Managing Tourism across Boundaries through Communities

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**Abstract**

Over more than a decade, observations of community based tourism inspired in me a series of publications that are detailed in this meta-analysis. These twenty five publications deal with the relationship between supply and demand in tourism from a socially constructed heuristic and hermeneutic perspective. Heuristic, as the work conducted was based around observations, even participation, in problem solving action with a wide range of stakeholders. Hermeneutic, as the research observations and participation undertaken identified root causes and opportunities pertinent to community development . Therefore this represents a study of tourism management designed to resolve complex, somewhat chaotic and wicked problems centred around the agendas for suppliers of tourism that challenged the existing management practices and perceived solutions.

Solutions have been constructed built around an interpretation of habitus and beliefs that are predicated on a four component model. The first is the accrual of case studies with which to benchmark achievement that might be seen as best practice and worthy of emulation. The second is cohesion with fervently held beliefs and habitus adopted in parallel business cases, quite possibly in a competitive and quality-driven service sector. The third is enduring benchmarks in good practices that can be re-visited and adapted to meet the changing complex needs of communities. The fourth component is sharing the knowledge obtained, and maximising uptake of scarce resources used, across the varying sectors and destinations. These shared new experiences in learning are becoming embedded in education but now also need embedding in accessible repositories that conceivably are available at very low cost to a much wider range of interested stakeholders.

“Being, thinking and doing” are the words that come to mind when I reflect on my publishing journey in academia from 2005 to the present day (Kassel, Rimanoczy, and Mitchell, 2016). “Being”, as I am a researcher with a passion for all that concerns the community and my role informing and advising the various stakeholders charged or expected to deliver for the visitor. “Thinking” as I am actively identifying practices for future consideration that incorporate identified exemplars of sustainable development that we can all learn from. "Doing”, as a measure of our achievements as communities and how we can embed both tacit and explicit knowledge in learning in the community and in Higher Education. My work embeds that knowledge in those stakeholders deemed jointly responsible for managing the tourism experience.

Tourism can be a force for good in any community and typically relies on starting with beliefs, values and identity. Stakeholders should accept learning about the changing face of responsibility for development as that community evolves. This approach is both emancipatory and inclusive in the twenty first century and it is reflective of critical endogenous decision-making in academia and praxis.

My studies in New Zealand and in the United Kingdom clarify that tourism as a “force for good” is collective, cross-border, interdisciplinary and cooperative. I believe that shared stories of effort, innovation and success are vital to future thinking, as destinations pride themselves on distinctiveness and reflect an evolving public/private partnership nature. This focus mirrors beliefs in dyadic partnerships that acknowledges the twin responsibilities to conservation and protection in the development of communities. Through an amalgam of soft-systems methodologies and phenomenology I have discovered the need for multi- and interdisciplinary approaches. I am committed to a constructivist, stakeholder focus for responsibility and gladly acknowledge the role that health services research and community development research cross the border with tourism management to inform the continuing agenda for learning destinations.

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# Managing Boundaries through communities

# In community based tourism management there is a fundamental shift in stakeholder thinking, planning and implementing from the market-force and politically neo-liberal standpoint to a more holistic, embedded and socially equitable perspective (Scheyvens and Biddulph, 2018). Underpinning this is the contemporary and revised agenda for community development contained in my work over the past decade. This work is emancipatory, driven by equity and access concerns. The work is constructed through an analysis of stakeholders’ many, varied and complex concerns. My research is also indebted to agreement over underpinning values, norms and beliefs generated by stakeholders. In this meta-analysis outcomes of each of twenty five published works to the model represent stakeholders lives, their current power relations, the degree of emancipation emerging from the research conducted and the extent to which democratisation practices have made research accessible to a wider community at destinations. This latter issue reflecting the creation of new social capital, inclusive practices for a wide audience and new learning becoming more freely available to a much wider stakeholder group.

This contemporary view of working across disciplines, and therefore working across boundaries, may require some adjustment to the dichotomous perspective best expressed by Tonnies approach in community (Gemeinschaft) and the rational or commercial view (Gesellschaft)(Tonnies, 1987). My own view is to take an informal, yet inclusive and protective perspective, through a community reasoned and focused lens that acknowledges the critical importance of a more formally adopted rational, marketised lens. The inclusive approach is indeed driven by concerns over those left at the margins by exclusivity and peripherality. The latter approach is more hierarchical, deterministic and driven by competition and economic drivers of scarcity in resources. Inclusivity tends to support an informed decision making process that is truly equitable, multi-disciplinary and is supportive of alternative and substitutable economic action within communities.

The overarching aim of the thesis is to connect partnership perspectives to the stakeholders through a model which focuses our attention to accrual of new knowledge, coherent development of policies informing plans, enduring and logical information provision for all and a sharing of knowledge through communication strategies that enhance our human progress, perhaps with new habitus and resilience. These connecting processes are designated as the author's own ACES model.

During the period covered by this research the following enablers, facilitators and some barriers have emerged (Table 1). These enablers are mapped against the expectations and outcomes of some of the papers.

Table 1.

|  |  |  |  |
| --- | --- | --- | --- |
| Example | Enablers | Facilitators | Barriers |
| participation and inclusion, legitimacy | Cohesion of values, beliefs and identity in Waitakere City (2005). | Awareness of shared diocesan and tourism benefits (2013). | Emphasis on resources from voluntary sector. Relatively uncertain funding from new sources and over-reliance on existing structures and routes to new investment. |
| Cross-boundary working | Religion and benefits to tourism UK and Hungary with Clarke (2013). Knowledge transfer and community interest companies (2013) with Clarke and Raffay. | Shared working within European Union projects Interreg as example. | Inability to work across businesses (2008, 2011) New Zealand and United Kingdom. |
| Cross-sector working | New Opportunities Wirksworth and strands of activity (2017). | Rise in strategic applications for community interest companies in UK. | Governance and tourism operations Chatham Islands (2008, 2010). |
| Carrying capacity | Virtual cultural tourism (2016). | Growing sector adopting VR/AR and dissemination of good practices to manage (for example modelling limits of acceptable change*).* | Religion and tourism management as contested spaces (2012,2013, 2016). |
| Actors as translators | Mentors UK and Chatham Islands (2007). | Second generation of unique storytellers and brand champions in communities.  | Disneyfication of product and tendency towards homogenisation. |
| Methods to mobilise resources | Religion and tourism with Griffiths (2016). Toolkit for religious tourism (2017). | Employment of fundraisers and event managers in new roles in religious sites; new resources for old products. | resistance to change by traditionalists in secular roles in religion and underinvestment in new skills. |
| Fact building narratives | Nurturers (2017) | Sharing skill sets within communities. new learning driven by nurturers. | Poor retention of new skills and few mechanisms to store knowledge gained. |
| Social network analysis techniques | Knowledge transfer with nurturers (2017). Embedded learning with Wirksworth (2017). | Working across disciplines ‘New Opportunities for Wirksworth’ and new CICs representative of wider partners in public and private management. | Silo mentality in community development. |

The emergent themes arising from my research for community tourism development are discussed through various lenses that have become progressively more important in identifying, addressing and resolving problems facing development in spaces in New Zealand and the United Kingdom. Lenses that have socially constructed components are highlighted; lenses which have economic and political factors mitigating the development of destinations for visitors are equally important but have become harder to manage from both the public sector and private enterprise operators', perspectives. One goal for communities is to achieve some sort of consensus about the use of shared and contested spaces (Kagan and Duggan, 2011). A further goal is to generate new knowledge concerning services shared by host and guest. Then, through some sense of congruence and unity, to share services with co-production between host and guest resulting in new capital in both socio-economic and social outcomes. My research attests to the need for guardianship of these resources and services with a collective benefit to all stakeholders enriching the contested but shared space through the tourists' experiences.

This appraisal progresses managed options from theoretical perspectives through case studies and outcomes as they have emerged. Broadly, ideas around contemporary management of visitor destinations have emphasised through participant observation, leadership, resource and skills shortages, the application of governance and outcomes in shared spaces through policy and planning imperatives. In a globalised world, the differentiation that communities can offer visitors through the effective management of a destination is inimitable and relieving, although at times challenging, to suppliers. Differentiation is a tonic to generations of visitors accustomed to a homogenous product range and to those who seek change in leisure pursuits as well as change in development thinking to stimulate personal growth (Dalton et al., 2009; Wiltshier, 2014). Many of the discussions around managing sustainable destinations and their communities for both hosts and guests reflects this need for relief from a diet of globalised, themed and occasionally inauthentic universality. The strain and draining effects on consumers and suppliers of such neo-liberal capitalism and resultant global homogeneity has long been a topic of research (see Hutton and Giddens, 2001).

There are twenty five publications contained in the analysis. These selected publications are focused on the accrual of new research from stakeholders, from knowledge transfer and outcomes in knowledge repository. They use a combination of worldviews from relational lenses (specific tourism-relevant activity such as religious and rural tourism), structure and agency lenses (focus on political structures within communities and the key players identified to develop communities such as mentors, volunteers and teachers), and actor and network lenses using relational tools to improve the flows and availability of knowledge.

To effectively research and analyse findings in all publications it became necessary to interpret for the reader the significance of reporting the new knowledge through repositories that are accessible to a wider range of learners and practitioners. Knowledge is created by a network of reflexive stakeholders that are typically represented by declared self-interest. Such stakeholders are learners (formal and informal), volunteers, mentors and entrepreneurs in the publications. These stakeholders sifted out their motivations to support tourism for the community, not substituting other activities but clearly identifying opportunities to create supply and demand action through tourism to provide a social, economic and environmental return on investment. An emergent theme for development evolves from a need to see healthier communities with a re-focus in equity and diversity and the welfare of the majority. Additionally, stakeholders observed and attempted to create tourism at the margins of the community (maybe where none was originally a focus, such as the Chatham Islands), embed tourism as a mainstream opportunity in business and to build social capital through a style of community re-visioning which is typically embodying community aim and objectives to build visitor economy in a fashion of the community’s own choosing; an endogenous and often unique model (again the Chatham Islands but also rural market towns like Wirksworth, UK).

To operationalise these activities and prioritise them for community-development it was often necessary to create new resources in governance (New Opportunities Wirksworth) and new forum spaces for debate and to support decision making. Decision making was often made by disempowered and self-selecting volunteers and mentors. This can be achieved in community development through tourism at the margins and as a non-traditional approach in ways to move the majority forward and crossing new thresholds in using newly created knowledge. My works advocate the capacity building necessary (educating and building competencies) and suggest the building of technologies and communications to deliver on the accrual, cohesion, endurance and sharing of tourism (virtual cultural tourism as an example). The legacy is tourism as a creative sector that builds social capital as well as new jobs, businesses and civic pride in a stronger agreement on identity and choice of brand and market.

Understanding what community is, and does, for both hosts and guests at specific sites is important in the context of first grasping the contribution of community (or theoretical communitas or communitarian approaches) to the pre-conditions for successful improvement and incorporation of tourism in a holistic view of community development (Stasiak, 2013; Somerville, 2011; Kelly, 2009; Beeton, 2006; Bourdieu, 2005; Graburn, 2004; Habermas, 1984). Tourism is but one aspect of a community’s development into what we might call, from a utopian view, a destination of distinction. There are many, and substitutable, opportunities to develop communities through other disciplines and lenses. The moniker "destination of distinction" is important in understanding the tensions in the commercial arena between competing suppliers at national, destination and community level. As global factors impact ever faster on economic production and consumption there is a concomitant need for the stakeholders managing both production and consumption to resolve economic and environmental problems rapidly and mainly through the widespread employment of technological improvements by suppliers and consumers. However, mastery of technology and the neo-liberal skills of competition within open markets can create further inconsistent outcomes for communities in other terms. These other terms and considerations are social, political, ecological and almost as the metaphorical ‘elephant in the room’ environmental. When we reflect on the certainty of global environmental change and perceived chaos with the impacts of modern society as it grows rapidly to meet the challenges of this competitive arena, all stakeholders must embrace the competitive neo-liberal environment (Clarke, Raffay and Wiltshier, 2012; Holden, 2016).

More often than not, these destinations of distinction have been characterised by service sector evolutions in technology, finance and communications in diverse places such as Silicon Valley, California or even the Cayman Islands, Tokyo and Zurich. So tourism is not the only outcome from community development; it can be an important adjunct and result of other sectors’ burgeoning growth as my work in Wirksworth and Auckland can attest.

What has become apparent, is that visitors are drawn to special places with high quality experiences coupled to an evident capacity by the host to manage experiences using resources, a healthy infrastructure including informatics and an abundant desire to share new knowledge created in social, as well as economic, capacity (see Wirksworth in Wiltshier and Edwards, 2014). This appraisal is focused on the enablers and the barriers to tourism development specifically through the eyes of observers and respondents engaged in community growth and diversification. This growth and diversification is observed and analysed in terms of the empowered stakeholders, mutuality and interdependencies between sectors such as manufacturing, services and banking, identity and shared values and beliefs that are demonstrably showing connectedness and spirit (Graves, 1992). These are plotted on a course through identifiable values, goals and expectations. To demonstrate this achievement these components of development requires external evidence of tourism and non-traditional stakeholders becoming ambassadors for the destination. These ambassadors harness an array of tools to plan for knowledge-based public tourism growth, cleverly using public sector tools for growth such as tax breaks and the engagement of education as a means to achieve demand-driven sustainable growth.

In the following sections a resource-based view (for example Barney, 2001) which has underpinned much of the research, is discussed. This lens is demonstrably key to unleashing talents and skills for managing visitor expectations in a community; an amalgam of aptitudes, resources and skills derived from public and private sector partners who are able to articulate the values of the community (I use Tonnies ‘Gemeinschaft’) and the values and competences of the collective activity in business, manufacturing and services (again consider the use Tonnies ‘Gesellschaft’ (1987)).

