of Power to Enforce

A critical aspect of sustainable tourism development is the ability to influence change within the industry. This change is important to manage the environmental, socio-cultural, and economic benefits and impacts adequately. However, given the scale in which the tourism industry operates and the variety of its products, “it is not clear where the power lies to promote and enforce sustainable practices” (Juganaru, Juganaru, & Anghel, n.d.). The industry, as many other industries, is driven by the immediate economic return of investments and it conflicts with the need to protect the social and environmental resources that the industry seeks to promote. Due to an increase in international competition amongst destinations and the presence of large and powerful corporations in the industry, “there is increasing concern that the regulatory competence of the nation State is now being superseded by the power of big business” (Juganaru, Juganaru, & Anghel, n.d.). The uncertainty of which stakeholder ultimately has the power to enforce sustainable practices has resulted in the challenge to operationalize sustainable tourism.

Lack of Stakeholder Cooperation

There is a need for partnerships and cooperation to happen between the many stakeholders that the tourism industry depends on. However, it must be understood that a major challenge is being able to meet the objectives and the different goals of each stakeholder. “Stakeholders at each level have different needs, goals, viewpoints, and information access. Applying key principles for sustainable tourism to this scale of participants and their varying needs is extremely complex. It also requires that the attitudes of both the demand side (tourists) and supply side (industry) be changed” (Juganaru, Juganaru, & Anghel, n.d.). Therefore, lack of stakeholder cooperation or inability to meet their objectives can result in inadequate development of sustainable tourism.

Complexity of Capacity Management

Influenced by the force in demand and supply, resources used in activities related to tourism contribute to the complication for sustainable tourism development. The maximum potential tourism capacity is determined by number, space and quality of the destination (Liu, 2003). These also correlate to number of tourists that the destination is able to accommodate, facilities that are needed to carry out for tourism (Liu, 2003), and behavior of tourists that determine the creation of tourism offering (Castellani & Sala, 2012). While carrying capacity supports tourism operations, there is a cost of tourism development. The excessive use of natural, social, and cultural resources impact environmental degradation and cultural degradation of host communities in the destination (Liu, 2003). For some cases in developing countries, utilization of local capacity is low and linkage between foreign investors and domestic firms who

can provide capacity for goods and services is weak (UNCTAD, 2013). UNCTAD reported that only between one fifth and one third of total tourist expenditures contributed to the poor and even less for the pro poor from direct earnings and supply chains (2013). The sustainable development require the right balance of resources used in consumption, transformation and creation of tourism offers, which are aware of local environment (social, natural, economic and cultural), simultaneously able to sustain tourist satisfaction (Liu, 2003). Fail to manage the relationship between carrying capacity and the tourism offer determines an ineffective development of sustainable tourism.

Social Entrepreneurship

In a general and broad term, an entrepreneurs have been described as opportunities seekers in the substandard situation who commit to pursue innovation despite unpleasant circumstances and risks (Martin & Osberg, 2007). Martin and Osberg defined unique characteristics of entrepreneurs to be the frustration they have in the product, service, process, for which they aspire to solve. They are likely to take a new approach to solve problems creatively rather than develop from the existing practices. Even though there are risks throughout the innovative process, they endure the setbacks or challenges, as well as take initiatives and direct action to venture the path. Often time, an entrepreneur brings inspiration, creativity, direct action, courage and fortitude, which are the fundamental attributes for innovative solutions, products, services and processes (Martin & Osberg, 2007).

Entrepreneurs thrive for innovation that creates a financial gain to maintain their venture's sustainability. However, the value proposition distinguishes specific type of

entrepreneurs. Unlike traditional entrepreneurs that aim to serve a large scale market for financial profits of shareholders, social entrepreneurs' mission is devoted for the "values in the form of large-scale, transformational benefit that accrues either to a significant segment of society or to society at large" (Sheldon, Pollock, Daniele, 2015; Austin, Stevenson, Skillern, 2006). They aim to create social benefits, especially for underserved, neglected, or highly disadvantaged populations (Sheldon, Pollock, Daniele, 2015).

According to experts, social entrepreneurs refer to those society's agents of change who are often challenging the system and constantly rethinking the status-quo in order to transform the world for the better (Skoll Foundation, n.d.; Sheldon, Pollock, & Daniele, 2017). Social entrepreneurship plays a different role in the economic system compared to traditional commercial entrepreneurship. The difference between social entrepreneurs and entrepreneurs relies on the fact that social entrepreneurship distributes "mechanism through which neglected positive externalities are internalized in the economic system" whereas commercial entrepreneurship distributes "mechanism through which society's resources and skills are allocated to the most valued activities" (Santos, 2012). Social entrepreneurship has the goal of delivering sustainable solutions with the logic of actions to empower, whereas commercial entrepreneurship focuses on achieving competitive advantage and control (Santos, 2102). In short, social entrepreneurship is considered a discipline in which the desire to create social benefit is at the forefront. According to the Skoll Foundation, one of the first organizations to implement this concept, "social entrepreneurship pave avenues of opportunity for those who would otherwise be locked into lives without hope" (Sheldon, Pollock, & Daniele, 2017). In the midst of the current global crisis of social inequalities, water shortages, climate change, poverty,

hunger and severe energy crisis; social entrepreneurs and social enterprises represent a solution to address these 21st century global issues.

As stated by Gregory Dees, a professor at Duke University and pioneer of this movement, the main difference between traditional business entrepreneurs and social entrepreneurs relies on the value proposition itself (Bloomberg, 2014). Social entrepreneurs pursue social change, while business entrepreneurs are mainly driven by profits. And, on the other hand, non-profits are focused to find immediate strategies while social enterprises seek long-term innovation and change (Sadat, 2015). Social entrepreneurs tend to operate in two paradigms, as system changers to create opportunities that contribute to marginalized and disadvantaged groups, and as profit seekers to stay competitive and in business.

How Social Entrepreneurs Operate

Social entrepreneurs are part of the current economic system, however this nascent concept can sometimes be confused by social activism, charity or social service. Figure 5 illustrates the role of social entrepreneurs as well as all of the actors of the modern economy.

Institutional Actors in Modern Capitalist Economies

Characteristics	Governments	Charity	Commercial entrepreneurship	Social activism	Social entrepreneurship
Distinct role in economic system	Centralized mechanism through which the infrastructure of the economic system is created and enforced (and public goods provisioned)	Distributed mechanism through which economic outcomes are made more equitable despite uneven resource endowments	Distributed mechanism through which society's resources and skills are allocated to the most valued activities	Distributed mechanism through which behaviors that bring negative externalities are selected out	Distributed mechanism through which neglected positive externalities are internalized in the economic system
Dominant institutional goal	Defend Public interest	Support disadvantaged populations	Achieve competitive advantage	Change social system	Deliver sustainable solution
Dominant logic of action	Regulation	Goodwill	Control	Political action	Empowerment

Figure 5: Institutional Actors in Modern Capitalists Economies. Adapted from “A Positive Theory of Social Entrepreneurship” by F.M. Santos, 2012, *Journal of Business Ethics*, Vol. 111, No. 3, *Social Entrepreneurship in Theory and Practice*, 2012, pp. 335-351.

