

EMPOWERING FAMILY OWNED TOURISM BUSINESS IN OBUDU
MOUNTAIN RESORT

MOHAMMED BALA BANKI

A thesis submitted in fulfilment of the
requirements for the award of the degree of
Doctor of Philosophy (Urban and Regional Planning)

Faculty of Built Environment
Universiti Teknologi Malaysia

JULY 2015

To Allah, the most beneficial, the most merciful

To Prophet Mohammed

To my beloved mother and father

And to my lovely wife (Fatima)

ACKNOWLEDGEMENT

All praises be to Almighty Allah for His mercies in my life and for giving me the privilege and strength to pursue my education and academic career up to PhD level. May His mercies and blessing be upon His prophet “Mohammad (SAW)”.

Alhamdulillah, during the past three years, innumerable people have assisted me in my goal of writing a PhD thesis. They have offered their time, knowledge, experience, wisdom and moral support. I’m sure it would be impossible to mention everyone by name. So my sincere apologies to those who have not been mentioned by name. Thus, my profound gratitude goes to my amiable supervisor in person of Dr. Hairul Nizam Ismail, under own I have enjoyed tutelage as a researcher. His constructive and objective criticism and guidance throughout my research is highly commendable. Sir, I am indeed grateful for your show of love and understanding right from the commencement of my research up till the end. May Allah reward you abundantly.

My deepest indebtedness to my employer “Federal University of Technology Minna, Nigeria” for funding my PhD and granting me study leave. Without its support, I would have been unable to commence and complete my study. I promise to do my best to give back to the university as much she has given to me by serving her with all my strength.

I profoundly appreciate my parents who have assisted me in an unquantifiable ways to be who I am today. To them I say thank you “*Jazak Allah Khair*”. The Almighty Allah will allow them to reap the benefits of the good fruit you have sown. I will continue to pray for them as said in Quran 17:32 “*Bestow on them thy mercies as they nourished me from childhood*”.

The key informant (Prince Rapheal) was instrumental to the success of my data collection exercise in an environment that was completely strange to me. He treated me like a blood brother and introduced me to all the stakeholders that constituted my respondents. Also the cooperation and hospitable behaviour of all my respondents made my stay and data collection exercise awesome. I am sincerely indebted to all of them and I say very much thanks for making the exercise hitch free for me.

My acknowledgement will be incomplete if I fail to appreciate one of the pillars of my life; my adorable wife (Fatima) who is always there for me. Her patience, support and encouragement added to the life line that boosted my moral to attain this height. Thank you my dear. Also, the support and prayers of other family members is highly appreciated. I love you all.

Finally, in the course my study I made new friends and related very much with them. I must say that discussing issues of my research with them added a lot of value to the quality of the report I presented in this thesis. Above all, they all made staying and studying in UTM fulfilling. God bless you all.

ABSTRACT

Family owned tourism business development and sustainability has tremendous contribution to family life, community viability, destination development and industry competitiveness. They are nowadays arguably effective vehicles for the economic transformation and revitalization of rural communities. With their copious benefits, very little academic attention has been given to the phenomenon as a promising approach for rural communities' empowerment in the context of developing countries. The existing approaches to rural communities' empowerment such as Community Based Tourism (CBT), Pro-Poor Tourism (PPT) and Community Benefit Tourism Initiatives (CBTIs) are laudable initiatives but, they have limitations in terms of understanding the family system and their ability to provide wide spread empowerment for all strata of rural communities. In order to explore this contemporary phenomenon, Obudu mountain resort whose host communities still live in poverty was chosen. It is currently relatively the most organized tourists destination in Nigeria with the existence of active family owned tourism businesses. Thus, factors affecting the development and sustainability of micro and small tourism businesses were examined. Using a qualitative case study research strategy, in-depth semi-structured interviews were conducted with 38 members of 14 family owned tourism businesses and 10 management staff members of the government and private agencies. The collected data was analysed thematically. The study found inadequacy of disposable capital and extreme seasonality as the main factors affecting the development and sustainability of family owned tourism businesses in the mountain destination. While the low capital base impedes industry specific training and effective marketing, extreme seasonality impact severely on the entire business and family system as the owners depend solely on the businesses for survival. Despite the effects of seasonality, the ability of the operators to remain in business all year round, adopting varying strategies indicates that the "*familiness*" of family owned tourism business has the potential of reducing seasonality effects in rural areas. As a way of promoting the development and sustainability of family owned tourism business in Obudu mountain resort, for rural poverty alleviation and communities' well-being sustainability, a multi-stakeholder framework was designed to guide the government, private organizations and the existing and prospective tourism entrepreneurs.