In my publications, it is this capacity to operate new skills and transfer skills between commercial sectors and between the public and private sectors through knowledge transfer and management that is essential to success. New partnerships emerge in communities with a destination brand, co-operative and co-produced management approach. These contain a mix of public and private sector stakeholders intended to create and develop partnerships, both informal and formal. The important role of partnership and sharing success is evidenced in the projects in both New Zealand and the United Kingdom.

Sustainability of activity by stakeholders is paramount. There are interdependencies between businesses and society that should be underpinned by responsible government policy. The binary approach of environmentalism and protectionism against business development has been marked and is importantly enshrined in policy and practice (Raco, 2012). What is more interesting than this dyad is the capacity to manage expectations of society at the community level with the anticipations of an increasingly mobile visitor demand. The outcomes in terms of learning destinations can successfully marry conservation in protected spaces with economic and social development through educational resources attractive to visitors (Gibson in Sweden and Scotland, 2006). My journey is latterly characterised by outcomes at a smaller, enterprise, scale that benefit a wide range of stakeholders through ‘smokeless’ tourism and the generation of supportive new opportunities for hosts in communities that aspire to be destinations. Smaller scale means taking action at the community-level through a blend of adaptive and experience-based activities that meet the crucial demands of conservation and protection of natural and man-made heritage whilst permitting sustainable outcomes for the hosts (Gibson, 2006; McCool, 2009). Futurists may elect to identify wellbeing, diversity, scalability, values-driven approaches as being sustainable (Yeoman, 2009).

My research has demonstrated that tourism development should be built on the host community's values and beliefs. These are also open to interpretation through learning about how those declared and agreed values and beliefs can subsequently inform stakeholders of metrics and algorithms that may be appropriate to measure the benefit of increased tourism to the community (that is, they inform key performance indicators). Such tools include carrying capacity, limits of change, inclusivity in planning and empowered and endogenous policy driven through community consensus (Dredge and Jamal, 2015; Kagan and Duggan, 2011; Habermas, 1984). It is apparent that the key for any community and for successful adoption and promulgation of tourism is that learning, from the bottom-up in the community, concerns becoming adept and responsible hosts as part of the process. The new knowledge with reference to benefits, costs, barriers and enablers supports development through an articulation of narratives bolstering tourism. Managing the impacts of tourism provides learning to be incorporated in community development agendas with policies and plans to facilitate the new learning that the community has acquired and support its implementation (Wiltshier and Edwards, 2014).

The unit of production and consumption that appears to have the best fit for consumers and suppliers is the spatial aggregation of people, services, attractions and other products necessary for permanent or temporary lifestyle, through the community. Supportive political structures, such as community councillors, business improvement district trustees and community interest companies coupled to the existence of viable and democratic policy and processes, are critical to the success of positively adopting tourism development (Mulgan, 2007; Senge, 1997).

One of the ways post-fordist commentators discuss destinations in a linear sense is seen as the end point of a journey. A destination can also be an intermediate stopover. In any case Leiper (1990) came to see the interaction by the end of the twentieth century as the geographical point at which production and consumption co-exist. That is to say that the destination is more about the perspectives of the consumer, the visitor, the traveller. We cannot categorically state that residents and local consumers, can see the place at which they normally reside, as the destination. Indeed, they agree on the basis that the community is the destination. Destination or community as labels defining tourism activity may at worst be a semantic style issue. However, in the evolving discourses around mobility versus fixity, the worldviews of the insider (resident) and the outsider (tourist), the elemental perspective is the space and place of play, interacting with the host and resident, and that can only be clearly defined in any perspective, as the community under the lens of inspection (Kernel, 2005; Saxena, 2006). Arnstein (1969) would overlay a network of partners, stakeholders, with special responsibilities for the consumer, both local and a visitor from afar. The consumer mobility of the late twentieth century, aided as it is by technological advances, improved global health and wellbeing, improved education and acknowledgement of the post-fordist market-forces model are issues to explore the community and the melange of spaces that can overlap to form destinations of distinction with uncertain boundaries. The community, its role in tourism, as a political, economic, social and environmental organisation has been, and continues to be, the focus of my work.

Bringing the community forward as a means by which to explore tourism is aided by the concept of development. Development should be studied as a process and concept of improvement for all stakeholders (Tosun, 1999; Simpson, 2009). Development predicated on the beneficial application of policies, plans and processes designed to capture the aim and objectives of the greatest number of stakeholders. Health, socialisation, responsibility, sustainability, of communities, is at the heart of the contribution.

*“Tourism is too important a resource to be left to the tourism professionals. Tourism needs to be part of a community mobilization strategy that can reinvent the role of heritage so that it serves the needs of everyone.”* Bob McNulty President, Partners for Livable Communities (2014). p4

Development should be about the social communities and their habitus and communitas not the commercial destinations and their business of managing organisations. This is where my interest in tourism first arose. Community as a core space, accompanied by its periphery and margins, has now become accorded a more nuanced and shared view as an 'agreed’ tourism destination by all stakeholders. Sustainable development as a concept appears overused in the context of the evolving community model. There are too many alienating constructs to be used in the economy, society, environment and politics (Simpson, 2009; Taylor, 2000 and 2007). Community tourism is perceptibly much more than a management and development philosophy for practice and planning. Surprisingly, not many academic studies use community tourism in the sustainable context in more developed countries. There is a growing body of work in the North (often Scandinavian) that explores notions of shared and evolving community-driven equitable and politically inclusive tourism development (see examples from Finland Saarinen, 2003; Komppula, 2014; Puhakka et al., 2014; from Denmark, Henriksen and Halkier, 2009; Halkier, 2014). Communities must take responsibility for their own direction of travel as Putnam observed (1995) two decades ago in the United States. A fuller range of key stakeholders must be assigned roles if they do not self-enrol, to formulate solutions in sustaining communities via tourism. The outcome and outputs of successfully structured community effort require critical and concise communication within the internal audience before any proposed external audience is contacted (See Ray’s model of 1998).

*Community based tourism was born as an alternative approach to the excesses of mainstream or mass tourism, such as repatriation of profits from developing economies by multinational companies and the negative impact on destinations. It is consistent with alternative development and sustainable livelihood approaches, which focus on grassroots development and embrace participation, equity and empowerment ideas* (Scheyvens, 2007 p2)

I observed that destination management organisations dictate a constructed message on tactical business development that is not based upon shared community views, identity and values, especially since 2008 and the banking crisis (see a summary by Dwyer, 2018). Sadly, many sustainable business conceptual approaches are delivered through education and promulgated through the academy but not many are practised by communities (Mayo, 1997 and 2009). The lifelong learning lessons for communities are still on the drawing boards since first being highlighted (Leiper, 1990). Many stakeholders discuss, but few actually do, what is necessary to achieve the sense of satisfaction and unity, albeit fleeting, that is required at every stage of resource allocation. A successful model was developed in a pilot programme in 1997 on Kangaroo Island, Australia, utilising the Tourism Optimisation Management Model (Manidis, 1997). Gibson’s (2006) learning destination is starting to work on an inclusive platform in specified locations in more developed countries (MDCs). It is working with a variety of perspectives and incorporating lenses from health and welfare that were hitherto ignored (Kagan, 2007; Taylor, 2000). The contemporary view is to emancipate the dispossessed and critical consumer and host perspectives are being given more significance. This leads to empowering the community and operating in a more participatory mode for all.

Some of the key discourses have evolved over the decade of these publications. Stakeholder relationship management has been brought to the front of the lenses as devolution of responsibility for management and planning has been pursued by the public sector (Clark and Clarke, 2011; Simpson, 2008; Burns, 2004). Reductionist perspectives and the marriage to neo-liberalism have become more widely debated in the past decade (Hjalager, 2010, 1997; Moscardo and Murphy, 2014). Proponents of stakeholder approaches therefore are trying to simplify processes and suggest proposals to overcome complex resource-intensive and highly skill-specific tasks to manage tourism development from the private sector perspective given the apparent back seat approach evolving from “There is no alternative” (TINA) to the market-forces neo-liberal approach post Thatcher and Reagan in the 1980s. More attention is paid to emergent champions of the private sector in terms of deconstructing skills, beliefs, managerial approaches and leadership. As Saxena and Kernel both stated (separately in 2005) this is also about space and place of devolved responsibility and emergent relational approaches to stakeholders rather than transactional approaches. Again the focus is necessarily on building shared resources and knowledge, formal and informal, from the partnerships with collaboration designed into the relationships.

The dialogues on the emerging discourses are constructed through inductive research activity and using the lenses of participant observation, public-private power sharing focused on expertise, leadership, resources and skills and planned approaches. These are necessarily place-space specific variations according to perceived community needs (Reid, Mair and George 2004 in Canada as example; Choi and Sirikaya, 2006; Garrod, Wornell and Youell, 2006; Cawley and Gillmor, 2008; Bramwell, 2006; Coles and Church, 2007). These geographical approaches include the metaphors for emergent rural capital (as Garrod et al. term it ‘countryside capital’, 2006); negotiations around power relationships; discussions of limiting growth and responsibilities for actor power discourses.

A bottom-up and progressive devolution of responsibility for community and therefore, for destination, development is seen as being central to my work. Both in the UK and in New Zealand, the public sector strives to empower and to commit to practices that enable resources and skills to be deployed spatially, philosophically and practically, to those stakeholders willingly committing in the private sector. Those stakeholders, deployed to seek devolution and empowerment in the private sector, through various state-owned mechanisms create what is broadly conceived of as the ‘learning destination’ (see for example Gibson’s thesis, 2006). The development of a community does not necessarily mirror the development of tourism. Of course, community development engages a wide discussion on resources and deployed stakeholders in ownership of development. The discussions in both New Zealand and the UK are predicated on mitigation of social inclusion and programmes and projects are run to be socially inclusive and to overcome inequality. The narratives address those communities that are vulnerable through a variety of programmes for sustainable development (see amongst others Kagan et al., 2000; Kagan, 2006). In empowering and upskilling communities, we see the principles of Local Agenda 21 (and the Rio Earth Summit 1992) in terms of sustainable action for community development. These include visioning, implementing, managing and reviewing practices for community development that are explored in the planned approach of the Tourism Optimisation Management Model (Manidis, 1997).

It is also relevant to scale destinations and communities by the regionalism being negotiated between stakeholders in the twenty first century (Nunkoo,2016). Regionalism also calls into question the capacity and resources within the destination for tackling a cosmopolitan workforce and consumers' market with global reach, an insistence on market-based quality in services and products, underpinning resources (mainly people-related) and at the same time ensuring inimitability in product and service delivery and competitiveness.

This regionalism and the empowerment of key stakeholders has considerable impact economically, socially, politically in both UK and New Zealand contexts. To foster an enterprise culture within the community has been shown to be essential (Moscardo and Murphy, 2014; Simpson, 2008). To encourage a knowledge sharing culture is essential and sharing of good practices (compare with Gibson, 2006 as example) and the diffusion of new knowledge in some sense of a network (and a network structure) is pursued vigorously. As is seen in the meta-analysis, a recognition of the actual knowledge transfer mechanisms in tourism happens within the academic community. The embedding in practice (andragogy) is not nearly so evident or common-practice. Regrettably, as is seen, knowledge transfers between and within practitioner communities are scarce (Wiltshier and Edwards, 2014). The proposition is that knowledge transfers must occur at destination level (in the private-public partnerships models), at community level (in social inclusion and addressing inequality) and perhaps in the devolved model, even more so at the enterprise levels.

# Methodological Issues

This analysis identifies that an interpretivist, socially-constructivist approach to interpretation of research into community tourism development is best suited to the immersive research activity described in these reflections. In effect, a qualitative overview is perceived to best meet the complex and inter-disciplinary focus of social, economic, environmental, political and more importantly, human, environment in which all the research has been undertaken. The approach is probably best espoused as being participant observation coupled to reflexivity, as Charmaz, (cited in Denzin and Lincoln, 2011) would advance. Using the constructivist approach allows the research subjects to be seen in a new light, often addressed through grounded theory. The consistent re-sifting of materials presented by interviewees in specific scenarios and with specialised circumstances between community development and tourism management. Respondents have very particular perspectives that reflect internal and external factors impacting on the locations of the various projects at time-sensitive junctures. As Denzin and Lincoln (2011) observe, it is the capacity and drive to understand and present participants’ views and concerns and not impose research rules on the findings that is important. By applying constructivism and grounded theory, a nuanced view emerges compared to a unitary perspective (ibid; 3). The effort has been in making participants’ views available to a wider audience and makes the respective worldviews available to another audience (ibid; 3). It is therefore deemed essential, desirable and useful to both research subjects and researchers from multi-disciplinary fields to give access to meaning in the context that the subjects see themselves and understand their own engagement with the perspectives of others (ibid; 3). Checkland’s (1989) approach using systems thinking approaches or soft-systems methodology (SSM) can offer a complex set of factors and a solution based on contemporary good practices lifted from elsewhere with theoretical underpinning explored and applied in other destinations and communities (see Figure 1). Key are the concepts underpinning fitness for purpose.

The tourism service is to be delivered ‘on time’ and with an adequate return on investment. The visitor experiences delivered are perceptibly exceptional and highly regarded by visitors and the host community. The need for the capacity and resources to offer what we want to depends on the return on the investment in social as well as economic capital for the community to share and enjoy. Tourism allows for an emancipatory and participatory community that is democratically governed (Dean and Taylor-Gooby, 2013).

As has been observed, the focus on quantitative methods in understanding relationships between communities and their perceptions of tourism has been heavily researched using deductive approaches. What these approaches may fail to uncover are the social construction of tourism with its supply and demand stakeholders and the socially constructed and complex dynamics in dyadic relationships. Social exchange demands a planned approach informed by empirics no doubt, but it is difficult to collect responses, opinions and perceptions from subjects using mainly deductive methods (Sharpley, 2014). Furthermore, Deery et al. (2012) opined that to understand and manage expectations of a socially constructed destination we may need approaches predicated on holism, valorisation, marketisation and the subjectivity of suppliers and hosts at the destination. To embed tourism in community needs a full understanding of social exchange, participatory democracy at its heart. To undertake public engagement in marketing brands and identities is far more subjective and values based than deductive empirics can support or reject. Deery et al. (2012) also predicate acceptance and rejection of tourism as a source of economic activity based around social constructs such as quality of life which may well be hard to categorise for deductive approaches to methodology.