The main distinction between both social advocators and social service providers with social entrepreneurs, is that the last ones attempt to transform the existing system by empowering and delivering sustainable solutions (Martin, Osberg, & Huffington, 2015). Transformation within an economic system can happen in different levels. On one side, by government-led changes and on the other by business-led transformation. Social entrepreneurs are situated in the middle of these powers, and their relevance relies on the value to create a new social equilibrium (Martin, Osberg, & Huffington, 2015)

According to Martin and Osberg, stated in their book *Getting Beyond Better, How Social Entrepreneurship Work*, there is a specific pattern that social entrepreneurs use when implementing their strategies. This methodology is referred as a four stages process in which true equilibrium happens. It is worth mentioning that entrepreneurs who embrace into social and sustainable practices need to understand how equilibrium is attained. First “*equilibrium change*

is a high bar,” social entrepreneurship is an emergent field in which social advocates and social providers have taken the lead, therefore, it is imperative to foster and expand the support and recognition for social entrepreneurs (Martin, Osberg, & Huffington, 2015). Second *“equilibrium change takes time,”* the process of destabilizing in search for new opportunities is not a smooth course, it often takes time to bring all the elements back to balance; and social entrepreneurs need to be cognizant that this practice is a long way development (Martin, Osberg, & Huffington, 2015). Third, there is a *“deeper connection between social entrepreneurship and social advocacy,”* this means that these two concepts need to happen hand in hand to accelerate the process of equilibrium change (Martin, Osberg, & Huffington, 2015).

The four stages model that Martin and Osberg propose are: understanding the world, envisioning a new future, building a model for change and scaling the solution that addresses the need for an equilibrium change. This framework flows from the center to the outside, and it should be seen as a scheme for thinking rather than a guided recipe, see Figure 6.

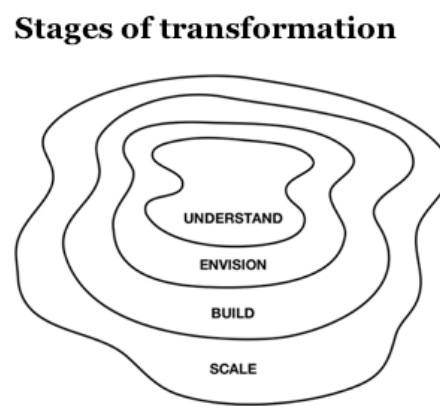


Figure 6: Stages of Transformation. Adapted from “Getting Beyond Better, How Social Entrepreneurship Work” by R.L Martin and S.R.Osberg, 2015, Harvard Business Review Press.

1. Understanding the World

The key for challenging the status quo is to have a deep understanding about the current methods in which the system operates. “Social entrepreneurs must navigate three powerful tensions in understanding the world they wish to change: abhorrence and appreciation; expertise and apprenticeship; and experimentation and commitment” (Martin, Osberg, & Huffington, 2015). Hence, a social transformation can only be spurred when a deep analysis of the current structures is done.

2. Envisioning a New Future

This step is crucial not only for social entrepreneurs, but for any agent of change. Setting a direction along with crafting a compelling vision is the motor that will drive change.

It is important to mention that a vision that will fully transform and recreate a whole new future may sound utopian, challenging or and even overwhelming. Thus, social entrepreneurs need to consider two essential concepts:

‘A systemic yet focused approach’ this refers to a prioritization of the targeted constituents as main players in order to create meaningful impacts. The rest of the stakeholder will also need to be understood and accounted, but within another level of specificity (Martin, Osberg, & Huffington, 2015).

‘Articulation of a compelling future’: a clear and superior future state that avoids vague language is imperative for this stage. The power of having a strong vision along with the belief of human as system transformers is essential for social entrepreneurs to reach a specific goal (Martin, Osberg, & Huffington, 2015).

3. Building a Model for Change

This is the stage in which social entrepreneurs transform their vision into tangible actions. In building a model for change, social entrepreneurs face a steep challenge because they operate in between a for-profit business minded model, a government structure, and charity mindset. Therefore, creativity and resourcefulness play an important role for finding a right strategy to benefit the marginalized or underserved segments of society (Martin, Osberg, & Huffington, 2015).

Having previous knowledge of the context in which they operate is a great starting point. Social entrepreneurship has in its foundation a deep human component, and it is imperative to collaborate across-sectors and integrate private capital with philanthropic practices to interchange ideas, values and relationships to strengthen the outcomes (Phills Jr., Deiglmeier, & Miller, 2008). However, they face severe challenge in finding innovative ways to provide value and differentiation; consequently, they need to constantly look for value enhancement mechanisms, cost-diminution change mechanisms and multiple mechanisms that allows them to navigate in the current economic system.

4. Scaling the Solution

The last stage consists of scaling the solution proposed. Social entrepreneurs need to embrace the concept of transformational scalability, which is not determined neither by size nor budget, but by “effectiveness at transforming a suboptimal societal status quo” (Martin, Osberg, & Huffington, 2015). This does not point out that social entrepreneurs cannot expand their customer base, funding or talent. The key relies upon their ethical growth, taking into account all stakeholders and always having their social value as a main driver.

According to Martin and Osberg, social entrepreneurs that obtain true social equilibrium and achieve a meaningful social impact, have as a core strategy for scaling their business

(Martin, Osberg, & Huffington, 2015). For example:

- They design their solutions intentionally to fit the scale economies model.
- They work as system thinkers, enhancing the power of collaboration by engaging with a wide range of stakeholders within the ecosystem.
- They go open-source in their approach enabling other actors to build upon their strategies, “either implicitly through context arbitrage or explicitly through an enabling platform” (Martin, Osberg, & Huffington, 2015).

As previously analyzed in this section, the concept of social entrepreneurship can represent a daunting path where unanswered questions still need to be answered. “For social entrepreneurs, simply making things better isn’t good enough. They imagine the future as it should be, and they ask “Why not?” Then they get to work, determined with every stride forward, with every inevitable setback, to go beyond better” (Martin, Osberg, & Huffington, 2015). The concept of equilibrium change is not considered an unfamiliar one, it existed since time ago, but it was achieved either by governmental institutions or by innovations within corporations. (Martin, Osberg, & Huffington, 2015). In the advent of turbulent social and economic changes, social entrepreneurs need to constantly defy the current system and find opportunities to leverage their creativity and maximize their willingness and impetus to create societal change.

Tourism Social Entrepreneurship

Tourism Social Entrepreneurship (TSE) refers to a process that analyses the whole landscape in order to find gaps and to turn them into opportunities to create value. Innovative solutions are generated taking into consideration the advancement of main areas such as: social, cultural, environmental and economic. Using as core strategies: ideas, capacities, resources, and social agreements to achieve a social transformation (Sheldon, Pollock, & Daniele, 2017). This type of tourism entrepreneurship is highly aligned with the principles of TBLD+C and addresses the need of a more inclusive and systematic approach. If tourism entrepreneurs are able to collaborate effectively with local indigenous communities through inclusive participation, respect of natural resources and local culture, a better economic development can be materialized. TSE can diminish the effects caused by mass-tourism and presents opportunities not only for local communities and travelers, but for tourism entrepreneurs, as well as governments and institutions.

Social Benefits

An inclusive approach to the development of sustainable tourism destinations has the ability to impact local indigenous communities in multiple ways. The major benefit to these communities is the ability to empower residents to make decisions and control the process of development which generates trust, ownership, and social capital among the residents (Rasoolimanesh & Jaafar, 2016). Gender equality is also another benefit to local communities by improving employment/entrepreneurship opportunities for women facilitating their access to jobs and/or participation in supply-chains, and by creating possibilities for career advancement (UNWTO, n.d.). The positive feedback the communities receive from visitors, including tourists,

government workers, students and academics strengthens community pride and fosters a proud sense of shared cultural identity and group-consciousness (CBT, n.d.).