ABSTRAK

Pembangunan dan kemampuan perniagaan pelancongan berasaskan keluarga memberi sumbangan besar terhadap kehidupan keluarga, kedayahidupan komuniti serta pembangunan dan daya saing sesebuah destinasi. Ia dilihat sebagai pemacu yang berkesan dalam transformasi ekonomi dan pemulihan komuniti luar bandar. Dengan manfaat yang besar, perhatian terhad diberi oleh ahli akademik terhadap fenomena tersebut melalui pendekatan memperkasa komuniti luar bandar dalam konteks negara membangun. Pendekatan sedia ada dalam pemerikasaan komuniti luar bandar seperti *Community Based Tourism (CBT)*, *Pro-Poor Tourism (PPT)* dan *Community Benefit Tourism Initiatives (CBTIs)* adalah inisiatif yang baik tetapi mempunyai batasan dalam memahami sistem kekeluargaan dan keupayaan untuk menggalakkan pemerikasaan secara menyeluruh semua lapisan masyarakat luar bandar. Dalam usaha untuk meneroka fenomena kontemporari ini, Obudu Mountain Resort yang mana komunitinya masih berada dalam kemiskinan telah dipilih sebagai kajian kes. Ia merupakan destinasi pelancongan tersusun di Nigeria dengan kewujudan perniagaan pelancongan keluarga yang aktif. Faktor-faktor yang memberi kesan terhadap pembangunan perniagaan pelancongan kecil dan mikro telah dikaji. Menggunakan strategi penyelidikan kajian kes kualitatif, temubual terperinci separuh struktur telah dijalankan terhadap 38 anggota daripada 14 buah perniagaan pelancongan keluarga dan 10 kakitangan pengurusan dari pihak kerajaan serta agensi swasta. Data yang diperolehi dianalisa secara tematik. Kajian mendapati kekurangan modal boleh guna dan pengaruh musim sebagai faktor utama yang memberi kesan kepada pembangunan dan daya saing perniagaan pelancongan milikan keluarga di destinasi pergunungan. Sementara itu, asas modal yang rendah telah memperlahankan latihan khusus industri dan pemasaran berkesan dan pengaruh musim memberi kesan yang negatif kepada keseluruhan perniagaan dan sistem kekeluargaan kerana pemilik bergantung sepenuhnya ke atas perniagaan tersebut untuk terus hidup. Walaupun kesannya adalah disebabkan musim, keupayaan pengusaha dalam mengekalkan perniagaan sepanjang tahun dengan menggunakan pelbagai strategi menunjukkan faktor kekeluargaan boleh mengurangkan kesan bermusim di luar bandar. Sebagai langkah untuk menggalakkan pembangunan dan kemampuan perniagaan pelancongan milikan keluarga di Obudu Mountain Resort, rangkakerja bagi pelbagai pemegang berkepentingan telah direkabentuk untuk pembasmian kemiskinan luar bandar dan kesejahteraan komuniti mampan. Ia juga adalah bertujuan untuk membimbing pihak kerajaan, organisasi swasta dan usahawan pelancongan sedia ada dan berpotensi.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENTS	iv
	ABSTRACT	vi
	ABSTRAK	vii
	TABLE OF CONTENTS	viii
	LIST OF TABLES	xviii
	LIST OF FIGURES	xix
	LIST OF APPENDICES	xxi
1	INTRODUCTION	1
	1.1 Background of Research	1
	1.2 Statement of Problem	4
	1.2.1 The Need for Research	5
	1.3 Research Questions	6
	1.4 Research Objectives	7
	1.5 Scope of Research	7
	1.5.1 Scope of the Area	8
	1.5.2 Scope of Population	8
	1.5.3 Scope of Content	8
	1.6 Significance of Research	9
	1.7 Outline of Thesis	9
	1.8 Conclusion	11

2	TOURISM DEVELOPMENT, FAMILY TOURISM BUSINESS AND RURAL COMMUNITIES EMPOWERMENT	12
2.1	Introduction	12
2.2	Tourism Development in Developing Countries and Rural Revitalization	12
2.3	Significance of Tourism Development in Rural Communities Empowerment and Revitalization in Developing Countries	20
2.3.1	Employment Generation	21
2.3.2	Income Generation and Poverty Alleviation	21
2.3.3	Entrepreneurial Activities/ Backward Linkages	22
2.3.4	Infrastructural Development	23
2.4	The Concept of Tourism Based Communities Empowerment	24
2.4.1	Dimensions of Tourism Based Communities Empowerment	25
2.4.1.1	Economic Empowerment in Tourism	26
2.4.1.2	Psychological Empowerment in Tourism	27
2.4.1.3	Social Empowerment in Tourism	28
2.4.1.4	Political Empowerment in Tourism	29
2.5	Stakeholders in Communities Empowerment in Tourism Destinations	30
2.6	Approaches to Rural Communities Empowerment and Poverty Alleviation through Tourism Development (1980 till Date)	32
2.6.1	Community Based Tourism (CBT)	32
2.6.1.1	Criticisms of Community Based Tourism	34
2.6.2	Pro-Poor Tourism (PPT)	35
2.6.2.1	Critiques and Limitations of Pro-Poor Tourism	37
2.6.3	Community Benefit Tourism Initiatives (CBTIs)	39
2.6.3.1	Critiques of Community Benefit Tourism Initiatives	41