Communicating quality of life through stories and narratives that underpin congruent services and products for development is fundamental to new stores of social capital and lifeblood for innovation and attracting inward investment. To obtain and agree concurrence amongst stakeholders on new stories or narratives informing agreed social stores of capital is almost essentially collected and sifted and analysed using participant observation and ethno-methodologies (Kagan and Duggan, 2011). We have so much to credit sociology, psychology and the health and wellbeing research arenas to benefit community development through tourism. It is also an admission of presenting an objective representation of reality as an impossibility (ibid; 10). Furthermore, Decrop (2004) advances the criteria of trustworthiness to replace the older canons of positivist research. Using the four dimensions to these criteria: *Credibility* - which equates to the issues of internal validity; *Transferability* - matched with external validity and more relevant to qualitative research than generalisability; *Dependability* - related to reliability. This recognises that knowledge generated are bound by time, context, culture and value (Decrop, 2004). This then focuses attention on the correspondence between the data recorded by the researcher and what actually occurred in the setting; *Confirmability* - associated with objectivity. Guba and Lincoln (1994) recognise that research cannot be totally objective but the system of analysis is made explicit to construct a meaningful account of the phenomena and the ways in which those meanings emerged. They conclude that satisfying these criteria entails careful use, interpretation, examination and assessment of appropriate literature. Also needed is justification of the qualitative research methodologies employed in a study. Finally, careful structuring of data analysis to ensure full descriptive evaluation, and assessment to data of key significance, especially assessment derived from many worldviews of multiple stakeholders within a community. It is therefore useful to study the role of discourses in shaping expectations, since discourse permeates in and influences all human actions; however, the notion to consciously formulate the origins of a “boosterist” discourse have or earlier been explored in this context. Conventional and marketised views of tourism management have been analysed with the dual focus on reliability and validity. Validity has been seen as the assumption of causality without researcher bias. Reliability directs the reader to research measures to capture the data produced by the research, repeatedly, consistently and with the likelihood of generating similar results in similar conditions (Lincoln and Guba, 1985).

My journey extends understanding and sharing knowledge in the development of tourism through several specific destinations/ case studies. The original focus was to identify pre-conditions for sustainable long-term investment in tourism as a business to support communities. Those communities lacked the critical resources, skills, competencies and capabilities to continue to develop without reviewing the fundamentals for rejuvenation and re-invigoration of the shared resources and capital from any form of development. This can be termed a resource-based view of community tourism.

**Figure 1: A Systems Thinking Approach to Community Based Tourism Development (after Checkland, 1981)**

We are not getting the spending visitors we anticipate

Solutions based on theoretical perspectives and best practices

Contemporary Practices ‘Best fit’

Defined research agenda

Research Consultants employed

Destination Management Officers panic

Defined research agenda

The service sector, tourism, hospitality, events and travel-transport can present a healthy offer for communities that are blighted by the effects of post-industrial landscapes. In the 1970s the rise of neoliberalism, the so-called market forces model and ‘there is no alternative’ (TINA) gave warning to those communities that were un-prepared to take responsibility for diversification and rejuvenation that they would struggle to compete in this political, economic and social environment (Berlinski, 2011).

The TINA effect caused mild panic in many community government headquarters. The taxable income from services was insufficient for managing expectations and practices in the public sector developing alternatives to manufacturing and the primary sector. New perspectives were required to bring out resources to develop services for visitors. Tourism was perceived a smokeless industry sector that could possibly deliver minimal impacts on host communities and offer a range of attractions and experiences that hosts could use in equal share with guests.

Early studies by human geographers and tourism specialists within the geography teams identified that devolution of responsibility was in its infancy less than two decades ago. Centralised policy and centralised planning approaches were dominant until the mid-1990s. Simmons identified in 1994 that devolved responsibility for development had yet to surface (Simmons, 1994, study in Huron, Canada; similarly, Keogh, 1990, in New Brunswick). The criticality of absorption of costs and the intention to re-charge users for tourism development as well as tourism operations are at the heart of early discussions spinning from neo-liberalism and ‘user pays’ approaches. So by 1990 many MDCs identified that resources for tourism could be created within the realm of the private sector enterprise communities and overarching social, environmental and economic drivers would be the realm of the central and local government. Inevitably this shift of responsibility came with worries and a fear that tourism could empty the public purse and yet provide employment and job creation in the private sector. Increasingly we saw the cost-benefit approach becoming normalised with expectations that private sector employers and charities picking up responsibilities for community tourism. The reality of the actual residents within the community taking roles in development and operations was dawning; resources and capacity to engage development were still a little way away.

The Manidis-Roberts Tourism Optimisation Management model was created in 1997 (Manidis, 1997). A lengthy process of consultation to establish the will and capacity of the public and private partnerships desirable for sound sustainable development was now underway and under scrutiny by MDCs. By this time the concept of participatory emancipation in tourism development was becoming more widespread but even this capacity management approach, where communities were suggesting that their residents, informed or otherwise, could make contributions to development of tourism were severely under-resourced and other stakeholders still maintained heavy expectations of achievement (see Taylor, 1995, for an example of the insider approach).

At this stage in the chronology of empowerment and expectations observations of setting standards by community residents were difficult and they were fraught with concerns over the democratic and under-resourced approach (Choi and Sirakaya, 2006). Far more is expected of residents in terms of skills in achieving ecological goals, skills in planning for land-use and zoning and even health and safety related issues. Jamal and Getz (1995) summarised the ingredients for tourism development through a cost –benefit model with identified key stakeholders in the mix of public and private sectors having the will to implement plans. What they also focused on is the need for effective leadership between stakeholders. Unelected private sector individuals being necessarily as important in resources and roles as public sector stakeholders. Without a mix of both public and private partners there is little likelihood of success in the forward trajectory implied in policy directives and planning objectives (see also Sautter and Leisen, 1999; Wheeler, Frost and Weiler, 2011).

Unfortunately, the communities recognised that they needed specialised consultation and reviews of current plans and policies to take advantage of smokeless tourism. Many communities felt ill-prepared for the dynamic conversations that were needed between the residents, government, former primary industry sectors and the intended visitors as well.

This is where the need for a review of values, beliefs, identity and focus for the future was needed. A series of interventions, paralleling the rising awareness of responsive approaches to health and wellbeing within host communities was needed to stimulate thinking and obtain action to deliver on the smokeless agenda.

Health and wellbeing are critical to the community; tourism is not perceived with the same critical eye by many stakeholders. Nimbyism was and is rife – no tourism in my backyard. The need to revamp tourism as essential services for wellbeing, and for education and learning within the community was a card under-played by the existing governments in many MDCs.

In conjunction with the rise of user-pays models of development the private sector was encouraged to take ownership of development for tourism using policies and plans laid down by current governments. Any input of capital was largely driven by deprivation in low-income and low-employment zones. The effect was to modify entry level barriers in MDCs for areas of deprivation and encourage innovation and enterprise outside the public sector by redistributing wealth around those areas likely to find opportunities for better living standards where costs and incomes from tourism could be shared between hosts in the community reinforced by enterprise arriving from outside of deprived areas.

Considerations had to be made for the protection of special areas of interest in culture, heritage and protected landscapes. The stakeholders in these zones were especially liable to interventions for tourism that would take away from the host community the sustainability of the physical and social landscapes to be protected. A balance between development and conservation is difficult to obtain using public funds; contentious in areas where private sector interests drive development and protection may take a lower priority for the community in question. The process of marketisation is inherent in contemporary tourism development agendas for destination; it is implied in community development where a message is distilled by key stakeholders, empowered by consultation processes and by policy and planning approaches espoused since 1997. The message is clearly articulated to generate demand mapped against contemporary supply and the content of the message relates to current consumption, preferred adaptation to current consumption and factoring in the vagaries of external factors such as exchange rates and political pressures coupled to internal factors. The internal factors very much relate to capacity constraints in supply including skills-sets necessary to generate profits and re-invest in product and services (Coles and Church for example, 2007; Choi and Sirakaya, 2006). As Saarinen exemplifies, the process of marketisation necessarily required addressing the current identity and engages the participants in a review process (2006). Engaging the community in this process from a socially constructivist approach and implying transformation of the community from the grassroots is more fundamental to improving the quality of life for all, both consumer and supplier, and precedes perhaps the need to market the destination. The marketisation paradigm for community should necessarily be mapped prior to any attempt to undertake re-branding, re- or even de-marketing of the destination. There is no viable destination product or service if the community cannot support, or politically disagrees about the valorisation of the destination (see Rytteri and Puhakka in Finland, 2012).

Skills, capacities, competences and attributes need attention to equalise the development and protection agenda. This is an area where public funds needed to be shared more equally with the stakeholders left to take responsibility for development. Leadership and effective management of resources are seldom available to private sector organisations; the public sector has traditionally taken responsibility for the equality of opportunity for investment in skills and leadership. Now the private sector has to identify and prioritise development with whatever contestable public funds are available and it will struggle because enterprise and leadership are not universally distributed or available through communities. Again, the health sector can offer solutions through balancing the inequity of what is seen to be offered in MDCs. It is the responsibility of government to lead by planning and policy that re-distributes whatever public funds are available to support enterprise and leadership gaps in the community. Tourism demands a greater investment in shared resources between public and private organisations but needs a levelling opportunity to drive rejuvenation without high cost investment in appropriate leadership training or skills development required to manage experiences and attractions to be equally shared between hosts and guests.

Exploring the relationship between multidisciplinarity in destination development it certainly is worthwhile exploring structuration and the Giddensian views. Tourism is by its nature socially constructed and has many dimensions linking economists, creative artists, cultural historians, narrators, storytellers, visionaries, commentators from many fields and many generations. The themes to be explored are unified under community cohesion, visions and values. Any messages from key stakeholders across the range of disciplines and interests may cohere with reinforcing messages about consumption and validity from the community’s own repertoire and resources. In both Scandinavia and the United States there are examples reinforcing sustainability through multiple messages and decision-makers which exemplifies the need for structural integrity and coherences (McGreavy et al., 2015 in Maine, USA; Puhakka et al., 2014). Storytelling and narratives are embedded within the structuration approach; the apparent sophistication of demand through informatics, disseminated through various social media tools drives the need for individualised approaches to consumption and supply. Suppliers and consumers are becoming more reflexive, more aware of privileges of access, mobility and assigning values to the newly managed approach to community as destination. A focus on structure and agency is embedded within the approach taken and these are fundamental to change adaptation and empowering place change management that continuously re-invents community values and expectations in the face of shifts in demand and in supply.

In concluding this section, the importance of elevating an offer from hosts using freely available and disposable and contestable funds to private sector investors where the public sector is no longer realistically involved in redevelopment is central to the research theme. Furthermore, any offer of funding made by the private sector hosts on the basis that capital accruing to the community at the destination can, and will, be shared amongst host and guests without compromising the integrity of the sustainability and responsive approach to development. The host community that can stand alone in development and share the benefits widely within the community and across political boundaries can achieve good results over the long term for the wellbeing and health of the stakeholders engaged in the development. This is the political, socio-economic and ecological position presented in case studies in this analysis. Where the host community cannot engage sustainable outcomes; where there is no learning occurring within the community; where the outputs in re-investment and profitability are not generating a flow of income to key stakeholders we call hosts, then there are continuing problems in responsible and sustainable development that cannot be rectified by interventions with the public purse.

# Destination management through public and private partnership

As has been discussed through the papers in this appraisal, the role of partnership, more specifically public-private partnerships, has been central to developing tourism at the community-based networked level. The role I have often taken is of the participating actor using various lenses of observation and analysis throughout. Zuber-Skerritt and Perry (2002) identified a research framework for this action research which has been a start point for the approach and evolving worldview of participatory partnership working. This reflective research considers ten years of managing tourism at specified destinations through the tenuous partnerships of private sector operators in attractions, accommodation, infrastructure, affiliated services and public sector employees working for central and local government; this journey is yet to be clarified from the perspective of the optimal mix of collaboration and cooperative working.

A resource based view is essential to the pre-conditions required of a market based view. Perceptibly the notion of collaboration has become more of a focal lens in these ten years (McCool, 2009; Thomas, 2012; Shaw and Williams, 2009). This is partly due to an increased awareness of the localisation of resources and the differentiation of both resource and market views. Partly this is due to the evidence of increased costs of public sector roles and where multiple perspectives of devolution to private sector actors has become a norm in MDCs. To provide relief from taxpayers funds the public sector can be seen to negotiate with private actors to take a responsible view of interpreting policy and plans for the benefit of visitors as well as for the residents and business owners.

This move from total central public control to devolved ownership and responsibility of the private sector has not been entirely transparent. On the Chatham Islands there has been a grudging departure from public control of policy and planning to a more inclusive approach to indigenous private sector actor empowerment. The constraint as power shifts from public to private is paralleled by under-resourcing strategic management; coupled to a lack of key skills in management and planning. I have utilised a base model of participatory action research that incorporates stakeholders from public and private sectors. These stakeholders are linked through shared culture and heritage in a named community. Important components include entrepreneurs, a power-sharing agreement between public and private partners and input at both supply and demand side to enable decision making. In the preparatory stages, much akin to the model evolving in Australia called Tourism Optimisation Management Model (TOMM) there are regulatory constraints (policy and plans), operational and commercial intents (marketing, informatics and distribution) and third-way altruistic and charitable concerns expressed for social aspects in conjunction with consideration of contested uses of place by tourism. From late in the twentieth century are plans predicated on local agenda 21 (LA21) for sustainability and integrity of the community (Bramwell and Sharman, 1999; Simpson, 2008). Best practice case studies, adoptive of the educative and resource-building LA21, often make use of shared good-practices and set goals through indicators for continuous monitoring, management and improvement on all supporting core factors in the economy, society and the environment (Simpson, 2009).