Environmental Benefits

The participation of local communities in development of sustainable tourism is fundamental to alter the impact of tourism on the environment. A key motivation for the initiation of many sustainable tourism projects is the ability to properly manage the effects of tourism and conserve natural resources. Projects tend to deter local communities from illegal use and overuse of natural resources as well as they try to integrate the protected natural areas in regional and local development plans and programs (Muhanna, 2006). Sustainable tourism development can be a vehicle for protecting and restoring biodiversity (UNWTO, 2016).

Economic Benefits

There are economic benefits to the proper development of tourism with sustainability standards. Economic empowerment in sustainable tourism does not only affect entrepreneurs or government officials, it also provides long term financial benefits to a destination community through tourism entrepreneurship (Nordin, Lonik, & Jaafar, 2014).

Cultural Benefits

The impact of sustainable tourism in culture is far reaching. The culture of local communities is impacted by the preservation and transmission of cultural and historical traditions, which contributes to the conservation and sustainable management of natural resources, the protection of local heritage, and a renaissance of indigenous cultures, and cultural arts and crafts (UNEP, n.d.). Outside local communities, many other stakeholders are also impacted by the cultural interchange experienced as consequence of sustainable tourism.

Traveling brings people into contact with each other, it can foster understanding between peoples and cultures (UNEP, n.d.). The cultural exchange between hosts and guests increases mutual sympathy and understanding and reduces prejudice (UNEP, n.d.).

Experience Economy

According to Pine & Gilmore, economies are driven by the change in ways of life and technological advancement that improve productivity (Pine and Gilmore, 2011). The shift in economies have been evolving from Agrarian to Industrial, Industrial to Service, and Service to Experience (Pine and Gilmore, 2011), see **Appendix II** for the differences between the economies. Once economic transaction heavily relied on producing agricultural goods, people produced, sold and consumed raw materials of natural extracts such as animals, vegetables, and minerals (Pine and Gilmore, 2011). Then, the industrial sector emerged with new inventions and production of goods, businesses developed and scaled in the attempt to differentiate the commodities, people moved from working on farm to produce goods in the factories (Pine and Gilmore, 2011). The economy expanded, and the industrial sector innovated reducing the employment in the sector which resulted in an increasing demand for service businesses (Pine and Gilmore, 2011). In 2014, Service sector contribution to global GDP surpassed Industrial and Agricultural sectors, accounting for 68.9% of the world GDP while the Industry sector was 27.7% and agriculture 3.9% (The World Bank, 2014). However, the growth in goods and services has proliferated, and businesses are finding it difficult to capture customer's attention and to stay relevant and competitive in the market (Pine and Gilmore, 2011). Therefore, service experiences are becoming a company differentiation in which the experience is purposed as an

additional value to the offering, see Figure 7 for a graphical representation of the shift of the economy.

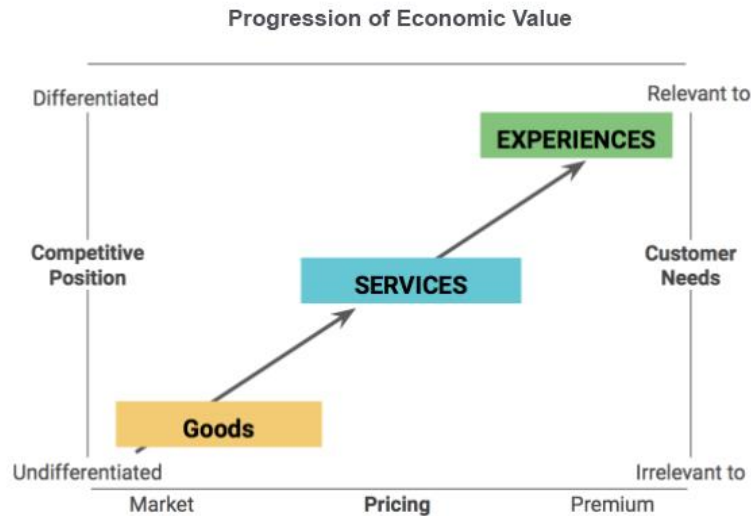


Figure 7 - Progression of Economic Value. Adapted from “The Experience Economy”, by Pine, B. J., & Gilmore, J. H. 2011, Harvard Business Review Press.

Pine and Gilmore define the experience economy when “a company intentionally uses services as the stage and goods as props to engage an individual.” (Pine and Gilmore, 2011). They believe that experience is the new value in economic offerings that can be capitalized and can result in a revenue stream for businesses (Pine and Gilmore, 2011). Unlike other economic offerings, experience enriches customer engagements to the businesses and “it is memorable” (Pine and Gilmore, 2011). Prahalad and Ramaswamy emphasized how customer’s value of purchasing process has shifted to center around how businesses personalize customer experience (2004). The co-creating value and experience between customers and companies is unique, personalized and cannot be commoditized (Prahalad and Ramaswamy, 2004). In today’s market, providing and charging only for the value of goods and services is not enough for the intense

business competition. Businesses intend to make goods and service more experiential by encouraging the interaction between staged events and individual's state of mind (Pine and Gilmore, 1998). According to Cornell psychology professors Travis Carter and Thomas Gilovich, buying experiences influences happiness and wellbeing more than buying mere goods and services (Pine and Gilmore, 2011). It reaches a personal level of emotional, physical, intellectual, and spiritual aspects resulting in more events to get attached to the customer's mind (Pine and Gilmore, 2011). This shift in the economy requires well-designed goods and services that bring unique value to individual customers, and yet support in labors, functions and other needs.

Business in Experience Economies

Businesses currently pursue strategic approaches to design and generate experience to capture customer's happiness for their "hard-earned-money and harder-earned-time" (Pine and Gilmore, 2011). Customer decision making doesn't depend on price and convenience anymore, but also on experiences embed in their purchases of goods and services. Many businesses design and stage activities for customers to create enjoyable experience, and boost spending. Some co-create high-quality interactions to enable unique experience among customers (Pine and Gilmore, 2011; Prahalad and Ramaswamy, 2004). Customer engagement is the key for success that businesses need to create memorable experiences (Pine and Gilmore, 2011). The relationship should incorporate customer participation strengthening connections, whether it's active or passive interactions. It is important for businesses to make customers enjoy, smile, laugh or submerge into the offerings, thus enticing them (Pine and Gilmore, 2011). The richest experience

encompasses four realms of offerings; entertainment, educational, escapist and esthetic, see Figure 8 for the Experience Realms (Pine and Gilmore, 2011). Educational experience involves an active participation of the audience, allowing participants to learn, engage in educational activities, as well as absorb the experience. Escapist experience will allow audiences to immerse into activities such as gambling in casino and paintball in local woods, audiences actively acting and reacting in environmental performances. Entertainment experience refers to a passive participation that allows audiences to enjoy and absorb experiences through their senses such as viewing performances, listening to music, and reading books. Also, esthetic audiences will passively immerse participants in the experience such as observing arts in the museum, encouraging audiences to be in the environmental setting. Businesses that are able to design and offer a wide range of experiences will be able to capture customer attentions and desire, generating revenue on those experience offerings and gaining competitive advantage.