2.7	Commonalities between the Family-Based Elements Of Community Based Tourism (CBT), Pro-Poor Tourism (PPT) and Community Based Tourism Benefits Initiatives (CBTIs)	42
2.8	Family Business and Family Tourism Business	49
2.8.1	Definition of Family Business and Family Owned Tourism Business	49
2.8.2	Types of Family Owned Tourism Businesses	49
2.8.3	Issues in Family System of Family Business	50
2.8.3.1	Conflict Management in Family Business	50
2.8.3.2	Business Decision Making in Family Business	51
2.8.3.3	Family Meeting in Family Business	52
2.8.4	Motivation for Starting Micro and Small Family Tourism Businesses	53
2.8.5	The Role of Micro and Small Family Owned Tourism Businesses in Destination Development and Poverty Alleviation	54
2.8.6	Factors Affecting the Development and Sustainability of Micro and Small Tourism Businesses	57
2.8.6.1	Start-up Issues of Micro and Small Tourism Businesses	58
2.8.6.2	Succession in Micro and Small Owned Tourism Businesses	59
2.8.6.3	Training Issues in Micro and Small Tourism Businesses	60
2.8.6.4	Ineffective Marketing and Limited Scope of Tourists Activities	62
2.8.6.5	Seasonality in Tourism Destinations	63
2.8.6.6	Causes of Seasonality in Tourism Destinations	64
2.8.6.7	Advantages of Seasonality to Tourism Business Operators	65

	2.8.6.8 Disadvantages of Seasonality To Tourism Business Operators	66
	2.8.6.9 Seasonality and Micro and Small Tourism Businesses in Rural Peripheral Destinations	67
2.8	Conclusion	69
3	CASE STUDY AREA CONTEXT (OBUDU MOUNTAIN RESORT)	71
3.1	Introduction	71
3.2	Description of the Case Study Area (Obudu Mountain Resort)	71
3.2.1	The location and Climate of Obudu Mountain Resort	72
3.2.2	Obudu Mountain Resort as a Case Study of Family Owned Tourism Business in Nigeria	74
3.2.3	The Evolution of Obudu Mountain Resort and the Genesis of Family Owned Tourism Businesses in its Host Communities	75
3.2.4	Host Communities of Obudu Mountain Resort and their Population Structure	79
4	RESEARCH METHODOLOGY	81
4.1	Introduction	81
4.2	Qualitative Research Paradigm	81
4.3	Case study as the Chosen Research Strategy	84
4.3.1	Chosen Typology of Case Study	86
4.3.2	Justification of Obudu Mountain Resort as a Single Case Study	87
4.4	Method of Data Collection	89
4.4.1	Research Protocol	89
4.4.2	Source of Evidence in this Research	91
4.4.3	In-depth Interview as an Instrument	

	for Data Collection in this Research	94
	4.4.3.1 In-depth Personal Interview (Face to Face)	94
4.5	Data Analysis	98
	4.5.1 Transcription of Interviews	98
	4.5.2 Thematic Analysis	100
4.6	Conclusion	110
5	RESEARCH FINDINGS	111
5.1	Introduction	111
5.2	The Socio-Economic Features of Family owned Tourism Business Operators	111
5.3	Characteristics of Family Owned Tourism Businesses with Respect to the Family System in Relation to the Business	115
	5.3.1 Power of Control and Hierarchy in Family Owned Tourism Businesses	115
	5.3.1.1 Direct Blood Relationship Based Power of Control and Hierarchy	115
	5.3.2 Nature of Family Meeting	116
	5.3.2.1 Irregular Family Meeting	117
	5.3.3 Method of Business Decision	118
	5.3.3.1 Informal Regular Family Members Based Business Decision Making Approach	118
	5.3.4 Conflict Management Approach	119
	5.3.4.1 Proprietor's Intervention Approach	120
	5.3.4.2 Parent's or Elderly Family Member Intervention Approach	121
	5.3.5 Book Keeping Attitude of Family Owned Tourism Businesses	122
	5.3.5.1 Improper Book-Keeping	122
	5.3.6 Source of Start-Up Capital of Family-Owned Tourism Businesses	123