In conclusion, observations of mentoring of private sector partners in the 'new deal' deregulated and empowered tourism teams are critical for the future wellbeing of the community and its array of tourism stakeholders (Clarke, Raffay and Wiltshier, 2009).

# Constructing community developments through knowledge partnerships

An often overlooked but critical component of destination development is the sharing of newly gained knowledge and intelligence from projects undertaken using public funds. There is an unwritten code that any knowledge obtained with public funds should be held in the public domain and both explicit (know what) and tacit knowledge (know how) made available for sharing (Wiltshier and Edwards, 2014).

This sharing of new knowledge has been poorly articulated in MDCs. Academic projects are available by subscription to peer-reviewed journals such as Tourism Management and Annals of Tourism but even this knowledge is not freely available to the public, nor is it shared widely.

Project workers are brought in under contract for publicly funded projects and deliver timely high quality reports usually within the timeframe of the project around twelve months. Those project workers are often transient and go as the commissioned work demands they travel. The outcome is often that explicit and tacit new knowledge are explored and used in outcomes-based funded projects but the experiences are not as well documented for case studies of good practices for future use (Wiltshier and Edwards, 2013).

**Figure 2.**



Universities can provide online repositories for academic research projects completed by staff and students. The funding for these projects is sourced from public funds for higher education so there is a better use of contestable public funds for the research, the review process and the repository and retrieval of the information using the information technology services of the university (see Figure 2). Public funds are used for project work, the academics work in partnership with the project workers, the outputs and outcomes are documented for future use by all stakeholders.

# Studies in community development through tourism as a driver of new knowledge and partnerships; a market-forces led model

There may be a healthy scepticism about communities using higher education institutes (HEIs) for support and development as there is material provided for tourism that has been generated on the back of demand and supply objectives where visitors are perceived as resources. No real attempt seems to have been made to observe communities more organically as sources of wellbeing and social, political and environmentally determined outcomes are a priority. There is a sense of tourism perceived as a business prospect for the private sector in communities which can be seen as at odds with the beliefs of social policy and governance resources that are intended to be shared. Inevitably sceptics on both sides have tended to maintain a healthy distance from adopting business methods and perhaps more lately technological innovations, in their hunt for solutions to inequality, harmony and social disrepair. Over the past decade a focus on interdisciplinarity in providing such organic and healthy solutions has become more evident (Bramwell, 2015; Dredge and Jamal, 2015; Holden, 2016). At the same time solutions to local and global inequalities are using new technology, under the banner of smart cities and big data, to balance the demands of neo-liberal and market-force models against the pressing demands of society at the most devolved, but possibly, least empowered positions (Calzada, 2017). These contributions acknowledge differences, use qualitative research and maintain a recognition that third way approaches, using the triple bottom-line, are also significantly driving the economics of solutions and the incorporation of social, medical and health needs with the appreciation of market-forces (Bocken et al., 2014).

There are no quick solutions to the discrepancy in outcomes from a wellbeing and socially constructed solution based on sustainable development and the market-forces, demand-led model. It is a solution to offer education and new skills to both sides of the equation, however imbalanced, and HEIs have a key role in bringing conceptual arguments between both sides to the debate and supporting students and practitioners through shared knowledge transfer (KT) activity to a new understanding. The opportunity is acknowledged in problem-based learning, widely adopted throughout the world. The costs are disputed still regarding intellectual property rights and sharing new approaches to sustainable development must tackle the iniquitous distribution of new knowledge (Ray, 1998).

Issues around budgetary constraints, intellectual property, the diffuse expectations of academia and practice, the burgeoning opportunity that ICTs offer are well developed in Bercovitz and Feldmann (2006). The role of HEIs is now being recognised as public funded support to disadvantaged communities. Our opportunity is not just a show and tell with KT but more about the opportunity to share costs between public and private sectors as the ongoing battle between devolution, empowerment and central control is waged between communities and capital cities.

Tourism’s visibility as a force-for-good for the community has been well documented from less developed countries' (LDCs) perspectives but less so from the MDC perspective. In effect, there is a remarkable lack of insight to the opportunity that a thriving visitors sector can bring to hosts. The insights have usually been built around contributions through the economy; leakages from the economy and benefits accruing from the labour and income multipliers primarily. These economic benefits have been used extensively in the dialogue on developing nations. Tools used for identifying and signifying social benefits included perception studies in the Chatham Islands and dissemination through mentoring in UK studies.

**Fig 3**

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**Moving from human geography to sociology working with geography, politics, human resources, economics**

Through the academic theoretical underpinning research in tourism we are moving towards discourses and new worldviews that incorporate elements of all social sciences and the allied disciplines in geography, history, anthropology and of course, sociology (see Figure 3).

Tourism studies in mobility, fixity and accessibility have moved into the lens of social constructivists. Changing academic and societal lenses for inspection as the ‘right to recreation, the right to roam and the right to mobility’ negotiate space in the academy and practice with wellbeing, wellness, identity, heritage and culture as acknowledged in demand-side and supply-side positions (Cresswell, 2006; Williams and McIntyre, 2012: Aitchison et al., 2014; Bianchi and Stephenson, 2014).

A shift in worldview from the business management paradigms to the more holistic interdisciplinary perspectives and an associated dispersal of knowledge is generated by academics from diverse windows (Hall and Page, 2009 ; Coles, Hall and Duval, 2006). Business and society are discipline areas that are intertwined and that the emerging worldviews for tourism development are predicated on an acknowledgement of firstly and importantly the economics of tourism driving the social, ethical, environmental and political of development outcomes situated territorially.

# A critical appraisal of sustainable community development through tourism

The sustainability of development for destinations exists through the interpretation of choices for destinations through tourism predicated on vision, values and identity of the host community. The exploration of values and identity is integral to the development of plans and interpretation of policy that accords to the Rio Earth Summit and Local Agenda 21. Tourism is offered to the destination as an alternative to other industries, services and business opportunities. Communities may choose to sustain themselves as stand-alone destinations, perhaps deriving benefits from neighbouring communities’ tourism activity or other formal or informal partnerships with communities, organisations and central or local government (Miller and Twining-Ward, 2005).

In the twenty first century we see the rise of indicators to accord with community expectations. A community can deliver a change managed approach that is driven by societal needs as well as acknowledging traditional capacity constraints. Development acknowledges the twin drivers of conservation or protection and the need for recreation and enjoyment which has a demand-driven component as well as a supplier incentive in the market-forces model (Figure 4). The dyadic relationships between conservation and development have become chief focal areas for MDCs globally. A middle path democratises accessibility and acknowledges consumers' mobility for the benefit of new consumers, both visitors from outside the community and new consumers from demand hitherto not satisfied. Political intent is driving capacity management in a way that was not anticipated by legislation to establish protected zones in MDCs from the middle of the nineteenth century (Pavlovich, 2003; Saxena, 2006; Capriello and Rotherham, 2008; March and Wilkinson, 2009; Hirschi, 2010).

**Figure 4**



Part of our new knowledge is the capacity for society, as well as business, to approach managing tourism at community levels. New spokespeople for tourism are emerging as the dual role of conservation and protection is presented and analysed (Holden, 2016).

# A Journey into sustainable community development through empowering stakeholders and establishing partnership networks to enable knowledge sharing

The learning destination (Gibson, 2006; Saxena, 2006) can form the basis for discussion in MDCs about the role of stakeholders performing services and management activities for the development of a destination. A theme that is often not articulated is that key resources for the development are often assumed and are not in fact present when policy and plans come together. We see HEIs providing degree and postgraduate degree studies and research opportunities that are now focused on community development. Outcomes from HEIs are available through undergraduate and postgraduate student and academic staff involvement (Wiltshier and Edwards, 2013). Conceptual learning turns into practical solutions and is evidenced in my work. The relevant publications were in fact funded by HE innovation fees and the case studies were sourced through the exchange of information with community stakeholders and the author (Wiltshier, 2007; Clarke, Raffay and Wiltshier, 2013; Wiltshier and Edwards, 2013; Wiltshier and Edwards, 2014).

# Learning stakeholders’ tourism

The key component of any success in community development is the harnessing of competent people to work through the multiple issues around resourcing and intellectual and practical skills to plan, do, see and manage tourism within the mix of possible areas for future sustainability.

Past commentators have attempted to identify what these stakeholders might actually needs as skill sets and attributes (Jamal and Getz, 1995; Bramwell and Lane, 2000; Simpson, 2001; Wilson et al, 2001; Timur and Getz, 2009). The focus has been on managing in a public sector led environment. Today’s environment is more markedly a user-pays, private sector led and neo-liberal environment where devolution has impacted the availability of the shared key skills needed to manage the public as well as private sector.

For stakeholders, the difficulty here is working within a chaotic, messy and perpetually changing work environment. The continuous issues relate to shortages of resources for innovation and inspiration in managing without reflection on a core set of values and brand that adapts to the demand by shifts in taste and expectations. Communities can take charge of the process and outcomes of locally produced and defined destination services and products by adopting the health services' approach to bolster community-centred ways of working that reflect public centred and agreed ways of working. The skills being brought into play by a person-centred approach encourages potential in so many stakeholders already in existence in our supply chain (Choi and Sirakaya, 2005; Beeton, 2006; Moscardo, 2008 and Simpson, 2009). As with the health service provision, a focus on putting aggregations of competent people together unleashes the potential of a much wider range or networked individuals who can largely self-select for identification and partnership with others. Working across disciplinary boundaries exists in the health and social care study lenses (Kagan and Duggan, 2011; 2009).

Another component is to raise the expectations in perceptions of quality of delivery and experience in the demand-side equation (Fick and Brent-Ritchie, 1991; Kandampully, 2000; Cole and Scott, 2004; Jennings and Nickerson, 2006). Perceptions are that the quality of the experience may be below expectations. Tourism is a service and a fragile and transient experience at that. If we can renegotiate tourism as an educative opportunity; as a community development cohesion opportunity then the chances of tourism’s profile being stronger and the sustainability component being recognised earlier becomes more tangible and more permanent as a development tool set (Silberberg, 1995; Higgins-Desbiolles, 2003; Baum, 2007; Caton, 2014).

Raising the profile of tourism is important for residents as it is to meet visitors’ demands or needs. The quality of those experiences in recreation and leisure demands high investment in specialist knowledge and cognate skills in the context of long-term sustainability. In the cases outlined here the focus has been on the development agenda incorporating ‘good news’ for hosts as well as for guests. Raising the importance of heritage, both man-made and natural, is fundamental to encouraging a wider range of stakeholders into the realm of the tourist experience economy.

# Health and wellbeing as metaphor for sustainable community development through a welcome for visitors

Previous studies relating tourism to the quality of life in its broadest terms have indicated that communities do tend to value tourism as a contribution to emotional well-being (Kim et al., 2013). Appreciation of unique and valuable heritage and the shared cultural assets makes a contribution that is largely scientifically difficult to measure in communities. Shared assets have been accepted by long-term residents and then progressively valorised and conceptualised as offers to visitors with tacit or explicit approval by stakeholders’ agreement. The sense of belonging, sense of empowering the residents to allow decisions that commit economic as well as socio-political resources to the visitor welcome and experience parallels the research conducted on emancipatory, authorising and empowering enablers (Kagan and Duggan,2009; Taylor,2007 and 2000; Mayo,2009 and 1997).

# Summary of overview

My work over the decade has identified and underscored the need for investment in resources, systems, strategy, further research and development in six key impactful contextualised areas:

1. New data sharing. Suppliers and consumers are both becoming better informed in rich data informing the agenda and role for tourism in developing destinations that are presently communities in search of new being, new reality and concurrence on identity and brand. New knowledge, freely exchanged in the academy (journals and peer-reviewed publications including text books) and freely exchanged in the public domain (annual reports, meetings minutes and agreed trajectories for the public domain in conjunction with the growing private sector-led marketised models) are being made available, more importantly, accessible to a wider range of stakeholders (representing demand and supply). Evidence is available in the works of Dredge and Jamal (2015), Bramwell (2015) and Holden (2016) that especially reinforces the community as power-broker in MDC contexts.
2. Cohesion in knowledge partnerships from (1) are becoming the norm and are becoming more visible, as well as accessible, through the world-wide-web and now social media opportunities. Not only do I acknowledge the sophistication of informatics for the public sector but I commend that capacity to create new networks in the private sector, especially relevant in the UK as an exemplar of MDCS through Community Interest Companies, since 2005.
3. The interdisciplinary nature of research in the community as destination work is becoming prevalent and welcomed. Tourism is not marginalised by health, wellbeing and consumers’ welfare. I acknowledge the key work published in the academy to engage wider audiences of stakeholders through interdisciplinary lenses, more so the medical, social lenses through Kagan and Duggan (2011) and Taylor (2007) and earlier, Mayo (1997) in the UK context.
4. Enduring elements of critical reflection through interpreted sustainability of community development plans reinforced by tourism, or by the notions of a visitor economy, are central to the emerging body of evidence. Handbooks such as Miller and Twining-Ward’s (2005) reflect the focus on key performance indicators and outcomes, as opposed to outputs, modelling approach for all stakeholders with responsibility for sustaining the triple-bottom line.
5. Accrual of resources and skills, training and managing experiences and expectations is proving difficult to realise despite the presence of literature detailing these needs (Baum, 2007; Thomas, 2012 as examples). A community is represented by shared values and beliefs; a destination must capture and explore the links between values and beliefs and the competitive market share the community aspires as an organisation to develop through tourism. Tourism is one aspect of the learning engaged by responsible stakeholders; we now know that consumers and suppliers value that learning in the destination (evidence from 2006 in Sweden and Scotland by Gibson (2006) is alluded to here.
6. Sharing the captured learning, embedding explicit and tacit knowledge for the next generation of suppliers and consumers becomes a shared-responsibility for the academy and the market (Wiltshier, 2007; Clarke, Raffay and Wiltshier, 2013; Wiltshier and Edwards, 2013; Wiltshier and Edwards, 2014).