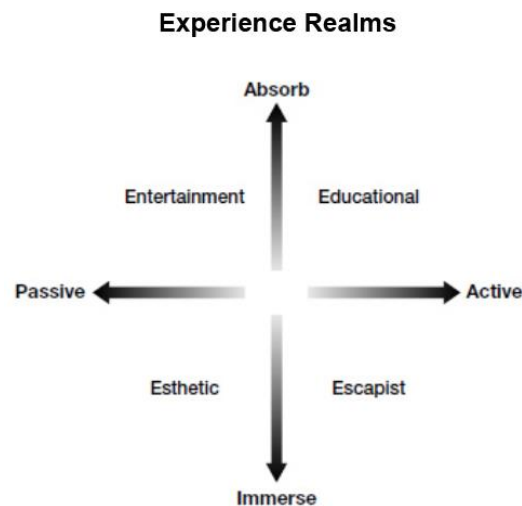


Figure 8: Experience Realms. Adapted from “The Experience Economy”, by Pine, B. J., & Gilmore, J. H. 2011, Harvard Business Review Press.

Tourism in the Experience Economy

The tourism industry is facing high levels of competition to differentiate and create exclusivity. The sector relies on services and experiences to connect with customers. This is driven by an increasing of destinations that offer similar recreational landscape and service offerings in the competition with mature destinations (UNWTO, 2016). Tourism agencies attempt to create unique traveling experiences to prosper, diversify and enhance their services for more engagement with their audiences. As companies are developing unique experiences for tourism services, it is becoming more challenging for them to design those that remain original while it creates a memorable experience for travelers. More personalized and authentic experiences are opening the opportunity for competitive tourism (OECD, 2016). This experiential tourism demands active participation, involvement, even immersion from customers (ATS, 2001).

Today, tourists' value has shifted to the demand for experience that goes beyond traditional offerings. They are looking for an authenticity of local destinations that fulfills their desires to interact, feel, learn and support the locals and sustainability (Pine and Gilmore, 1998, 1999, 2002). Tourism in Cancun, Mexico typically offer all-inclusive experience which tourists stay in big brand hotels, enjoy the beach, access to a variety of international restaurants, clubs and bars selection or take a special day trip to visit nearby Cozumel or Mayan ruins (Mulcair, 2011). Beyond the typical experience in mass tourism, Maya Ka'an (a community based tourism in Quintana Roo) offers unique experiences to capture the demand in more meaningful tourism.

Its offerings involve exploring natural and cultural activities with the Maya, learning their legends, gastronomy and traditions in authentic scenarios (MayaKaan, n.d.).

Tourism providers need to be adaptive to the shifting tourists' demands. A moral consumption in natural, social and cultural resources will foster sustainable development, increasing the interest in social tourism entrepreneurship. For social entrepreneurs, sustainable tourism is a compelling alternative to the current economic value. Tourism designed for more local, sustainable, and transformative experiences, will help them to engage tourists emotionally, physically and mentally. By developing the proper sustainable practices that offer a quality travel experience, wealth and wellbeing will reverberate all tourism stakeholders (UNWTO, 2005, 2017). This includes indigenous communities' that benefit in this emerging opportunity. They are able to participate in the local economy by supplying social, natural, and cultural resources for the creation of tourism experiences. Ultimately, sustainable tourism in the experience economy yields possibility for growth.

Frameworks & Models Assessment

We created standard criteria to examine frameworks and models in order to understand each of their proposals and applications in a comparable manner. We developed the criteria based on the elements that embody sustainable tourism development with the participation of indigenous communities following a TBLD+C approach. The criteria examined was:

- Integration of TBLD+C principles
- Inclusion of indigenous community engagement and development
- Focus in developing countries

- Designed for private sector entrepreneurs, MSME, and social entrepreneurs
- The scale that is applicable for regional development

Based on this criteria, the following section discusses selected frameworks and models, and what can be summarized of their content, objectives, and strategies. The factors that each framework proposes and their approach in developing inclusive sustainable tourism were analyzed. We also examined the extent to which a TBLD+C approach was utilized in the integration of each framework. This analysis process led to the discovery that aspects of the TBLD+C framework were not fully integrated into the tools available for tourism development. While some of the frameworks touched on TBLD+C principles, they did not necessarily offer solid strategies for local community engagement and the empowerment of indigenous people in the development process. Another finding is that the scope of most frameworks are too wide to offer a practical development plan for MSME and social entrepreneurs that can allow them achieve financial feasibility and make an impact with TBLD+C standards.

The analysis of many frameworks and models allowed the identification of gaps and opportunities to integrate a TBLD+C approach to sustainable tourism development with local communities, and therefore provided the direction needed for the design of The Roadmap. Based on findings, the following frameworks and models were selected for this project. These are some of the most comprehensive frameworks and models that have supported this study and the design of the solution.

UNWTO - Sustainable Tourism for Development

The UNWTO's Sustainable Tourism for Development provides the most comprehensive methodology. It assesses the position of sustainable tourism, through asking a set of questions which identifies needs to be addressed and gaps to fill. The process is framed around five pillars which encapsulate the key dimensions and themes of sustainable tourism, see 'Sustainable Tourism Principles' section above. The development of sustainable tourism that the framework suggests is to be implemented in developing countries. The major gap identified is that the methodology has been designed for multinational organizations implementing programs at national levels, and the recommendations and strategies suggested are not adequate for MSME or social entrepreneurs in the private sector.

UNWTO Roadmap for Development - Heritage Conservation & Tourism: Promoting sustainable growth along the Silk Roads Heritage Corridors

The roadmap created by the UNWTO lays the foundation for developing a comprehensive and sustainable Silk Roads Heritage Corridors Tourism Strategy. The roadmap is focus on addressing the overarching principles of sustainable growth, community development, heritage management and conservation, at same time it's to be implemented in developing countries. The roadmap consists of three major phases: Situation Analysis & Needs Assessment, Project Development & Prioritization, and Implementation, Monitoring & Evaluation. However, it does not address the challenges and opportunities for MSME and social entrepreneurs.

Wilderness Safaris - Inclusive Business in Tourism: Damaraland Case Study

This is a business model created by Wilderness Safaris, an ecotourism operator that operates camps and mobile safaris. Wilderness Safaris has a joint-venture partnership with the community to operate Damaraland Camp, a luxury ecotourism enterprise. The aim of the joint venture was to establish and operate a single tourism enterprise. The most important finding from this business model is that it has empowered and involved the local community from the beginning of the tourism development, placing the community at the central of the business for wealth creation through utilizing the community's assets. However, this model does not provide the information or strategy on how they establish the relationship with the local community, or a step-by-step guidance.

USAID - Project Development for Sustainable Tourism

USAID's framework is a step by step development course which provides a general introduction of tools that is used by sustainable tourism development professionals to complete project concept notes at the design stage. It's targeted towards professionals who are engaged in the development of sustainable tourism projects, including government agencies, NGOs, consulting firms, private tourism operators, and related entities. The key takeaways from USAID's course are the information about why and how to apply funding from major donors who are listed in the course, also how to engage stakeholders in the planning stage. The course provides not only tools for development but also reasons and possible actions for each step, which is really helpful for developers to apply in their development plan.

In assessing the frameworks discussed above in combination with the analysis of other frameworks not highlighted in the body of this project, understanding of the benefits and gaps of the models and frameworks have been identified. The definition of sustainable tourism in nature has the four principles of a TBL and Culture embedded in its development. However, some frameworks lack the “By Design” approach in which the strategies, tools, and processes have been carefully crafted and thought out to include feedback loops in which the four principles are considered throughout the development and implementation of the project. Therefore, a need to develop a TBLD+C roadmap for sustainable tourism development that is designed for MSME or social entrepreneurs interested in creating sustainable tourism projects with the inclusion of local communities has been identified. The major finding is that most frameworks, models, or roadmaps available are for institutions or organizations operating in a large scale context, and not for small-scale entrepreneurs, MSME or social entrepreneurs.