5.3.6.1	Personal Saving	124
5.3.6.2	Local Bank	125
5.3.6.3	Contribution from Family Members	126
5.3.7	Reasons for the Choice of Source of Start-Up Capital	127
5.3.7.1	Lack of Confidence on the Micro Finance Banks Due to Unfavourable Conditions	128
5.3.8	Difficulties Encountered During Start-Up of Family Owned Tourism Businesses	129
5.3.8.1	Tough Times in Raising Start-Up Funds	130
5.3.8.2	Inefficient Transportation System	131
5.3.8.3	Inexperience	132
5.3.8.4	High Cost of Building up in the Mountain Resort	133
5.3.9	Motives for Starting Family Owned Tourism Businesses in the Host Communities of Obudu Mountain Resort	134
5.3.9.1	Economic Survival	134
5.3.9.2	Reduce Economic Deprivation of Community Members	136
5.3.9.3	Support for Family Income Generation	136
5.3.10	Reason for the Chosen Motives for Starting Family Owned Tourism Businesses	138
5.3.10.1	Lack of Alternative Jobs in the Rural Areas	138
5.3.11	Level of Training of Members of Family Owned Tourism Businesses	139
5.3.11.1	Lack of Industry Specific Training	140
5.3.12	Nature of Training Received By Few Members of Family Owned Tourism Businesses	141

5.3.12.1	Inadequate and Irregular Training	141
5.3.12.2	Book-keeping Based Training	143
5.3.13	Level of Succession Planning by Proprietors of Family Owned Tourism Businesses	143
5.3.13.1	The Lack of a Comprehensive Succession Plan	143
5.3.14	Concerns of the Children's of the Proprietors of Family Owned Tourism Businesses on Succession	145
5.3.14.1	Tourism Business Unreliability	145
5.3.14.2	Desire for White-Collar Jobs	146
5.4	Marketing Issues of Family Owned Tourism Businesses	147
5.4.1	Marketing Strategies of Family Owned Tourism Businesses	147
5.4.1.1	Target Marketing Approach	148
5.4.1.2	Relationship Marketing Approach	151
5.4.2	Challenges of Marketing Family Owned Tourism Businesses in Obudu Mountain Resort	153
5.4.2.1	Inadequate Disposable Fund	153
5.4.2.2	Inefficient Telecommunication Network Service	154
5.4.2.3	Absence of Networking among Family Owned Tourism Businesses	156
5.4.2.4	Lack of Understanding and Integration with the Management Staff of Obudu Mountain Resort	157
5.5	Seasonality Issues of Family Owned Tourism Businesses	158
5.5.1	Perception of Seasonality by Family Owned Tourism Business Owners	159
5.5.1.1	Three High Peaks Period	160

5.5.1.2	Four High Peaks Period	161
5.5.1.3	Extreme Seasonality	162
5.5.2	Effects of Seasonality on Family Owned Tourism Businesses	166
5.5.2.1	Increased Business Activities and Sense of Belonging	166
5.5.2.2	Increased Income and Living Standard	167
5.5.2.3	Congestion	168
5.5.2.4	Low Sales	169
5.5.2.5	Family Survival Difficulty	171
5.5.2.6	Underutilization of Facilities	172
5.5.3	Seasonality Coping Strategies of Family Owned Tourism Businesses	173
5.5.3.1	Hiring of Casual Staff	173
5.5.3.2	Erecting of Temporary Tents	174
5.5.3.3	Reduction in Prices of Goods and Lodging Charges	175
5.5.3.4	Opening the Businesses all Year Round	176
5.5.3.5	Stocking the Shops with Daily Consumables	177
5.5.3.6	Rearing of Animals for Sale in the Off Peaks	178
5.5.3.7	Seeking Alternative Employment	178
5.5.3.8	Relationship Marketing	179
5.6	The Role of Government and Private Agencies in Supporting the Development of Family Owned Tourism Businesses	179
5.6.1	Inadequate Support	180
5.6.2	Non-Remittance of 1% of Local Government Monthly Allocation to Micro Finance Banks	185
5.7	Conclusion	187