# Publications by Year

**Wiltshier, P (2005) *‘*Operators Perspectives into Community Input to Tourism Planning & Development: Waitakere City, West Auckland’*. In Event Tourism & Destination Management*, ed. Alan Lew.**

**Aim**

One of the early questions for research activity was the process and methods of citizen empowerment (Arnstein, 1969). The empowerment of a range of stakeholders to take responsibility for shaping policy and understanding and supporting planning approaches to devolved responsibility was an early concern. Community has at its centre a unique and inimitable knowledge base with components of history and inherited values. This article has taken the community knowledge and translated that into action for stakeholders as a vital part of approaching constructivism and building stronger and semi-autonomous communities of practice within the destination. This concerns internalising knowledge and then conveying this to an external audience through a process of exchange beyond porous borders. Christopher Ray recognised this in the 1980s (Ray, 1998). Procedurally, communities need to adopt an informal knowledge exchange approach and then acknowledge the stages of growth. Communities can then adopt marketisation and valorising of the destinations’ unique and inimitable features for the benefit of consumers and visitors beyond the current boundaries. A transformational process would deliver collective thinking in the newly acquired knowledge to bolster the economy, society and proselytise new resources. I am unsure whether we actually managed this process by 2005. Democracy requires extensive re-iteration of position and knowledge concurrence.

**Findings**

Tourism could only be effectively limited in zones of visitor encounter. Where no encounter was desirable from the consumers' perspectives no tourism would occur. The physical environment in those zones deemed to be most convenient from the public sector and guardians of the biota was in fact the least appealing to the tourist. Brownfield sites, urban edges and convergence between glistening beaches and native bush land was not attractive to competitive tourism operators. Many of the operators working to make those marginal destinations attractive had the most difficult job convincing consumers to recreate and enjoy those zones that were, and still are, lacking in pulling power. The chances of satisfaction for those operators who were largely free from policy and planning restrictions in terms of conservation were the paradoxically least likely to succeed with appeals to visitors. Those operators wishing to enjoy the luxuriant physical environment, closest to idyllic beaches and regenerated bush land were struggling with local authorities wanting to restrict access to visitors. In this piece the most appropriate philosophical approach was participatory action research (Zuber-Skerritt and Perry, 2002). A key challenge was to understand and embrace the process of collaboration and development through consultation of stakeholders.

**Reflection**

In the early stages of my research I was particularly impressed with the role of supply in the tourism input/output equation. What consumers anticipate and what suppliers deliver and how the prevailing equation is determined by the capacity of that community to manage visitor capacity. In the environment of New Zealand in 2002, when the research was undertaken, it was very much an issue to protect the physical environment against depredation of the resources that the community held most important - biota and the ecology. Therefore, any attempt at matching demand to supply was mediated by considerations of environmental protection first and foremost. Essentially the irony is that the protected environment was the key driver of demand; effectively limiting development from the outset. Conceptually this publication supports legitimacy, participation and inclusivity in the development of tourism

 **Wiltshier, P. & A. Cardow (2006). Chatham Islands, New Zealand,pp205-218, in Baldacchino, G (ed.) *Extreme Tourism*, *Lessons from the World's Cold Water Islands.* Oxford: Elsevier**

**Aim**

The Chatham Islands of New Zealand have expected an increased demand for tourism and the Islands are truly possessed of a unique nature-based visitor offer. The Islanders were desperate for new forms of economic activity to survive. Tourism was seen as an option to sustain a dwindling community of some 600 persons living more than eight hundred kilometres from their nearest possible guests. The community is very much divided between conservation and development. It has concerns for the future welfare of the environment and is desperate to offer guests an unparalleled experience.

**Findings**

The very experiences so treasured by visitors are located in the same spaces that are protected by the residents. Difficulties arise where the contested use of special protected spaces are in demand from visitors and from local residents. Conservationists must offer a visitor experience that reinforces the protected nature of the environment. The destination must oblige the visitors to pay the costs of conservation whilst offering the experience that is anticipated by visitors. The critical components of research in the context of ‘island existence’ or living on the edge revolve around co-operation between residents and landowners, regeneration, conservation and regulatory stakeholders. The focus in the past decade is on a revamped indigenous tourism offer. This offer must include new services expanded to meet anticipated demand. McKercher (1993) described the process and outcomes as a sort of balancing act. Economic sustainability and development through commercial interest was seen as incompatible with the unique physical environment. Sustainable development management justifies the public sector restricting tourism to that which is ecologically sound.

**Reflection**

Enthusiastic stakeholders such as hoteliers and professionals with legal and political responsibilities to communities in local government and enterprising individuals are willing to risk their capital on new ventures in leisure and recreation. However, these stakeholders must pause to reflect on both the human and social capital that is necessary to make progress in the community. In the early years of the new millennium, whilst development of tourism was conceived as possible, there was a decided lack of awareness of the resources, infrastructure, knowledge capture and sharing necessary. There was, maybe still is, a long way to go to achieve a sharing economy with leisure and recreation at its core. Conceptually this paper encourages a resource-based view of tourism development and interdisciplinary partnership formation leading to accrual of new skills and knowledge preparatory for wider embedding and transfer.

**Cited in:**

Lovelock, B., Lovelock, K., & Normann, Ø. (2010). *The big catch: negotiating the transition from commercial fisher to tourism entrepreneur in island environments*. *Asia Pacific Journal of Tourism Research*, *15*(3), 267-283.

**Cardow, A., & Wiltshier, P. (2006). The Chatham Islands: tourism, development issues and power clichés. *Insula: The International Journal of Island Affairs*, *15*(2), 39-49.**

**Aim**

Our focus was to find ways of developing sustainable community-driven projects for these isolated and economically challenged islands in the South Pacific. The stakeholders perceived tourism would be advantageous for Islanders’ livelihoods as the group is a haven for scarce and endangered birds, fish and flora. We did find that the economic trial is accompanied by a socio-political and environmental challenge.

**Findings**

A sea-change in power balances is required for development. The difficulties for community to assert rights to development is compounded by cultural and social norms taking precedence over economic and environmental concerns. Political will is defeating rational decisions to develop some offer for visitors that can be served by representative suppliers. The problem is of authority and power base decision making and support. The suppliers with potential offers that excite demand are not the brokers of the offer. The offer is proscribed by public sector representatives who wish to delay the inception of demand-driven tourism offers for fear of loss of power and authority in a remote location. The market-forces model is rejected on the basis that decisions of 'what is good for you' are made by authorities without a private sector market-forces focus.

Through a case based approach, political disagreement over who has authority over economic development and infrastructure led to a stalemate situation. An actor has attempted to encourage public and private sectors to find ways forward by cooperating and encouraging stakeholders to network and seek survival in this remote location. Therefore, a focus to encourage participation in the development trajectory is embraced by new stakeholders.

**Reflection**

We already identified in 2006, through face-to-face interviews and conducting an inventory, a shortfall in resources, strategy and non-existent planning for tourism. Tourism stakeholders could become empowered to represent their community and to redress negatives in that development of tourism. There was a need for a supportive government policy and for individuals in governance that are prepared to undertake a planned risk assessed approach to community diversification. This paper reflects a start to creating knowledge resource for future access and re-visioning community perspectives of the tourism industry.

**Wiltshier, P. (2007). Visibility from invisibility: the role of mentoring in community-based tourism. *Tourism (Zagreb)*, *55*(4), 375-390.**

**Aim**

A key role for tourism is acknowledged as the destination mentor. This mentor acknowledges, sometimes, grudgingly and sometimes with humility, the role played to support businesses in establishing a reliable and ongoing set of practices that reflect competition and inimitability. The importance of these mentors has been acknowledged in the past decade (Simpson, 2008; Moscardo and Murphy, 2014). The stories around mentoring date back much further and have been closely linked with small business and lifestyles over many years (Lashley and Morrison,2000; Morrison et al., 2010; Thomas,2000; 2012; Thomas, Shaw and Page, 2011; Lashley et al., 2007). In many cases, small business and lifestyle went hand-in-hand as natural champions of enterprise. Mentors became subjects for further investigation and analysis as resources for tourism.

**Findings**

Mentors are largely informal roles and are not selected by community organisations, nor elected to positions of responsibility on the strength of their character or resourcefulness. The mentors are almost self-appointed and instinctive in their quest to aid and nurture others providing services and products for tourism. Their role is to improve skills and resources within the community, between public and private partnerships and across boundaries. As tourism becomes a more confident driver of socio-economic goals and benefits for the community these mentors address the barriers perceive to inhibit growth. This against a background of low levels of information sharing, patchy communications strategies, absentee management, and poor engagement by the wider community in the spread of tourism’s aim and objectives. As Simpson observes (2008) a more participatory approach to tourism’s benefits being embedded in community strategy is driven by the presence of key individuals who can nurture and mentor new adherents or disciples spreading the values and beliefs of the community to a wider network. Mentors help develop capacity to engage funding streams and benefits that trickle down into SMEs and micro-businesses.

Central to success is the participation politics of mentors; the communications strategies adopted (often informally) by these mentors and the effectiveness of mentors in thriving small business environments that foster tourism.

**Figure 5.**

The quality of life and enjoyment of lifestyles are important to mentors. Mentors are nurturers due to the prevalence of characteristics supporting their positive outlook on lifestyles, quality of life (Morrison et al., 2010; Lashley et al., 2007; Thomas, 2000). Mentors de-mystify the complexity of practices in tourism development and the linkages between public and private sectors to undertake tourism development at community level. Mentors often observed to be taking proactive stances in the community on social, environmental, ecological and economic matters (Thomas et al., 2011; Lashley and Morrison, 2000). Mentors provide resources and share knowledge with protégés in an informal environment (Kram, 1983; Torrance, 1984). The role of the mentor in rural tourism communities is examined and some characteristics identified that can be formally and informally recognised to build a best-practice example for emulation elsewhere (Figure 5).

**Reflection**

Mentors are responsible for branding, for identity, for succession planning, for helping newcomers to associate with the community and develop skills heretofore not known locally and to provide role models for others to emulate. Mentors work in the heart of the community to embed skills and capabilities within the suppliers to deliver exceptional experiences. Experiences not easily emulated and not easily replicated without sharing and dissemination through social as well as political process. We employed capacity building and building empowerment using a critical lens to turn this around. Incoming entrepreneurs, stakeholders seeking alternative income generating projects, just people wanting to put something back into the community. The publication offers insights into a new business environment for tourism, re-designed elements of supply and delivery thereof and the resources for training and capacity development to offer a cohesive product with global relevance.

**Cited in:**

Frost, W., & Hall, C. M. (Eds.). (2009). *Tourism and national parks: International perspectives on development, histories, and change* (Vol. 14). Routledge.

Turnipseed, I. B. (2009). *The AADERE model of progression in the hospitality and tourism industry: An empirical study of high-salaried Black managers*.

McGehee, N. G., Lee, S., O'Bannon, T. L., & Perdue, R. R. (2010). *Tourism-related social capital and its relationship with other forms of capital: An exploratory study. Journal of Travel Research*, *49*(4), 486-500.

Nengovhela, N. (2010). *Improving the wellbeing of people dependent on the low-income beef industry in South Africa*.

Everett, S., & Slocum, S. L. (2013*). Food and tourism: An effective partnership? A UK-based review. Journal of Sustainable Tourism*, *21*(6), 789-809.

Kau, T. W. (2014). *The role of tourism promoting community participation in the development of Jiwaka Province in Papua New Guinea* (Doctoral dissertation, University of Waikato).

Beard, L. P. (2016). *Re-conceptualising the host: the role of broker-host networks in the ordering of tourism* (Doctoral dissertation, University of Surrey).

**Wiltshier, P. & Cardow, A. (2008) Tourism indigenous peoples and endogeneity in the Chatham Islands*.* *Journal of Enterprising Communities: People and Places in the Global Economy*, 2(3): 265275. pp265-274**

**Aim**

Here the authors have considered and postulate an indigenous model of development predicated on the capacity and skills coupled with the borrowed literature and approaches of the tourism optimisation management model. Not only does the community fully engage with the dialogue and development agendas but gets to reflect on measures of success and failure over time with the resulting model planned and implemented. This modelling allows for localised variations on capacity management, measures of success and failure as these impact assessments are tailored for each destination.

**Findings**

The model is discussed and re-energised periodically on the review of outcomes of monitoring rather than on some pre-assigned indicators centrally developed and quite possibly irrelevant to the majority of host stakeholders. Through an adapted grounded theory approach, we asked respondents to evaluate skills, inclination, social and economic capital for indigenous enterprise (Strauss and Corbin, 1990).

The challenges exist and are demonstrably to do with community development from skills paucity. Conventional approaches require localised interpretation and promulgation of local skills-sets. Early recognition of the issues that have worked against adoption of sustainable development agendas post Rio Earth Summit 1992 acknowledge the low levels of leadership expressed within destinations by private and public sector leaders in tourism. This despite the Prime Minister of New Zealand being simultaneously the Minister of Tourism for example. The poor articulation of science and metrics with the private sector is important. As Lane acknowledged (2009), the commercial teams globally are more focused on two weeks of hedonism and not the underlying economic imperative that has raised the profile of tourism in destination economies. A closer relationship is needed between science, the academy and contemporary practices. This relationship must be forged in the economy and have a strategic spill over to the social and environmental agendas.

**Reflection**

Appropriate use of endogeneity and of raising local and global awareness of the values, beliefs and identity of any community must precede formulating policy and plans for long term development through tourism. Finding effective ways to validate the endogenous capacity and identity emerging has to become a priority in connecting tourism to the development agenda both at local community level and in the global market for unique, inimitable and widely valued product and service. Again, an endorsement of Christopher Ray’s validating process and plan to make a commitment to cooperation between a diverse set of stakeholders (1998). This paper identifies opportunities to share experiences across borders and between divergent cultures and beliefs.

**Cited in:**

Cañizares, S. M. S., Canalejo, A. M. C., & Gallardo, E. G. (2011). Turismo comunitario en islas: El caso de Boavista (Cabo Verde). *Tourism & Management Studies*, (1), 872-882.