Summary of Literature Review

This literature review reinforced the need to address the gaps identified in models, frameworks, tools and methodologies to support social entrepreneurs in the development of sustainable tourism while leveraging the opportunities from current market trends. Although trends in the industry present multiple opportunities, they also present challenges for the development of sustainable tourism to attract high-value tourists willing to pay more, travel longer, and more frequently. Tourism enterprises have begun to realize that travelers are becoming more interested in the environmental, economic and socio-cultural impacts that their travels have on the destinations they visit and that are likely to support projects that embody

these values (Passport, 2017). The analysis of the literature review provided affirmation in the need to develop a methodology and framework that supports social entrepreneurs to collaborate with indigenous communities in the development of tourism products for today's tourists. The development should be based on TBLD+C principles to ensure that benefits flow to indigenous communities while preserving the culture and environment of these communities. In collaborating with indigenous communities, social entrepreneurs will be able to develop unique cultural experiences. According to Pine & Gilmore, experiences have become a new source of economic output, and it presents an opportunity in which tourism entrepreneurs can generate more revenue by creating authentic experiences.

Social entrepreneurs as well as industry professionals can capitalize in new behavioral patterns that travelers are demanding and at the same time create economic and social benefits in local communities. Therefore, there is an identified growing need to develop a TBLD+C methodology that serves as an intermediary support to aid entrepreneurs in the development of sustainable tourism with indigenous communities, promoting the shift from traditional forms of tourism development to practices that strives for the empowerment of local communities.

Discussion Analysis

The development of tourism in Mexico has been concentrated primarily in the coast of Cancun and Tulum. The international demand for this coastal region accounts for almost half (47.5%) of all international arrivals (OECD, 2017). The area is highly developed to cater to tourists' needs, but outside the hotel compound, poverty remains the norm and the future (Daltabuit & Pi-Sunyer, 1990). The government and private-sectors have identified the large untapped potential tourism has to promote local and regional development, and a challenge has been designing how to spread the economic and social developments benefits more widely across the country (OECD, 2017). The challenge is how can Mexico evolve the traditional model of development highly concentrated on coastal resorts to compete in a changing global tourism marketplace (OECD, 2017). To support in the shift of tourism development, the government has decided to focus on its natural, built, and cultural heritage that goes beyond the coastal environment as an alternative for tourism development (OECD, 2017). It's national tourism policy encourages investment and economic growth, promotes balanced regional development and supports more productive, inclusive and sustainable growth (OECD, 2017).

To be able to change the traditional model of resort-based sun, sea, and sand, it requires a market-led policy focus on destination development and product diversification, supported by private sector investment (OECD, 2017). To support local businesses and social entrepreneurs, governmental institutions as well as banks have recognized the importance of fostering social entrepreneurs whose main goal is to improve the tourism sector and support social causes. "There is huge potential to generate sustainable and inclusive growth in Mexico through the kind of tourism that prioritizes local assets and local businesses," said OECD Secretary-General,

Angel Gurría (Gutierrez, 2013). Providing financial support to MSME is one way in which the government is aiming to support the development of sustainable tourism. The Mexican National Tourism Agreement aims to support tourism MSME in the following areas: encourage public and private investment, diversify and enrich tourism with destinations, products and services of higher quality, foster the integration of national productive chains, promote a tourism culture that develops a national pride, promote changes to the legal framework of tourism for the development of the sector and promote sustainable development of the sector (Cortes, 2011).

Social entrepreneurs in Mexico are shifting traditional forms of tourism development and addressing major societal challenges. Some of these challenges are the jobs characterized by low wages, repetitive motion, limited job promotion, and a lack of economic security for indigenous people (Preble, 2010). Racialization of wage labor in mass tourism is another challenge indigenous people face (Preble, 2010). In Cancun's rigidly structured labor hierarchies, the mainly indigenous work force is confined to the backstage, because they do not fit into the pleasant representation the hotels want to project and tourists pay to see. Unless specified as a commodity and controlled by managerial standards, indigenous traditions are all but stripped from tourist's view while performing wage labor work. The shift of tourism development by social entrepreneurs includes local indigenous communities throughout the design of projects identifying areas in which they can provide a unique experience to tourists. In our study, we focus on the development of sustainable tourism in Mexico to understand the potential of designing a new form of tourism in which benefits improve the standard of living for local indigenous communities through an inclusive development. To have a foundational understanding of local indigenous communities and how they can participate in the development

of sustainable tourism, two field research trips to the Yucatan Peninsula visiting the communities of Dzitnup, Chemax, and Yax-Hal were performed. In-depth interviews with key stakeholders from the communities and 20 survey-interviews to community members were done to people from ages 11-61, male and female, with different levels of education attainment.

Maya Indigenous Communities

Community of Dzitnup

The community of Dzitnup is located approximately 15 minutes by car from Valladolid, and two hours from the city of Cancun in the State of Quintana Roo. There are approximately 1130 inhabitants, of which 550 are men and 580 are women (Dzitnup - Yucatán., N.D.). In the field research, it was noted that the community participates in tourism through the local “cenotes” (sink-holes) of X’quequen and Samula. These two cenotes were once operated by the community with most of the economic benefits staying within the community. However, due to a conflict between local members, the cenotes were transferred to government officials for management, resulting in the leakage of most profits from the cenotes leaving the community. In performing a SWOT analysis of Dzitnup, the following was noted:

Strengths

- Ease of access to community by roads
- Maya cultural traditions are still visible within community members
- Two cenotes that serve local tourists operate in the community

Weaknesses

- Rapid loss of the Mayan language, specially among children

- Lack of governmental support for the development of community
- Low number of international tourists visiting the community and cenotes

Opportunities

- Increase in travelers seeking authentic cultural experiences
- Showcase the cultural, natural, and unique assets of the community
- Improve economic condition through a sustainable form of tourism

Threats

- Migration of local community members to the coast is accelerating the rate in which the community is losing cultural traditions and values
- Leakage of income from cenotes has further marginalized the community

Community of Chemax

The community of Chemax is approximately 30 minutes from Valladolid and two hours from the city of Cancun in the State of Quintana Roo. There are approximately 36,881 inhabitants, of which 18,521 are men and 18,360 are women (SEFOE, 2016). The community used to be situated near a major road that connected Cancun and Merida bringing many tourists passing by into the community. The recent construction of a new highway that connects Cancun and Merida has resulted in the significant decrease of tourist stopping by, also decreasing the income for many local businesses that use to support tourism. The community is the biggest in size compared to the other two communities visited. The people that are part of the community are not all from the Maya culture. In performing a SWOT analysis of the community, the following was noted:

Strengths

- The size of the community brings opportunities for local people to make money in multiple ways
- The community has some of the best artisans in the Yucatan Peninsula recognized by the SECTUR and CONACULTA, Secretariat of Tourism and Secretariat of Art
- Easy access to roads and developed infrastructure
- Diverse population of Maya and non-Maya people

Weaknesses

- Maya cultural traditions are being lost due to several factors, such as the assimilation of multiple cultures in the community
- Limited support from the government in the development of the community

Opportunities

- Increase in the number of travelers seeking authentic cultural experiences
- Showcase the cultural, natural and unique assets of the community
- Improve economic condition through sustainable forms of tourism
- Available carrying capacity for tourism development

Threats

- Intermediaries take advantage of local people by buying products at a low price and reselling it to tourists in the coast for a much higher price