6	DISCUSSION OF FINDINGS	190
6.1	Introduction	190
6.2	Socio-economic Features of Family Owned Tourism Business Operators	190
6.3	Characteristics of Family Owned Tourism Businesses	192
6.3.1	Start-Up Issues of Family Owned Tourism Businesses	195
6.3.2	Motivation of the Operators of Family Owned Tourism Businesses	196
6.3.3	Level of Training of Operators of Family Owned Tourism Businesses	198
6.3.4	Succession Planning in Family Owned Tourism Businesses	199
6.4	Marketing Issues of Micro Family Owned Tourism Businesses	200
6.5	Seasonality Experience of Micro Family Owned Tourism Businesses and their Coping Strategies	204
6.6	Government and Private Agencies Role in Supporting the Development and Sustainability of Family Owned Tourism Micro Businesses	209
6.7	Conclusion	211
7	A GUIDE FOR EMPOWERING FAMILY OWNED TOURISM BUSINESS IN NIGERIAN OBUDU MOUNTAIN RESORT	212
7.1	Introduction	212
7.2	A Multi-Stakeholder Framework for Empowering Family Owned Tourism Business in Obudu Mountain Resort	212
7.2.1	Ease of Access to Start-Up Capital	213
7.2.2	Reducing the Effects of Seasonality	216
7.2.3	Family Dimension	218
7.2.4	Business Dimension	218
7.3	Theoretical Contribution and Practical	

	Implications of Research	221
7.4	Limitation of Research and Future Study	223
7.5	Conclusion	223
REFERENCES		225
Appendices A-C		255-276

LIST OF TABLES

TABLE NO.	TITLE	PAGE
3.1	Population Figure of Obudu Mountain Resort Villages, 2009	80
4.1	Existing Studies on Family Owned Tourism Businesses	83
4.2	Samples and Number of Respondents	91
4.3	Source of Evidence Used in this Research in Order of Priority	93
4.4	List of Respondents (Members of Family Owned Tourism Businesses)	97
4.5	List of Respondents (Staff of Government and Private Agencies)	98
4.6	Phases of Thematic Analysis	102
5.1	Some Socio-Economic Features of Respondents	114

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
2.1	Family Based Element of Community Based Tourism (CBT)	47
2.2	Family Based Element of Pro-Poor Tourism (PPT)	48
2.3	Family Based Element of Community Benefit Tourism Initiatives (CBTIs)	49
3.1	Map of Nigeria Showing 36 States in Nigeria Including Cross River State Where Obudu is situated	73
3.2	Map of Cross River State Showing Obanliku Local Government Area and the Location of Obudu Mountain Resort	74
3.3	Snaky Road in Form of a Meanders to the Top of Obudu Mountain Resort	77
3.4	Longest Cable Car System (4km) in the World for Moving Tourists Downward from the Mountain and Up to the Mountain Top	77
3.5	First Family Owned Tourism Business (a Hotel) in the Entire Host Communities of the Obudu Mountain Resort	78
3.6	Second Family Owned Hotel (the Left Building) in Keji-Ukwu Community of the Obudu Mountain Resort	78
3.7	Sketch Map of Obudu Mountain Resort and the Family Owned Tourism Businesses in its Host Communities	80
4.1	Basic Type of Design for Case Studies and the Chosen Research Design (Single-case Embedded)	87
4.2	A visual Model of the Coding Process in Qualitative Research	101
4.3	Visual Model of Thematic Analysis Used in this Research	103

4.4	Illustrations of Themes 1 to 8 from Data Analysis	105
4.5	Illustrations of Themes 9 to 14 from Data Analysis	106
4.6	Illustrations of Themes 15 to 16 from Data Analysis	107
4.7	Illustrations of Themes 17 to 19 from Data Analysis	108
4.8	Illustrations of Themes 20 to 21 from Data Analysis	109
4.9	Illustrations of Theme 22 from Data Analysis	109
5.1	Visitor Arrivals to Obudu Mountain Resort by Monthly, 2009-2014	158
5.2	Visitor Arrivals to Obudu Mountain Resort by Quarter, 2009-2014	159
5.3	Visitor Arrivals to a Hotel in Apah-Ajilli Community of Obudu Mountain Resort by Quarter, 2011-2014	164
5.4	Visitor Arrivals to a Hotel in Keji-Ukwu Community of Obudu Mountain Resort by Quarter, 2011-2014	164
5.5	Monthly Visitor Arrivals to an Alcohol Shop in the Market Square, 2011-2014	165
5.6	Monthly Visitor Arrivals to a Provision Shop in the Market Square, 2011-2014	165
5.7	The proprietor of the Hotel in Apah-Ajilli Community Organizing Tents and Smoking Meat for his Guests in High Peaks	175
7.1	A Multi-Stakeholder Framework for Empowering Family Owned Tourism Business in Obudu Mountain Resort	215

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	Qualitative Interview Protocol (Semi-Structure Questions)	255
B	Publications	258
C	Sample of Verbatim Transcribed Interview	259