Sánchez-Cañizares, S. M., & Castillo-Canalejo, A. M. (2014). *Community-based island tourism: the case of Boa Vista in Cape Verde*. *International Journal of Culture, Tourism and Hospitality Research*, *8*(2), 219-233.

Cañizares, S. M. S., Castillo-Canalejo, A. M., & Gallardo, E. G. (2012). COMMUNITY-BASED TOURISM IN ISLANDS: THE CASE OF BOAVISTA (CAPE VERDE). *Tourism & Management Studies*, 872-882.

Jaim, J. (2017). *Collateral for Business Loans: Constraints and Conflicts regarding the Indigenous Culture of Bangladesh*. *Journal of Economics & Business Research*, *23*(1).

**Clarke, A., Raffay, Á. & Wiltshier, P. (2009). Losing it: Knowledge management in tourism development projects. *Tourismos*, Vol. 4, No.3, pp.149-166.**

**Aim**

To demonstrate the critical and central role of knowledge sharing, exchange and management in a community, especially where specific skills, competencies and visitor economy knowledge are not currently made widely available as exemplars and success stories through case studies. Such case studies can offer exemplary insights to both explicit and tacit knowledge generation and sharing.

**Findings**

Local decisions are responsible for the overall long-term health of the community and are not imposed from external political decision-making. Not only does the political will become localised and reversely influential on centralised thinking but also that local planning and development agenda is built upon shared knowledge and transferable skills from one community to another. Therefore, mentors, influencers, entrepreneurs and innovators must be in a position to develop knowledge that can be shared and reciprocated between communities. An experience economy predicated on the capacity to innovate and continue that innovation buys sharing good practices and experiences with both suppliers and consumers.

Collaboration, partnership and project working as key outcomes and implications for all in supply chain management. Development processes require multi-stakeholder involvement at all levels, bringing together governments, NGOs, residents, industry and professionals in a partnership that determines the amount and kind of tourism that a community wants. The RESPECT model committed us to exploring the processes involved in tourism development and sharing the insights that come from an appreciation of and involvement in these and in sharing this capacity with those stakeholders in tourism that ought to be involved in the development of their areas.

There is a need for multi-disciplinary approach to understanding how we can obtain the maximum input from community through collective and agreed views of residents that can foster growth through tourism (Sharpley, 2014). It is neither dissent nor the negative views of residents which are problematic; it is more the agreement in principles that specified individuals can work for the team in following tourism development projects. The balance of the community either engage as required or silently concur with the democratically created views. As Sharpley writes in his overview in 2014, a community’s engagement with hosting guests is very much foreshadowing the need for an organisational approach to planning and a deliberate strategy required of those key stakeholders. Yes, we may need to segregate audiences from performers at some spaces and times but a collective vision espoused by some and agreed by many will help enhance the majority’s experience as hosts and consistently review the collective satisfaction with outcomes. A true social exchange needs everyone’s input but needs a few core stakeholders to effect the plans and measure the outcomes (Sharpley, 2014). We have taken into consideration the existing Manidis-model (1997) in ‘Tourism Optimisation Management Model’ which is a systems-approach that can be used to develop internal competencies and external migration of knowledge management from the community out to the multiple perspectives of wider world governance, policy development and planning opportunities.

**Reflection**

The authors shared insights generated by more than a decade of involvement in tourism development and management in various locations in Europe and New Zealand. We acknowledge the need for a more equitable offer to a much wider range of relevant stakeholders from the authors’ own consultancy, publication and knowledge creation. The paper demonstrates the possibilities of accrual of resources for development across boundaries and the value of sharing knowledge derived from tourism operations.

**Cited in:**

Henderson, J. C. (2011). *Tourism development and politics in the Philippines*. *Tourismos*, *6*(2).

Kimbu, A. N., & Ngoasong, M. Z. (2013). *Centralised decentralisation of tourism development: A network perspective.* *Annals of Tourism Research*, *40*, 235-259.

and 12 other peer-reviewed articles.

**Cardow, A. & Wiltshier, P (2010) Indigenous tourism operators: the vanguard of economic recovery in the Chatham Islands. *Int. J. Entrepreneurship and Small Business*, 10(4)484-498**

**Aim**

A tension between community cohesion and economic development was observed. The research demonstrates that there is a shift in resources and power when the accepted means of economic development start to fail. This article illustrates the political and economic hurdles that tourism operators in remote areas need to consider. We highlighted how community involvement and community 'buy in' can assist policy makers and would-be entrepreneurs in similar circumstances.

Endogenous development, empowerment and devolution of responsibility has a long pedigree in the context of the neoliberal economy (Putnam, 2000; Taylor, 2007). However, insufficient attention has been paid to the skills, inclination, social and economic capital for indigenous enterprise, more so in an environment of isolation, relative deprivation and dependence. Therefore, the aim of the paper is to highlight indigenous and endogenous components of community capacity development through enterprise with renewed vigour and fervency attributable to local power elites and local collaboration and cooperation.

**Findings**

A model of indigenous tourism development and its endogenous antecedents is offered. This model challenges differentials in the community by aligning funding sources from mainland New Zealand with the imperatives of local enterprise. By taking best practice examples, and modifying these for local consumption, we negotiate pathways for community development for the future.

Our study accords with empirical research conducted in Taiwan. Community attachment to tourism and involvement proven to provide benefits to practices in sustaining tourism development (Lee, 2013). The engagement of indigenous people in tourism activity raises the profile internally of tourism but simultaneously creates an identifiable brand and identity for the destination that is acknowledged somewhat universally internally as well as externally. This reinforces the positive image within the community and the image for distant markets that rely on point of sale material and selling messages from intermediaries and from cultural and ecological perspectives. This engaged vision is acknowledged in nascent terms in the literature (Coria and Calfucura, 2012). However, caution should be exercised in promulgating a perspective that glows with promise for cultural tourism as has been discussed in the context of Australia (Ruhanen et al., 2015). The demand for such indigenous aspects of tourism must be tempered with the expectations of visitors when held up for inspection with the actual practices of visitors to such special indigenous sites.

**Reflection**

Clarification has been made of the contribution of local and the indigenous components of a visitor offer. The promulgation and dissemination necessarily engaging the much wider set of stakeholders from the academic community, mainstream business and the international visitor economy markets is difficult. A marginalised tourism service and poor product inventory and the slow maturing of the value and importance of what is perceived as local and valuable is partly responsible for this. This paper strongly promulgates that tourism is a creative sector that crosses performance, culture, heritage and business and that can endure change.

**Cited in:**

Pierre, A., von Friedrichs, Y., & Wincent, J. (2014). Entrepreneurship in society: A review and definition of community-based entrepreneurship research. In *Social entrepreneurship* (pp. 239-257). Springer, Cham.

Pierre, A. T. (2017). *The Influence of Wicked Problems on Community-based Entrepreneurship in Rural Sweden*. Department of Economic, Science & Law, Mid Sweden University.

and 3 other peer-reviewed articles

**Wiltshier, P. and Robinson, P. (2011) Chapter 7, Community Tourism, pp87-100, in: Robinson, P. Heitmann, S. & Dieke, P. (eds.) *Research Themes for Tourism*, CABI, Wallington.**

**Aim**

The community-based approach to developing and regenerating destinations has been well-documented and conceptual approaches have been developed and discussed for fifty years. There are several dimensions to the approach and implementation of planning and resultant policy which are explored within this text.

**Findings**

One key approach has a bottom-up, community-led and directed political dimension. Another closely allied one is the public choice model in more developed destinations. A third is that defining the ‘learning’ destination which incorporates elements of devolution from the first dimension and public-choice from the second. One debate, which is not likely to diminish, is that of accrual of social capital and how the learning and the social capital work alongside each other to effectively bring cohesion and cooperation into sharp relief and to elevate those concepts in practice. We detail how good practices can be unpacked to identify the skills and resources that are needed for implementation and ongoing monitoring and review. Our model incorporates leadership, networks, skills, partnership and social structures to execute specific projects.

Themes here are moving the debates and discourses from earlier controlling and process-driven approaches to tourism development to more relationship-based and productive constructivist debates around mobilising resources. At the same time the market-force neo-liberal model espoused by economists since the 1980s to one predicated more on equality of access to power and resources is featured. Inevitably, the discourse of empowerment and marketisation is characterised by dynamism, messiness and incoherence where the earlier paradigms based on quantitative research delivered apparently tidier and more rooted outputs.

**Reflection**

The focus is on legitimising and valorising tourism development for community, rather than just selling destinations and provision of supportive skills and resources in the socially productive, Foucauldian approach (Taylor, 2007). Community-based tourism must be built around some understanding, albeit temporal, on a shared set of values and a vision developed over time and devised by residents. This focus drives the future focus on creativity and competitiveness underpinning the benchmarking of strategies and systems that can be shared across boundaries and cultures.

**Cited in:**

68 peer-reviewed articles.

**Wiltshier, P. & Clarke, A. (2012) Tourism to religious sites, case studies from Hungary and England: exploring paradoxical views on tourism, commodification and cost-benefits, *International Journal of Tourism Policy*, 4 (2).132–145.**

**Aim**

Each site demands a heterogeneous response of site guardians to changes in demand and careful evaluation of how to maximise income generated from very limited resources. This necessitates improved skills in site guardians to build appropriate point of sale products and services that fit with consumption expectations and are congruent with sacred purpose. Paradoxically, we see an extreme polarity of experience economy considerations. Difficulties exist and are ongoing with a contrast between a spiritual offer and from the neo-liberal secular lens. There are complications of competing energies translated into strategic intent and a focus on competition and collaboration within the site itself.

**Findings**

One key informant managed the Derby Cathedral as a tourist attraction. He was a Visit England quality examiner and his work illustrated the internal struggle between sacred mission and business development mission. A change of guard can mean conflict between sacred and secular purpose and a limiting factor on sustainable development. This conflict is not supported by sacred views that are still easily shared between sites of good practices in bridging gaps where they exist in the dual agendas. Shackley (2001) and Vuconik (1996) have been trying to narrow the gap and bridge this divide with limited success in the past two decades.

**Reflection**

The contribution here is to highlight and elevate commercial practices and to acknowledge the gap between the sacred and secular. This gap has partly been bridged at Derby through music, performance and multi-faith capacity development. Capacity building through relational discourses is becoming cohesive as spaces and places adopt proactive and multi-faith approaches to expanding beliefs. Religious sites are newly resourced to simultaneously achieve inclusivity and diversity objectives for society and these shared experiences explained become easier to model as best-practice case studies.

**Cited in:**

Moira, P., Mylonopoulos, D., & Vasilopoulou, P. *Food Consumption during Vacation: The Case of Kosher Tourism.*

and 8 other peer-reviewed articles.

**Wiltshier, P. (2012) Sustaining Churches through Managing Tourism: A Review of Current Practices in Derbyshire, England*.* Pp 61-82 In, Griffin, K & Raj, R. *Reflecting on Religious Tourism & Pilgrimage,* ATLAS Religious Tourism & Pilgrimage Special Interest Group. Association for Tourism and Leisure Education, Arnhem.**

**Aim**

Using an inductive and interpretive approach a representative sample of church staff was interviewed. This paper presents a model of tourist management that can be used by churches to benefit the community as well as the visitor. Partnerships between the sacred and the secular are explored for the mutual benefit of concerned parties. The method of enquiry was the semi-structured interview method espoused by Zuber- Skerritt & Perry (2000) and Thompson & Perry (2004).

**Findings**

This contribution demonstrates that as religious sites are truly cash poor and “built heritage” rich that the potential diversification of offer, underpinned by resources capacities (mainly skills and intellectual) have offered added value. Theme one, service promotion and connecting visitors to their heritage can be identified in at least two locations within the Diocese of Derby. Theme two, partnership between site and church or between churches and their hinterland is confirmed through the Ashbourne Rural Deanery and five churches, one large estate and five villages and one town. Theme three, the quality of the benchmarked experience is most definitely supported at Eyam and Derby Cathedral and is extended to include place, space and liminality.

Strong ties exist between mainstream tourism and religious sites. Without doubt, the strength of these ties built upon generations of respect from both supply and demand perspectives reinforces the appropriation of special sites for a much wider audience comprising secular and sacred visitors in equal shares (Raffay and Clarke, 2015). We can anticipate a marketing coup, a win-win for both religious site and destination manager. The pitfalls are still based on inadequate funding to cover costs at the sites.

**Reflection**

Rural deaneries and even urban church custodians struggle with the dual demands of worship and secular expectations. As we see, the sharing of a new set of skills is needed in both locations to meet the exceptional requirements of both sets of stakeholders. Church representatives (clergy and laity) must be able to tell stories, set up events and festivals and continue to seek funding for survival and growth to remain relevant to an increasingly diverse and ecumenical audience.

**Clarke, A., Raffay, A. & Wiltshier, P. (2013) Lessons Learned: knowledge management and tourism development, pp 307-318, in *The Routledge Handbook of tourism and the environment*, eds. Holden, A. & Fennell, D. Abingdon: Routledge.**

**Aim**

Key stakeholders cooperate and collaborate to realise the acquisition of critical sets of skills and practices to fit into place-making marketing and tourism branding decisions. These outcomes emerge from new consensual policy statements derived from the accessible re-distributed social capital. Sections specifically address involvement and engagement, inclusivity, trust, evolving partnership champions and espousing a strategic vision.

**Findings**

Social as well as shared economic and cultural capital are the focus of this emerging model. Predicated on the community and wellbeing health and welfare outputs by Taylor( 2006) and Kagan (2007). The case studies on Detour and Wirksworth/Veszprem elaborate the outcomes in terms of these community-shared capital(s). Model of learning destinations elaborated in Laila Gibson’s work (2006).