Community of Yax-Hal

The community of Yax-Hal is approximately 30 minutes from Valladolid and two hours from the city of Cancun in the State of Quintana Roo. According to the Commissary from the community, there are approximately 300 inhabitants in the community. The community is the smallest community in size visited, and has the highest level of poverty. Most of the community members speak Mayan and very few Spanish. The SWOT analysis of the community is as follows:

Strengths

- Majority of the men in the community practice agriculture and bee-keeping
- Women in the community have knowledge in making arts and crafts as well as some agricultural knowledge
- The Maya culture and language is preserved the most in comparison to the other two communities

Weaknesses

- Lack of government support for the development of the community
- Lack of jobs and work opportunities
- Access to roads and infrastructure is limited

Opportunities

- Participate in the development of the tourism project in Zazil Tunich
- Increase in travelers seeking authentic cultural experiences
- Showcase the cultural, natural and unique assets of the community
- Improve economic condition through a sustainable design of tourism

Threats

- Inadequate development of tourism in nearby projects can result in the loss of their culture and language

Overall, Maya indigenous people strongly value family union and belonging to their specific community as members. Other values often shared by all community members is their respect and pride for being Maya and speaking the Mayan language. Most young people are enrolled in their local educational system, and the education is either provided solely in Spanish or both, Spanish and Mayan. Female members of the communities are usually stay-home wives, arts and crafts artisans, or both. In observation, majority of women spend a lot of their time mending their homes and children, and their free time is devoted to art and crafts making which they often sell for additional income. For adult males, their occupation often is characterized as being involved in traditional forms of agriculture, apiculture, arts and crafts making, or working away from their communities in the tourism industry. Community members are aware of the opportunities of partaking in tourism development and responded by sharing that being involved in tourism will provide many economic benefits to their communities: boost sales of their arts and crafts, teach locals about other cultures, and allow locals to show their own culture to others. Overall, communities are open to tourism development, and have multiple assets that benefit the development of sustainable tourism projects.

Tourism Social Entrepreneurs

In the Yucatan Peninsula, data collection and insights were obtained through two tourism projects. Chan Ká Vergel is a sustainable farm that served as positive scholarship for this study, and Zazil Tunich is a new tourism project.

Zazil Tunich Project

A 20 hectares land with a sink-hole cavern in the process of becoming a destination for sustainable cultural tourists. Currently, Zazil Tunich is at the early stages of development. The project is located near Valladolid, Yucatan and 2 hours from Cancun. It is also 5 minutes from the Maya community of Yax-Hal. Armando Geded & Mary Geded are social entrepreneurs with multiple years of experience in the tourism industry in Valladolid, Yucatan. They are founders of multiple tourism initiatives and organizations, including Zazil Tunich.

The major challenges social entrepreneurs are experiencing in the development and design of their tourism projects are:

- Establishing bonds with local Maya communities gaining their trust and engaging them in their project. They do not know how to collaborate with indigenous people.
- Difficulty in accessing capital for the development of the project. Traditional forms of capital-investments require rapid high returns often demanding entrepreneurs to develop mass tourism projects over sustainable niche projects.
- Lack of knowledge on how to develop the project sustainably, the application of sustainability principles for tourism development. Lack of support in creating a tourism product and experience to attract niche high-value customers.

Chan Ká Vergel Project

A 15 hectares land created in response to the progressive destruction of both the natural environment and the Mayan village culture. Chan Ká Vergel was named the Laboratory for Sustainable Development for integrating principles of Mayan Agri-culture and building local Mayan Communities. The tourism project is at a later stage in its development and has collaborated with local Maya communities in the area for the development of the project. Chan Ká Vergel is located in Oxkutzcab, 2 hours south of Merida, Yucatan. Bernard Neugebauer is a social entrepreneur with many decades of experience committed to regenerative work with Mayan people. In the time spent with Bernard, information was collected on how to collaborate and engage indigenous communities, understanding the Maya culture, and developing sustainable tourism criteria. According to Bernard, indigenous people established certain rules reflecting their responsibilities to the people and planet. Ancient Mayas considered the effect of their actions on the seventh generation of children and if they were unsure of how their decisions would impact the future, they stuck to well established traditions. Maya people live on a high energetic level with full consciousness of their surroundings. The Maya people find satisfaction in tranquility and sufficiency. When asked about the land of indigenous people and the connection of it to the Maya people, he shared that the land provides water, rocks, timber, bark, roots, leaves, grass, fibers, clay, soil, colors, plants, animals, fungi, bacteria, and much more. A major change from ancient Maya to now is that these natural resources are no longer cared for. Local resources are neglected and more importance is given to modern construction materials such as foods and clothing that is imported from outside the country. This has resulted in people

losing the knowledge and care for their land, which is connected to their culture. In tourism development, Maya communities are excluded from the development of tourism due to factors that pertain to the development of mass tourism such as: lack of infrastructure, lack of accessibility to the communities, lack of collaboration and cooperation from the communities. In addition, the behaviors and attitudes of indigenous people do not fit into the western structures of capitalism. In his experience, change for the communities will happen once profit occurs for both sides, for entrepreneurs and for communities. The process of inclusion of indigenous communities should be a bottom-up approach, with the community leading the development of projects. The relationship with local indigenous communities is built with time, trust, and presence. In terms of sustainable principles and concept, he shared that sustainability should aim to increase economic development and prosperity by maintaining and improving the resources built on. There is no natural sustainability without a monetary, regulatory and subsidiary system that underlies and supports it, policies that steer towards maintenance and care of the world. The challenge entrepreneurs face is successfully integrating the principles of sustainable tourism while developing a mutually-beneficial relationship with indigenous communities. There is an opportunity for social entrepreneurs to develop sustainable tourism products to attract high-value tourist seeking authentic cultural experiences. Social entrepreneurs need support on how to approach local indigenous communities to collaborate and develop a tourism project, capacity training on the principles and criteria for developing sustainable tourism, and guidance on how to develop projects sustainably, without the need to follow mass tourism development.

Summary of Discussion Analysis

The development of sustainable tourism encounters numerous challenges in its design and implementation. On one hand, social entrepreneurs have the desire to do social projects that benefit many stakeholders, but the lack of guidance and knowledge is a challenge often resulting in the struggle to generate profits. Governments tend to not support the development of small-scale projects and entrepreneurs are left to develop projects on their own. This lack of information and guidance on sustainable tourism development, from defining the principles to the proper inclusion of local indigenous communities has resulted in the inadequate development of tourism. The rapid development of mass tourism in the Yucatan Peninsula has resulted in many negative impacts, which has resulted in the opportunity to shift into more sustainable practices. In addition, there is a market that demands the type of experience that involves indigenous people and their rich culture and unique traditions. Tourism has the potential to tackle some major challenges that the communities face and the development of successful project align with the UN Sustainable Development Goals, such as No Poverty, No Hunger, Clean Water and Sanitation, Good Jobs and Economic Growth, and more.

Mayan communities lack the empowerment and awareness to be included in the development of sustainable tourism. Their culture, language, and belief system differs from the people that are not Mayan themselves. This can present challenges in successfully building relationships and negotiations as it might create mistrust and misunderstandings. Capacity training for communities on the development of their skills and awareness-raising is also necessary for the inclusion to participate in tourism development. Indigenous communities have

invaluable assets that are essential to the development of cultural tourism. Their inclusion in the development of sustainable tourism is an integral step to sustainable development.