CHAPTER 1

INTRODUCTION

1.1 Background of Research

The tremendous contribution tourism has made to the economic development of many countries hitherto both in the developing and the developed countries cannot be over emphasized. According to the World Travel and Tourism Council (WTTC, 2015), travel and tourism generated 105,408,000 jobs directly in 2014 (3.6% of total employment) and this is forecast to grow by 2.0% in 2015 to 107,519,000 (3.6% of total employment). International tourism receipts increased by US \$48 billion in 2014 to reach a record US \$1,245 billion which positioned tourism to be the world's leading and fastest growing sector of economy (UNWTO, 2015). The growing interest in tourism and the gains it offers in terms of personal desire satisfaction and monetary advantage to the government of host communities worldwide has resulted in evolvement of new alternative forms of tourism which have provided many opportunities for micro and small business in rural areas to flourish.

The tourism industry is dominated by micro and small tourism businesses that are mostly family owned and they are playing a vital role in destination development and competitiveness (Morrison and King, 2002). Because of the micro and small size nature of the businesses in most tourism destinations and the relatively little capital require to set them up, the tourism industry provides opportunities for relatively easy entry into a number of business types that are often attractive to sole proprietors and families (Getz and Carlsen, 2000). Examples of

family owned tourism businesses are hotel, winery, motel, guest ranch and farm, bed and breakfast, retail outlet, tour operator, restaurant, homestay, cafe, arts and craft and transportation (Carlsen *et al.* 2001; Gets and Nilsson, 2004; Zhao, 2009). Family businesses are increasing in rural areas in the developed countries and they are dominating tourism destinations in many regions and a considerable effort has been made to encourage its sustainability (Andersson *et al.* 2002). In Australia, 90% of the members of the Augusta-Margaret River Tourist Association in Western part of the country were found to be family owned tourism businesses (Carlsen *et al.* 2001).

There is no doubt that with the records available in the literature, heavy investment in tourism will bring fruitful returns and will help in job creation for local communities. According to Hawkins and Mann (2007), the World Bank have step up its support for tourism related project and programmes since the year 2000 because of the promising role tourism has played in the fulfilment of the United Nations Millennium Development Goals. Today, local micro and small tourism enterprise development is now encouraged and endorsed as a catalyst for economic independency, community empowerment and capacity-building (Zhao, 2009).

In the ST-EP program of the United Nation World Tourism Organization in year 2002, the establishment and running of micro and small tourism enterprises was recognized as one of the most important ways for the poor to participate in and share the benefits of tourism development in their locality. To further state the importance the United Nation World Tourism Organization accorded micro and small tourism business growth and development, four of the seven recommendations for the implementation of ST-EP are for local tourism enterprises development (UNWTO, 2004, 2006). In addition, the World Tourism Organization have worked and are still working closely with microfinance institutions, trying to see the possibilities of adapting microcredit to the specific needs of micro and small businesses (Zhao, 2009).

Family businesses in the tourism and hospitality sector are significant in regional development. Their significance for job creation and economic

revitalization of rural communities is immeasurable (Fleischer and Felsenstein, 2004; Wanhill, 2000). As noted by Kokkranikal (1993) and Getz and Carlsen (2000), a successful family businesses increase community development, create new source of employment for able body men and women, and provide a better quality of life for the rural dwellers. The potential benefits they bring to peripheral areas are many which include: providing income for parents to educate their children's, increasing local peoples tie to their land, enhance locals commitment to their communities in many ways and it also helps to develop the locals attitude towards conservation of resources (Getz and Carlsen, 2000).

With all the copious benefit associated with family business in tourism in rural areas, in most developing countries, the tourism industry is dominated by conventional mass tourism in the developing countries which constrains the growth prospects of micro and small tourism firms (Rogerson, 2007). This dominance reduces the potentials of tourism in poverty alleviation in developing countries (Mbaiwa, 2005). The collective negotiating power of micro and small tourism businesses in developing countries to compete with well-established international tour operators and access tourism markets to their advantage is a major challenge that has led to a lot of foreign exchange leakages (Thomas *et al.* 2012).

Furthermore, the participation of rural communities in micro and small family owned tourism businesses is low in developing countries when compared to what obtains in developed nations (Godwin, 2002). If rural community participation in micro and small family owned tourism businesses in developing is encouraged, poverty prevalent in many rural tourism communities in developing countries will be alleviated as rural dwellers will be empowered (Tosun, 2000; Cole, 2006; Hampton, 2005). However, till date, there is paucity of research that explores the possibilities of empowering family business in tourism in developing countries mountain destinations for rural communities empowerment and poverty alleviation.