Fodness (2016) discusses a variety of messy and complex solutions in the context of strategic problem-solving solutions, from the cynefin framework, complexity science and wicked problem perspectives. Taylor (2007) would suggest that development studies are characterised by governmentality, vestigial bureaucratic and unwieldy solutions for a few tourism operators working in clearly-defined problematic arenas with competing demands on resources. Taylor would also suggest that typical messiness and chaos unfortunately works against those with least privilege and therefore in a non-democratic environment works best. The complexity of community morphing into tourism destination is therefore at the heart of this difficult environment for concurrence on ways forward to ensure wide participation and involvement. Also this approach is predicated on the ‘no rights without responsibilities’ paradigm espoused in the third-way of Burns (2004). Essentially social capital accrued from economic growth should be in existence and agreed by all stakeholders before the tourism solution as a strategy can be considered.

**Reflection**

Over the past forty years the pervasiveness of the largely economic neo-liberal market forces worldview has complex demands of tourism and the key workers for the visitor economy. To assign value to the newly emerging stores of social capital is hard work for these key workers. To say that such stakeholders have long been seen as peripheral in their vision and purpose to mainstream community development is an understatement. We are witnessing the birth of the experience economy which values feelings, intangibles and memories. These previous peripherals have become community mainstream offers and an emergent agenda supports the holistic approach to community development that formerly was much less identifiable and credible as a driver of skills, capacity building and identifiable accrued community capital.

**Cited by:**

29 peer-reviewed articles.

**Wiltshier, P. Clarke, A. (2013) Worship & Sightseeing: Building a Partnership approach to a ministry of welcome,** ***Journal of Tourism Consumption and Practice*.** 5(2) 4-29

**Aim**

A participant observation approach was employed to confirm that tourism fits the strategic intent of religious leaders. I consider that partnership at a national, diocesan and parish level is an important part in effective tourism development. Elements of community involvement; capacity building and in-community development through engaging stakeholders are discussed.

**Findings**

Our approach to management is to grasp the issues which emerge with interventions focused on skills, resources, the knowledge base and market orientation. We wish to build on successful partnerships as best-practice case studies for sacred sites. We created a framework to support decisions for partnership approaches which will meet and hopefully exceed visitors’ expectations. These frameworks should support participants at parish or local level, diocesan or regional level and nationally as well. Our initial research confirms that sacred sites do not oppose visitors, acknowledging the need for revenue from visitors and welcoming the opportunity to translate their sense of mission into purposeful information to be shared with visitors.

**Reflection**

Sharing a new working partnership between sites of religious worship and pilgrimage, and the communities in which they are embedded, is emerging. The partnership working is demanding investment in capacity building and upskilling which is fronted by volunteers and new paid positions in the church. Stakeholders must necessarily adopt a conciliatory approach to obtain a truly ecumenical outcome that is indeed built upon antecedents from the experience economy coupled to values exchange on a sliding scale.

**Wiltshier P, Edwards M (2013) *An Evaluation of Practitioners’ Views of Consultancy and Applied Research at the University of Derby*. J Tourism Res Hospitality S1. p1-5**

**Aim**

Problem Based Learning (PBL) provides an opportunity for producing outcomes in new knowledge for students and communities that is highly usable when compared to memory-based learning. So, in this research we directed and managed a cadre of students to consider PBL as experiential and practical learning.

**Findings**

The project meets the contemporary employability agenda through the application of PBL and knowledge transfer to our specific organisation, ‘Wirksworth NOW!’. The outcomes and outputs of the collaboration have applications in NOW’s core cluster components for community regeneration: arts, creative industries and culture, trade and tourism, education and training, youth (Figure 6).

**Figure 6. Reflect on policy of 1997 New Labour – after Leitch, Haskins and Egan.**



**Reflection**

To this date the engagement of knowledge management in tourism had been confined to exemplars, best-practice case studies and the ongoing discussion of knowledge exchange, or transfer, based largely on small-scale developments identified in both developed and emerging visitor economy markets. A common criticism has been that the visitor economy work is not inter- or multidisciplinary and that intellectual exploration or explanation emerging from tourism management or tourism studies has therefore not been sufficiently robust. We therefore identified the importance of joining the community focus on emerging developments in not just the visitor economy knowledge exchange but also that of mainstream learning in education, trade and business management and the creative commons (performance, visual arts, and design). The accrual of new skills and evidence in education is supported by sharing skills and knowledge across development sectors in higher education and, as the next paper reveals, across communities of practice too.

**Wiltshier P, Edwards M (2014) Managing Knowledge Transfer Partnership for a rural Community: The Outcomes at Wirksworth, *UK*, *Kybernetes, Vol. 43 Iss: 3/4. pp629-651***

**Aim**

A systems-thinking constructivist approach is used and employs problem-based learning (PBL) through engagement of students in research and data collection. The authors identified that skills for sustainable development within the community are dependent on the reintegration of complex, inter-dependent and inter-disciplinary factors. A holistic approach to the learning and knowledge shared within the community underpins UK initiatives to promote capacity development in ways to change knowledge applications across product and service boundaries.

**Findings**

Seven outcomes chart a path to development and knowledge transfer (KT) and sharing. Our focus is on the evolution of knowledge transfer via third parties including capacity to embed new knowledge through an uptake of community stakeholders’ responsiveness to political pressures to become empowered, enfranchised and emancipated. Community lobby groups, in fact all representatives from various disciplines, engage their very public responsibilities devolved to private sector through knowledge transfer partnership. We mapped knowledge transfer in learning organisations. Causal relationships and the embedding of new knowledge into communities are key points in learning and development.

**Reflection**

Within higher education, the growth of relevant learning activity to replicate problem solving in the real world is emerging and championed. It is insufficient to map narrative accounts of development and replicate these for students. In future students will need to address uncertainty, chaos and complexity in the multi and inter-disciplinary contexts. Tourism management, addressing the visitor economy proclivities and paradigms, must be accompanied by evidence in certification of practice-based learning to address unfamiliar and relevant problems in over-production and overconsumption and the ‘wicked’ issues surrounding neo-liberalism and market-forces competition (see for example McCool and Khumalo, 2015; Fodness, 2017).

**Cited in:**

Hope, A. (2016). *Creating sustainable cities through knowledge exchange: A case study of knowledge transfer partnerships*. *International Journal of Sustainability in Higher Education*, *17*(6), 796-811.

Nair, G. K., & Choudhary, N. (2016*). Modelling the causality of sustainable tourism in Qatar: an empirical study*. *International Journal of Sustainable Society*, *8*(3), 242-259.

Salamat, V., Aliahmadi, A., Pishvaee, M., & Hafeez, K. (2018). *A robust fuzzy possibilistic AHP approach for partner selection in international strategic alliance*. *Decision Science Letters*, *7*(4), 481-502.

and 3 other peer-reviewed articles.

**Wiltshier, P. (2014). Volunteers: Their Role in the Management of the Visitor and Pilgrimage Experience. *International Journal of Religious Tourism and Pilgrimage*, *2*(2), 5.pp 50-60.**

**Aim**

Satisfied consumers are more likely to return and to tell friends and relatives about their positive experience. When the service provided is less than expected it is for one or more of several reasons – management does not know what is important to the customer; management is aware of what is important but fails to set service quality standards in the areas that are important; standards are set but employees fail to deliver on them; promises are made to guests that are not delivered. By bringing service promises in line with what is currently being offered management begins to manage customer expectations.

**Findings**

The paper prioritises five elements of consumer satisfaction; functional, social, emotional, epistemic and values (after Williams & Soutar, 2000). A new approach is therefore used to validate service quality attributes that are fundamental to any evaluation of the contribution made by volunteers. Following a thematic model explored by Dalton et al (2009) the following criteria are used to map the consumer experience to management outcomes; experience coupled with memorabilia, a themed narrative attached to market alignment, knowledge transfer coupled to the contemporary and expected market environment, participation and absorption mapped to design elements, emotional crescendos and memorabilia linked to influence and defined participation opportunities, unique and personal benefits clearly attached to a wide, yet appropriate range of market segments identified (Dalton et al, 2009).

**Reflection**

I attempted to simplify the complex and ecumenical demands on volunteer church guardians and developers. Existing clients of religious sites can have their needs and expectations identified and responses in skills acquisition for volunteers can be sifted for value proposition and then mapped against the diverse needs and expectations using this staged model. A need for sharing and enduring creative, resource-based, inclusive and sector-specific skills is highlighted.

**Wiltshier, P. (2015)** [**Derby Cathedral as a Beacon: the Role of the Church of England in Tourism Management**](http://arrow.dit.ie/ijrtp/vol3/iss2/7)**. *International Journal of Religious Tourism & Pilgrimage, 3. (2); pp65-76***

**Aim**

The philosophical approach used engages the paradigms of community development (Moscardo, 2014; Ness, 2014; Goodson and Phillimore, 2012; Gilchrist and Taylor, 2016). A bottom-up, endogenous approach to development is perceived to deliver unique selling points to the community. An exogenous and centralist approach is perceived to deliver standardised outcomes that may not encourage actors to develop distinctive and special features for future strategies.

A participatory action approach, rooted in social constructivism, is used to frame the investigation into delivery and operation (Mayo et al., 2013).

**Findings**

The model offers a framework for supporting, advocating and co-creating a development agenda that has the Cathedral at its core. The model reflects on the achievements of the Cathedral and the structure needed to make those achievements; it then sells the strategy for people to operate it and it tells the stories of that strategy to reflect the output and outcomes; it concludes with indicators for future development by the Cathedral. The paper concludes by reflecting on the increased social capital that is created in this approach.

**Reflection**

This paper actively explores the development agenda through the illustration of skills and unique outcomes to reinforce that agenda and underpins a wider remit for community development using the religious site as a wellspring of identity and a reinforced image and brand for future success. A model for shared and enduring application at local, regional, national and international level emerges and the plan is to test this with a wide range of places of worship and pilgrimage to reinforce both mission and secular purpose.

**Cited in:**

Enongene, V., & Griffin, K. (2017). 3 *Christianity–Contemporary Christian Pilgrimage and Traditional Management Practices at Sacred Sites*. *Pilgrimage and tourism to holy cities: ideological and management perspectives*, 24-42.

**Wiltshier, P. & Clarke, A. (2016) Virtual Cultural Tourism: Six Pillars of VCT using co-creation, value exchange and exchange value, *Tourism & Hospitality Research,* 1-12**

**Aim**

To provide tools and a series of insights into the role that technological advances can support the growth of cultural tourism from the supply-side perspective.

**Findings**

Nine factors are positioned as critical to development of cultural tourism through the application of virtual cultural tourism. Success can be seen to derive from the deeper understanding of consumers’ preferences and motivations to engage with Virtual Cultural Tourism. It is also necessary to see these initiatives from the perspective of multiple stakeholders: the armchair traveller, the frequent flyer and the service provider at destinations. The latter include public sector providers such as park site managers, museum curators, interpretation and information services for tourism as well as the private sector developers.

**Figure 7**

This has been a conversion of tangible and intangible evidence that is linked to both formal and informal learning options that is then embedded for longevity. The resultant shared knowledge is comprised of 'know how' and 'know what' to illustrate both tacit and explicit knowledge sharing. The driver has to be key stakeholders adopting a leadership role where a personal investment has been made by leaders. This in turn leads to ownership of the research agenda with successful applications for funding and in turn, benchmarking (Figure 7).

**Reflection**

Using the input/output approach with a worldview that transformational action will result in appropriate outcomes that measure impact we observe the potential of VCT action to support development. Hitherto, some stakeholders have indicated a reluctance to engage with the visitor economy as outputs did not measure impacts nor forecast both dangers in carrying capacity management nor improve aspects of widening participation and accessibility. Our focus is on delivery of outcomes that can be actively tested and shared at a variety of locations.

**Cited in:**

Gibson, A., & O’Rawe, M. (2018). *Virtual reality as a travel promotional tool: Insights from a consumer travel fair*. In *Augmented Reality and Virtual Reality* (pp. 93-107). Springer, Cham.

Richards, G. (2018). *Cultural tourism: A review of recent research and trends*. *Journal of Hospitality and Tourism Management*, *36*, 12-21.

and 2 other peer-reviewed articles.

**Wiltshier, P and Griffiths, M (2016) Management Practices for the Development of Religious Tourism Sacred Sites: Managing expectations through sacred and secular aims in site development; report, store and access, *International Journal of Religious Tourism and Pilgrimage*: Vol. 4: Iss. 7, Article 2. 1-8**.

**Aim**

We provide a pragmatic approach to site development for the contemporary space of worship and secular visit. Our aim is to allow site guardians to explain the rationale for worship and visit whilst communicating agreed services and products to both sacred and secular consumers.

**Findings**

A networked approach constituted of seven factors in valorised services, skills and strategic approaches using an enterprise culture philosophy and process, allows guardians to respond to changes in demand and to address changing expenses and demands on the physical fabric of sites of worship.

**Reflection**

We have offered to share a set of solutions based on practice-based interventions to support dual agendas of worship and visitation. Sites of special interest to worshippers and tourists can now recruit to the seven factors and acknowledge the need to offer an enterprise culture, sufficiently flexible to not contradict or compromise sacred mission and purpose.

**Rawlinson, S. & Wiltshier, P. (2016) Chapter 26 Developing a wellness destination: a case study of the Peak District, pp332-344, in Smith, M. K., & Puczkó, L. (Eds.). (2016). *The Routledge Handbook of Health Tourism. Routledge*.**

**Aim**

This contribution develops conceptual community-based wellness tourism product through partnership, networking and a destination management strategy.

**Findings**

We used a resource-based view of sustaining a wellness destination. We identified core resources, an inventory of products and services, supportive public policy and planning outcomes for the destination and stakeholders appropriately equipped with skills and attributes reflective of those identified resources for development. Our focus is on the collaboration and cooperation of resource owners to work with the wellness objectives to achieve outcomes that are almost universally acknowledged as ‘blue zones’ of lifelong wellness, health and satisfaction for a wide range of residents, visitors and those stakeholders specifically charged with developing responses aimed at development and sustainability in our region.

**Reflection**

We are not too big to be slow in responding to changing public sector responsibilities and rights; we respond as destination to the challenges of private sector devolved responsibility and, simultaneously, empowerment. We see creativity and innovation in the private sector response and a heightened awareness of best practice in adjusting all stakeholders’ needs according to achieving key performance indicators and setting best practice standards as measured by visitors and local residents in equal shares.