Lack of information available concerning tourism development in developing countries was a major obstacle that we faced in the development of the proposed solution. The information available through secondary research was limited in focus, unreliable, or outdated. In addition, obtaining information regarding local indigenous communities in Mexico and the development of tourism in those regions was difficult to obtain. However, these obstacles were addressed with the primary research conducted in the Yucatan Peninsula. Figure 9 shows the model developed from the insights derived from research analysis for the development of sustainable tourism with indigenous communities.

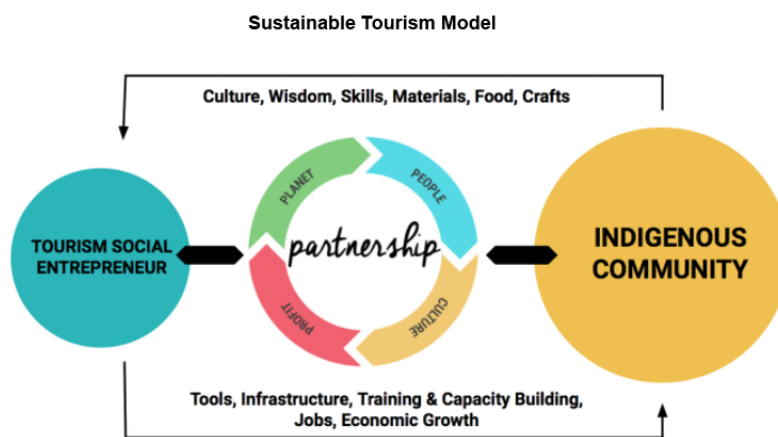


Figure 9: Sustainable Tourism Model. Adopted from Roadmap for “Sustainable Tourism Development With Indigenous Communities”, by Meraki Team, Capstone Integrative Project, 2017, Pratt Institute, Unpublished Manuscript.

The model proposes that sustainable tourism development follows a bottom-up approach in which local indigenous communities are involved, and lead the design and development of

sustainable tourism. The key value of the model is that it requires indigenous communities to be included throughout the design and across the value chain of the tourism project. The relationship between MSME and Social Entrepreneurs with local indigenous communities is based not only on labor, but with a focus on establishing a partnership relationship based on TBLD+C principles. All decisions for the development of the project should consider the well-being of the people, planet, culture, while generating profits. Entrepreneurs supply local communities with tools, infrastructure development, training and capacity building, secure jobs and economic growth opportunities. In return, local communities share their culture, wisdom, skills, materials, food, crafts and more.

This study has identified a lack of collaboration between entrepreneurs and indigenous communities focusing on building engagement, trust and participation. And, a lack of clear frameworks and methodologies to guide social entrepreneurs in this process of developing tourism projects. The opportunity exists for intermediary support and guidance in the sustainable development of tourism with Indigenous Communities to social entrepreneurs.

Design

Roadmap for the Development of Sustainable Tourism

The Roadmap is a facilitating tool that connects MSME and social entrepreneurs with indigenous communities aiming to foster sustainable tourism projects. This hands-on roadmap, is designed with a bottom up approach to ensure that indigenous communities are consulted, engaged and empowered throughout the whole tourism planning process. It serves as an intermediary support that gives voice to the communities, and takes into account their views and aspirations.

It consists of six phases that follow set objectives to guide end-users in the design and implementation of their projects. Each phase is strategically designed to ensure participatory action research providing guided steps and specific tools to work hand-in-hand with indigenous communities.

The Roadmap is aligned with the principles of TBLD+C and the principles of Sustainable Development of Tourism by the World Tourism Organization (UNWTO, 2005). It is also aligned with Participatory Action Research, an approach based on reflection, data collection, and action. The collaboration with indigenous communities allows them to take action to improve the quality of their life. This emphasizes the long term sustainable economic activities, equitable socio-economic benefits to all stakeholders, contribution to poverty eradication, respect for the socio-cultural traditions of destinations, the preservation of cultural heritage and traditional values, contribution to increasing inter-cultural tolerance, finding the best ways to use natural

resources, which is the key element of tourism development, protecting ecological processes, and supporting the preservation of natural resources and biodiversity.

Target Audience: MSME and Social Entrepreneurs

The end user of The Roadmap will be Micro, Small and Medium Tourism Enterprises (MSME) and social entrepreneurs that seek to contribute to local community development through tourism. These entrepreneurs have a passion and/or interest in social ventures and social innovation to address challenges that affect the environment, culture, and people. Research indicates that larger-scale tourism projects are often negligent towards a cultural and ecological preservation and generate less income to local economies (Guyette, 2014). Therefore, it has been identified that MSME and social entrepreneurs represent an opportunity for small-scale tourism projects to address social issues. By focusing on MSME and social entrepreneurs, The Roadmap aids social entrepreneurs to design a product experience with the inclusion of indigenous communities that is beneficial to all: people, planet, profits while preserving the most valuable asset of these communities, their culture.

The Roadmap

The Roadmap is designed based on existing tools and frameworks. Tools including such as: seven capital assessment, community asset mapping, SWOT analysis, influence/interest grid for stakeholder prioritization, value chain analysis and budget estimate sheets. The Roadmap is composed of six phases that allow end-users to set goals and to generate value aiming to achieve sustainable tourism projects. It also increases awareness and understanding of natural and cultural heritage of local communities to preserve their assets. Below you can find an in-depth

explanation of each phase with objectives and outcomes. Please note that The Roadmap is an iterative process that requires the user to constantly refine each phase. The best methodology for using it is applying a reflective loop: plan, do, collect and reflect. The Roadmap can be found in **Appendix III**, along with a workbook containing useful tools.

Phase 1: Preliminary Project Assessment

The main objectives of this phase are to set a vision, mission, values, goals and objectives of the tourism project, and identify the communities that best fit the project. This allows entrepreneurs to have a clear path to follow as the project progresses. Additionally, it will help them to have a general understanding of the community they will collaborate with.

Phase 2: Participatory Community Evaluation

The main objectives of this phase are to understand the importance of engaging with indigenous communities and collaborate with the local community/communities to identify key assets in the community that can be included in the development of the project. This phase is important as it must include the participation of the host community in order to be a comprehensive assessment. The end-user will acquire understanding on how the community can provide value to the development of their project, and how the project can support the community.

Phase 3: Define Collaboration

This phase supports end-users in reevaluating the project by aligning goals and objectives with the community. In this phase, the end-user applies strategic tools in the process, such as establishing Key Performance Indicators (KPI's) to ensure the success of the project. At the end

of this phase, the end-user and the community will understand how the project is going to be developed with the participation of key stakeholders.

Phase 4: Formal Partnership

The purpose of this phase is to design and to manage the negotiation strategy that can achieve benefits for all stakeholders involved, and at same time protect the interests and benefits of the indigenous community when drafting contractual agreements. The outcome of this phase is to provide assurance to the community through legal mechanism, providing clarity, predictability, and security. The signed agreement should detail precisely what the project entails and how the community is to be impacted.

Phase 5: Action Plan and Procedure

In this phase, the end-user will develop an action plan for the implementation of the project. This phase is essential to ensure that all parties are on-board and aware of the next steps in project development. This phase consists of tools for the managing of project development.

Phase 6: Monitor and Evaluate

Once the action plan has been designed and implemented based on the timeline developed, this phase is key for monitoring the success of the project. Monitoring the strategies implemented will give feedback to the developer in order to improve their actions and procedures. The value of this phase relies on the ability to anticipate potential pitfalls by refining each phase and addressing any necessary modifications.