1.2 Statement of Problem

Obudu Mountain in Cross River State in Nigeria has enjoyed relative development into an international tourism destination and there exist in its local communities some active family owned tourism businesses. Despite the scale of tourism development and the presence of some family owned tourism businesses on Obudu Mountain, the majority of the inhabitants of its host communities still wallow in poverty. A recent study conducted by Nwahia *et al.* (2012) shows that rural community participation in tourism development in Obudu mountain resort had little effect on reduction of poverty. It was evident in their study that 1% increase in tourism income of both active and non-active participating core poor and moderate poor households reduces their poverty by 0.01%. This effect is seen as extremely low. By implication, it connotes that the existence of the Obudu mountain resort and family owned tourism businesses in its host communities have not alleviated rural poverty. It also suggest that family tourism business contribution to family life, enterprise and community viability, destination development and competitiveness have not been significantly felt in Obudu mountain resort environment.

Inspite of the tremendous benefits of family tourism business, there is scarcity of research in family business in tourism that is directed towards rural communities empowerment and poverty alleviation in developing countries. Over the years, poverty incidence have been in the increase in developing countries and it's even worst in sub-Sahara Africa known with high potential in tourism development (Ajakaiye and Odusola; Anyanwu, 2012). The existing tourism based approaches to rural communities' empowerment and poverty alleviation such as Community Based Tourism (CBT) (Manyara *et al.* 2006), Pro-Poor Tourism (PPT) (Godwin, 2008), and Community Benefit Tourism Initiatives (CBTIs) (Simpson, 2008), have reasonably received academic attention. They are also laudable initiatives but they have limitations in terms of understanding the family system in peripheral rural tourism communities and their little ability to provide wide spread empowerment for all the strata of rural communities.

Meanwhile, exploring the phenomenon of family owned tourism business so as to stimulate its development and sustainability for rural communities empowerment and poverty alleviation requires an understanding of the factors affecting the development and sustainability of micro and small tourism businesses which have not been investigated in sub-Saharan countries context. They include issues on their characteristics, marketing, seasonality, and the role of government and private agencies. Details on the need for the investigation of these variables in the case study area which informed the research questions and objectives stated in this research are discussed in details in the next sub section.

1.2.1 The Need for Research

Firstly, in order to explore the phenomenon of family owned tourism business, an understanding of its unique characteristics in the case study area is paramount. As such, this inform the need to investigate the characteristics of family owned tourism business in Obudu mountain resort host communities in terms of their socio-economic features, the types of businesses, family structure, relationship of family members in the businesses, nature of family meetings, powers and hierarchy of family members in the businesses, method of business decision and crisis management approach (Sander and Bordone, 2006; Lee and Li, 2009; Tower *et al.* 2006). Other characteristics investigated include: start-up issues such as source of capital and difficulty encountered during start-up, motivation, level of industry-specific training among family members, and succession planning (Getz *et al.* 2004; Chen and Elston, 2013; Blumentritt *et al.* 2012). All of these features are necessary during family business development and its sustainability.

Secondly, the marketing practices of the existing family owned tourism businesses and the obstacles to it are necessary to be examined as ineffective marketing of tourism business will hamper growth, development and sustainability. As noted by Polo-Peña *et al.* (2012) marketing practices have a significant effect on the achievement of outcomes that keeps tourism business going.

Thirdly, the sustainability of micro and small tourism businesses is often threatened by seasonal nature of tourism activities in many destinations as seasonality is generally considered one of the major challenges of tourism businesses (Kastenholz and Almeida, 2008). Seasonality is a reality of life in many tourism destinations and a key aspect affecting the performance of micro and small tourism enterprises (Butler, 2001; Koenig-Lewis and Bischoff, 2012). Therefore, for continues survivability and sustainability of micro and small family owned tourism businesses, there is the need to explore seasonality issues in the case study area.

Fourthly, in encouraging people to venture into micro and small tourism businesses, the government and private sector play a significant role. One of the fundamental roles of government is the provision of enabling environment for indigenous community to easily access fund from private and public financial institutions. Government also collaborate with donor agencies, NGOs and World Bank to support micro and small tourism enterprise development through provision of start-up capital. For instance, the concept of donor-assisted community-based tourism (DACBT) has promoted aid through international cooperation and allows many local communities characterized by subsistence economies to obtain the initial funding in cash to start creating their own microenterprises (UNWTO 2004, 2006; López-Guzmán *et al.* 2013). In addition, the drive for the establishment of community base tourism enterprises in Kenya mainly results from external intervention (Manyara and Jones, 2007). So it is important that the government and private sector role in supporting the development and sustainability of family owned tourism business in the case study area is investigated. On the basis of the foregoing discussion, the following questions and objectives are stated to guide the research as shown in the next sub sections.