**Cited in:**

9 peer-reviewed articles.

**Wiltshier, P. (2017). Legacies from Nurturers in Tourism; Inspiring People for Communities, *Journal of Tourism and Development (‘Revista de Turismo e Desenvolvimento’* 27/28; pp1993-2007**

**Aim**

I explore prerequisites for supply side competency in developing community-based tourism. Using an interpretive and phenomenological approach, the skills, aptitudes and capacity to nurture within the community, are considered. This development agenda is dependent on marshalling an array of skills in a complex, differentiated and individualised marketplace.

**Findings**

It is difficult to achieve triple-bottom line sustainability without key skills in planning, policy interpretation, building of networks and partnerships, building relationships with other hosts in the community (Tinsley and Lynch, 2008). Nine UK based informants prioritise the antecedents of successful tourism development from a community-based approach. This paper identifies and illuminates practices amongst stakeholders termed ‘nurturers’ that develop tourism and destinations through image and identity, engages diverse groups of people, captures values and beliefs that are often inimitable and works with supportive public sector stakeholders.

**Reflection**

In many development situations it is imperative to have the cohesive, coherent and collaborative voices and expertise of special people that understand and empathise with stakeholders’ concerns for the future. What is apparent is that such nurturers can be put to good purposes from a variety of worldviews, discourses and disciplines.

This paper concerns community social capital shared through community wellbeing. It encompasses best practice experiences from case studies. There is some urgency about this topic as resources for community development are increasingly under pressure from reduced budgets from local, central government. There has been a long-standing expectation that local communities take full responsibility for that development.

**Wiltshier, P. (2017) Creating and storing a toolkit for pilgrimage and religious tourism sites. *International Journal of Religious Tourism and Pilgrimage 5(3): 32-38.***

**Aim**

I identify and capture elements of inimitable and crucial critical enablers to develop sites for the benefit of stakeholders.

**Findings**

There are critical outcomes including assignation of development roles in resourcing the future, possessing an events strategy, co-producing new business opportunities with an engaged and representative set of community stakeholders. The focus is on creating a legacy that can be replicated elsewhere and is sufficiently broad in ambition to become applied at many other locations.

**Reflection**

Sites of religious and pilgrimage importance are slowly recognising that their objectives can be complemented by a simpler business strategy that can operate alongside the development of sacred purpose or mission without compromising the original purpose of such sites. This paper sought to accrue data and share it within the community and across faiths.

**Wiltshier, P., (2017). What is a learning town? Reflections on the experience at Wirksworth. *Tema. Journal of Land Use, Mobility and Environment*, *10* (3), pp.339-353.**

**Aim**

This revisits the establishment of a community interest company designed in the early years of the twenty-first century to capture silos of development work in tourism, trade, creatives and education.

**Findings**

The legacy in education includes renewed interest in real-world or problem-based learning for students and ensuring that valuable research resources available to this community are accessible to all stakeholders. Moreover, ensuring that resources employed in solving problems are available on a reliable server from the University of Derby to inform the development and diversification agenda.

**Reflection**

New knowledge stocks enhance existing knowledge (tacit and explicit) for the benefit of stakeholders re-visiting complex development problems. This paper provides responses to long-term quandaries with expertise offered through consultancy services of as a result of student-based learning at no further cost to partners.

**Cardow, A. & Wiltshier, P. (2017) Tourism and Ethnodevelopment: inclusion, empowerment and self-determination – a case study of the Chatham Islands of New Zealand/Aotearoa*, in Indigenous Tourism: Cases from Australia and New Zealand*.  Whitford, M., Ruhanen, L, & Carr, A. Goodfellows**

**Aim & Findings**

We re-visited the community development agendas after ten years of a socio-political regime designed by stakeholders at self-determination. Principal findings identified that more resources, skills and capital in all its forms were represented. Indigenous development was again critiqued from a perspective of key skills and aptitudes to drive change, moreover to drive the diversification of goods and services currently produced and supplied to visitors.

**Reflection**

The multi- and interdisciplinary nature of applied research into community development is shared in this location. Resources are still not pursued for community development and there is little enthusiasm for an arrangement where learning and skills acquisition are localised. Alternative energy sources, driven by renewables, are still not on the drawing board so an over dependence on imports in both human resources and fuel do not offer optimism for a local, indigenous or endogenous solution.

**Wiltshier, P (2017) Community Engagement and Rural Tourism Enterprise*,* Chapter 4 in *Rural Tourism Enterprise, Management, Marketing and Sustainability* eds. Robinson and Oriade, CABI**

**Aim**

To identify and share a vision for the future where community-based tourism presents a sustainable offer that meets key sustainable development goals (SDGs) agreed globally from the mid-1980s.

**Findings**

The chapter highlights the importance of goals for community development that are informed by values, beliefs shared by the majority of stakeholders. The importance of outcomes that deliver on social capital shared within the community and across boundaries as appropriate to reflect complex consumption patterns mirrors that mapped in healthcare and welfare support.

**Reflection**

This chapter delivers an inclusive and accessible model of sustainability that is recognised in all areas of community development. It has been designed to utilise public sector skills and resources, empower the private sector as appropriate with enterprise and innovation. The model supplements policy and plans through soft-systems methodology map best-practices and interventions from both public and private sector driven by SDGs. Skills and the capacity to expand have been drawn from best-practices and these ‘real world’ learning applications leading to repositories of lessons learned for future adjustment (see Checkland, 1989).

**Wiltshier, P., & Rawlinson, S. (2017). Chapter 19, Student and practitioner experience from learning laboratories. pp276-289. in Benckendorff, P. and Zehrer, A. eds., 2017. *Handbook of Teaching and Learning in Tourism*. Edward Elgar Publishing.**

**Aim**

A joint contribution reflective of student and practitioner experiences, knowledge management, knowledge sharing and knowledge retention for the benefit of community and higher education institutions.

**Findings**

In designing project-based curricula we pursued the elements of practitioner input, creativity in the learning environment (classroom or industry location), identifying and analysing specific measurable outcomes.

**Reflections**

We considered case studies as reflective of achievements for students, for management partners in real-world learning and for the University. We concurred that knowledge transfer did occur as a result of interventions in service sector organisations, both businesses and not-for-profit organisations. We reflect on the success of real-world learning achieved with partners to highlight the following factors in importance for future knowledge exchange activity: service-sector consumer satisfaction, innovation in student skill, networking, partnership building, conceptual thinking into practice, reflective lifelong learning.

# Conclusion

To conclude, the community that can successfully negotiate tourism as one of its critical development agendas should consider ways in which all key stakeholders are ambassadors for the destination (after Ray’s stage four, 1988). As an ambassador, the stakeholder has inalienable rights in understanding values, beliefs, the brand and stories that recall cultural and heritage aspects unique to the community. These ambassadors will change over time and the brand may adapt to shifts in demand and responses in supply. These changes are recognised in the context of both the UK and New Zealand where temporary disruption is caused as stakeholders ponder the viability and validity of the change to the community as a social entity then to the destination as a marketised and valorised product. Lenses for exploration of ambassadors for tourism have been anthropological (Salazar, 2017), political (Litvin, 1998) and philosophical in terms of tourism studies rather than management (Ateljevic, 2009). Tourism enhances the community through research conducted worldwide in becoming ambassadors for social capital growth. This growth is paralleled as suppliers and public sector stakeholders adopt and own responsibility for development along the proselytisation of tourism as a vein that can be mined without contradiction in conservation and environmental protectionism (Sammy, 2008; Moscardo, 2008). More recently global efforts to share good practices have been formalised through the Tourism Education Futures Initiative (TEFI) (Sheldon, Fesenmaier and Tribe, 2013).

A second key issues is the continuing need to discuss, promulgate and disseminate knowledge- based tourism. In conjunction with selling the messages there is a need for discipline based efforts to adopt resource-based perspectives by embedding new knowledge and capacity with the priorities of managing and shifting demand and changes in responses in supply. Innovation in managing tourism experiences and the interplay of tourism experiences with the community development agenda has been often highlighted in my research. Hjalager has emphasised the need for innovative approaches to mapping supply to demand in tourism (Hjalager, 2010) as have Shaw and Williams, geographers from Exeter, (2009). Alternative consumption possibilities have long been studied and destination management tools assembled (Valene Smith, 1992). The concept of a knowledge-based platform for resource allocation and development has been targeted for implementation for decades (Murphy, 1988, Simmons, 1994, Ruhanen, 2008). Engaging a community in sustainable planning for development is a major theme that I have explored and now assured through a knowledge-managed, shared platform. As tourism incorporates a range of disciplines in applications from public health and wellness through to species conservation and protection so the processes and outcomes will necessarily be fraught with inconsistency and appear at times random, clumsy, or even messy (McCool, 2009).

The third element of the initiatives to embed tourism in community development comprises the initiatives and developments which, I propose, are at the vanguard of innovation. Mundane issues here include acknowledging tax breaks for successful tourism enterprise to blossom (Tosun, 2006). Technology advances can and will enable communications strategies for communities, broadly termed e-tourism initiatives, and sensitive environments will benefit also from dissemination of appropriate and timely information to guide visitors away from sites and segregate such spaces from temporary or permanent invasion in forms of capacity control.

I posit that a new world order based upon guardianship (kaitiakitanga in Maori) and appropriate stewardship of the public domain can be employed more widely as a result of improvements in communications technology and transport (Figure 8). These initiatives help to increase demand and supply awareness and engagement of non-tourism activity. This may help overcome objections and support tourism as a mechanism to relieve pressures on capacity-constrained destinations whilst developing a tourism as solution approach for non-traditional spaces (perhaps post-industrial landscapes and brown field sites).

**Figure 8: On new world order! Current and Desirable**

Community

Governance Policy and Plans in Region

Tourism Skills and Resources

Tourism Spaces

New approaches to responsible and embraced shared development are essential, owing to the poor overlay of functions and roles with intended sustainable community development outcomes. Fresh ideas from a wide variety of stakeholders coupled to our new knowledge on engaged communities are required. These ideas are emerging using multi-disciplinary skills and resources. I have focused on existing cultural heritage icons such as churches and cathedrals where ecclesiastical has met ecumenical with varying degrees of success in developing services and products that are embraced by a wider audience. Mentoring of stakeholders has proven successful for both students of community development and existing practitioners in visitor management. The utilisation of non-traditional stakeholders in service development has been identified. Co-production of resources for visitors now comes from enthusiasts in heritage conservation and protection, industrial heritage restoration and new skills adapted for earlier centuries’ crafts, arts and product development.

My next goal is to increase awareness and engagement of non-tourism stakeholders through overcoming objections to capacity issues in social and environmentally sensitive spaces. At the same time, I acknowledge that the contribution visitor incomes can make to community projects, embedding inimitability and giving competitive advantage, is essential. Making the contribution transparent to a wider number of stakeholders is paramount. Planning for knowledge-based sustainable products and services using the private sector, encouraged by tax breaks and an ongoing partnership with educators and new recruits for tourism growth, is core.

The road towards sustainable communities is predicated on a shared welcome to visitors. My focus has reinforced the need for the community to be established as a learning centre with specific focus on empowering residents through fuller recognition of inimitability, endogenous services and products. Communities must take advantage of the devolution of responsibility from central government for the quantity and quality of encounters and experiences.

What is now more urgent is the need to upskill key stakeholders to manage these experiences. Knowledge gaps emerge through an awkward silo-approach to management of resources shared by hosts and guests.

Consumers are voicing concerns over homogenised, engineered experiences that only reflect global pressures to compete for business. Inauthentic themes, a one-size-fits-all universality, is no longer viable. We struggle with a neo-liberal and market focus by stakeholders and continue to echo the ‘there is no alternative’ mantra from the Thatcher/Reagan era of deregulation. Re-regulation is now needed to provide some relief from grinding disparity between competitive reality and desirable inimitability. Communitas, gemeinschaft and a collective approach to resolving difficulties are necessary to retain credibility and integrity within the community.

As Gibson identified (2006) a sharing and learning community provides a springboard for emergent tourism destinations of quality. Such learning spaces and places are demonstrably emancipatory in their approach to providing an experience and encounter valued by visitors but even more so by hosts.

Reflections, constructions, de-constructions, delayering and offering lenses through social constructivism continue to present ways to engage visitors and hosts (Sharpley, 2014; Deery et al., 2012; Decrop, 2004). Awareness of the need to build identity and agree to share this identity (Ray, 1998) is the first step on the road to a diverse and adaptable future for communities.

We learn new lessons every day; we learn to lead and to follow; we understand our connections to a vast array of stakeholders; we concur that new alliances and partnerships can conceivably open innovative approaches to resolving ongoing problems. We need to give the host control back from central government whilst acknowledging the need to simplify complex arrangements of governance forced on communities by democratic rights and the frequent shifts in demand and resource allocation between competing choice models for development. At the same time, a focus is necessary on the quality of experiences and encounters; on building relationships between visitor and host and rejecting transactional approaches which are fleeting and insubstantial.

In summary, the focus is on encouraging communities in working across boundaries with services and product development for tourism and using contemporary mechanisms in knowledge transfer and sharing.

Ultimately, it is the creation of new knowledge to support emergent tourism that is demonstrably important. Business and thriving communities are becoming knowledge-rich, inclusive, diverse, differentiated and both are working to cross barriers and borders between old sector-specific knowledge and new shared repositories.

The interdisciplinary nature of research in the community is highlighted. Tourism can be a source of wellbeing. A focus on adopting interdisciplinary lenses, especially from social welfare and health, can widen the appeal of managing tourism to benefit communities throughout the world. There is recognition of benefits to hosts as well as to guests.

Sharing the captured learning and embedding explicit and tacit knowledge forms a critical agenda for community, enterprise and education. Future generations of suppliers and consumers will not wish to continuously reinvent lessons learned in previous experiences. These generations will expect to reflect and adapt from repositories that represent knowledge acquired and stored.

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