This Roadmap can be used by MSMEs and social entrepreneurs in the development of sustainable tourism with the inclusion of local indigenous communities. End-users can engage local communities and include them in the development of their projects addressing society's

major challenges. Ultimately, this Roadmap serves as an intermediary support to strengthen and establish relationships with stakeholders for the development of sustainable tourism projects that improves the well-being of local communities. Additionally, it represents a framework for indigenous people to protect their interests, be involved throughout the whole project to protect their livelihoods.

Not limited to just Mexico, this roadmap can be replicated to different countries and their local indigenous communities to build cohesion and empowerment. As emerging economies start to recognize the power of tourism as an economic development, there is a need for conscious new practices that take into account the needs of communities to strive for a social development.

Conclusion

This integrative capstone project is a comprehensive study of the tourism industry that compares the traditional mass tourism model with current sustainable tourism practices. This research evaluates key areas of opportunities by analyzing in depth how the long-established model of sea, sun, and sand of Mexico and the resulting positive and negative impacts, such as the pollution of the environment and the loss of cultural traditions. The study focuses on new alternatives to tourism development that seeks not only economic benefits, but community development, preservation of the environment and culture of the destination.

Furthermore, the recent touristic trends appoint to a more responsible way of traveling. Therefore, the “all inclusive” model of tourism is no longer the most reliable, and this has resulted in an opportunity to shift into new forms of tourism development, with new operating systems that include and empower local indigenous communities. Tourists no longer want to engage on traditional package holidays, instead, they are becoming more aware of the impact that their travels have on the environment and local destinations. There are significant factors related to this phenomena, such as the rise of tourists seeking authentic cultural experiences in their travels.

Social entrepreneurship is a nascent field and has not been sufficiently developed to guide social entrepreneurs on the path to develop sustainable projects. For them, operating in between two worlds signifies a struggle, as they prioritize the notion of creating social impact while generating profits. Pine and Gilmore states that the creation of value within business can transform offerings into a more desirable option for the consumer (2011). By doing this, social entrepreneurs can unlock new alternatives for the development of their projects.

Tourism Landscape in Mexico

Tourism in Mexico, as well as in other emerging economies represents a motor for economic growth. As analyzed in this study, the Cancun-Tulum touristic corridor situated in the Yucatan Peninsula has faced significant growth. However, its development has reached maturity and faces many hurdles. It is now seen as an outdated model associated with negative impacts, such as the damage to local environments and the exclusion of Mayan communities. Consequently, in recent years, as a result of tourists' demands and the rise of social entrepreneurs, the Mexican government has recognized the value that sustainable tourism offers in the development of rural areas. Hence, the government is fostering projects which support social and sustainable practices with special emphasis in the Yucatan Peninsula.

This strategic design project has opened the door for an inclusive tourism model in which Maya Indigenous communities play an essential role in the tourism planning processes. With a full analysis on how social entrepreneurs operate, the tourism industry, the experience economy and Mayan indigenous communities, our proposed solution serve as an intermediary support that enables a participatory tourism planning process in which both the entrepreneur and the indigenous community work conjointly.

Overarching concepts such as the TBLD+C and strategic design serve as a catalyst for change and prove that having a systemic approach to solve problems can bring long-term benefits for the people, planet while preserving the culture and generating profits.

This research is designed to provide further steps regarding the linkages of tourism social entrepreneurs and indigenous communities through the incorporation of participatory action research and reflective loops that propel inclusion. As mentioned before, this solution can be

applied to other countries who want to participate in the development of sustainable tourism practices and use their local communities as collaborators. Ultimately, the solution can be replicated to work with any local communities, not necessarily indigenous, where the goal is to empower and engage them throughout planning process.

Next Steps

This study has analyzed how social entrepreneurs can embrace tourism projects with the inclusion and participation of indigenous communities. There are opportunities to yield future studies and enrich this research by deepening in projects that have successfully applied sustainable practices and strategic design in the creation of tourism projects. Another key area for future research is how social entrepreneurs instill in their business models the concepts of experience economy and community inclusion.

The relevance of The Roadmap highlights how strategic design can be applied to creating innovative solutions to vexing problems. Through a different lens and approach to solving current issues, this proposed solution will serve as a catalyst for the creation of sustainable tourism projects that can revolutionize traditional tourism models.

This thesis will pave the avenue for future conversations about sustainable tourism and will open the possibility for applications of The Roadmap to achieve successful projects. We will activate digital channels in order to promote The Roadmap for Sustainable Tourism and raise awareness about sustainable tourism concepts, practices, and destinations and ultimately encourage social entrepreneurs to implement The Roadmap.

There is an opportunity for Meraki to spread the word and start a conversation about sustainable practices and strategic design in the tourism industry as the UN has designated 2017 the International Year of Sustainable Tourism. This project aims to explore the possibility to publish this study with the UN International Year of Sustainable Tourism, and serve as a guide for social entrepreneurs to create social impacts with their projects. Lastly, the team will continue to build relationships with Zazil Tunich & Chan Ka Vergel along with the Maya communities to further refine and improve the proposed Roadmap tool.

Appendix

Appendix I - Questionnaire for Community Members

Part I: General Questions

1. What is your name?
2. What is your age?
3. What is your gender? Male / Female
4. What is the highest level of education you've received?
 - Kindergarten
 - Primary
 - Secondary
 - College
5. For how long have you lived in this community?
 - All my life
 - More than 20 years
 - Less than 20 years
 - Less than 10 years
6. What is your main occupation?
 - Not employed
 - Farming / fishing
 - Services industry
 - Student
 - Other,

7. How many people in your family have migrated to find a job?
8. What is your average weekly income approximately? Do you receive any support from the government?

Part II: Values

1. What does it mean to be Maya to you?
2. Describe a typical day in your life?
3. Describe the Community when it is operating at its best?
4. Describe the most important (or most celebrated) holiday of your culture.
5. What do you think you are good at?
6. What do you value most about the Community?

Part III: Tourism

1. Have you been asked about your opinion on tourism by those who plan tourism development?
 - Yes, many times
 - Yes, but only once or twice
 - No, never
2. Do you think that major decisions concerning tourism development in your community are made primarily by (please select the appropriate)
 - The whole community
 - A group of people in the community
 - People outside your community (eg. government officials, tour operators, NGO's, financial contributors, etc.)
3. What do you think about people that want to develop tourism with your community?
4. Do you have an interest in participating in tourism activities? Yes or No
5. Why do you think your community should or shouldn't participate in tourism?

Sustainable Tourism Questionnaire. Adopted from Roadmap for "Sustainable Tourism Development With Indigenous Communities", by Meraki Team, Capstone Integrative Project, 2017, Pratt Institute, Unpublished Manuscript.

Appendix II - The Differences of the Economies

Economic offering	Commodities	Goods	Services	Experiences
Economy	Agrarian	Industrial	Service	Experience
Economic function	Extract	Make	Deliver	Stage
Nature of offering	Fungible	Tangible	Intangible	Memorable
Key attribute	Natural	Standardized	Customized	Personal
Method of supply	Stored in bulk	Inventoried after production	Delivered on demand	Revealed over a duration
Seller	Trader	Manufacturer	Provider	Stager
Buyer	Market	User	Client	Guest
Factors of demand	Characteristics	Features	Benefits	Sensations

The Differences of the Economies. Adopted from “The Experience Economy”, by Pine, B. J., Gilmore, J. H. 2011, Harvard Business Review Press.

Appendix III – The Roadmap for Sustainable Tourism Development With Indigenous Communities by Meraki Team

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