1.3 Research Questions

Four research questions have been developed to guide this research. These are:

- I. What are the characteristics of family owned tourism businesses with respect to the family system in relation to the businesses in Obudu mountain resort in Nigeria?
- II. How effective are the strategies adopted by family owned tourism businesses in marketing?
- III. How does seasonality affect family owned tourism businesses in Obudu mountain resort and what are their coping strategies?
- IV. What roles have government and private agencies played in supporting the development and sustainability of family owned tourism businesses in Obudu mountain resort?

1.4 Research Objectives

In view of the above research questions, this thesis addressed the following objectives:

- I. To examine the characteristics of family owned tourism businesses in Nigeria using the case of Obudu mountain resort.
- II. To investigate the strategies adopted in marketing family owned tourism businesses.
- III. To ascertain the nature of seasonality in Obudu mountain resort and its effect on family owned tourism businesses.
- IV. To examine the the roles of government and private agencies in the development and sustainability of family owned tourism businesses in Obudu mountain resort.
- V. To suggest a guide for stakeholders in the development and sustainability of family owned tourism businesses based on findings.

1.5 Scope of Research

For reasons of manageability it is important to identify the scope and boundaries of the system to be studied (Hall, 2000). The scope of this research is

discussed under three pertinent sub headings. These headings show the extent of coverage of the study. This is discussed in terms of area, population or target group and in terms of content.

1.5.1 Scope of the Area

The study area include the host communities of Obudu mountain resort which are the communities surrounding the tourists destination and they are seven in number. Six of these communities are found at the mountain top and they are: Anape, Okpazawge, Kigol, Keji-Ukwu, Okwamu and Apah-Ajilli. The seventh community called Ikwetite is at the bottom of the mountain close to the entrance gate leading to the mountain resort.

1.5.2 Scope of Population

The population for this study consists of two main groups as follows:

- I. Existing family owned tourism businesses.
- II. Stakeholders (Tourism officers of Obanliku local government council, Management staff of Obudu mountain resort, Management staff of Cross River State Tourism Bureau, Operation managers of Obudu micro finance bank and FCE Micro finance bank).

1.5.3 Scope of Content

The scope of this research in terms of content which streamlines the depth and direction of the research includes investigation into the characteristics of the identified family owned tourism businesses, marketing issues, seasonality issues, and the role government and private agencies have played in supporting the development and sustainability of family owned tourism businesses. All of these issues which were earlier stated in sub section 1.2.1 were investigated.

1.6 Significance of Research

Given the huge potentials in tourism development in Nigeria and the laudable initiatives of the Cross River State government in developing the Obudu mountain into an international tourists destination and even with that, poverty incidence is still high in Obudu mountain environment, this study is timely and its significance is in three folds.

- I. Findings would unveil the impediment to family owned tourism business development and sustainability in the context of Obudu mountain resort environment.
- II. Findings would provide a guide to government in policy making to promote family owned tourism business as a panacea to rural poverty.
- III. Findings would highlight areas of collaboration between stakeholders in the development and sustainability of family owned tourism businesses in Obudu mountain resort and other rural peripheral tourists destinations in Nigeria.

1.7 Outline of this Thesis

This thesis is presented in seven (7) chapters and they are briefly discussed below:

Chapter One: This chapter discusses the background of the research. It explains the problem statement and the need for research and also the rationale for the research questions and objectives. It contains the research questions and objectives. It also explains the scope of the research, and then followed by the significance of research. This chapter concludes with a summary of all that was discussed.

Chapter Two: This chapter discusses tourism development in developing countries and its significance in rural communities revitalization and empowerment.

It also discusses the concept of tourism based rural communities empowerment and its dimensions. Furthermore, approaches to rural communities empowerment and poverty alleviation through tourism are discussed. It also discusses the concept of family business in non-tourism and tourism sector and some characteristic of the family system and family business. The role of micro and small tourism businesses in destination development and poverty alleviation is also highlighted in this chapter. In addition, this chapter explains some of the factors affecting the development and sustainability of micro and small tourism business. Lastly, the summary of the issues raised in this chapter is presented in the conclusion.

Chapter Three: This chapter discusses the study area where the research was conducted and the phenomenon of interest (family owned tourism business). It starts by presenting the location and climate of the case study area (Obudu mountain resort). It then followed by justifying the Obudu mountain resort as a case study of family owned tourism business in Nigeria. It also discusses the evolution of Obudu mountain resort and the genesis of the development of family owned tourism businesses. The chapter further describe the population structure of the host communities of Obudu mountain resort.

Chapter Four: This chapter discusses in details the methodological idea pertinent to this research that provides an understanding on the issues surrounding family owned tourism businesses in the case study area. The first section discusses qualitative research as the chosen research paradigm with emphasis on why it was chosen. The second section discusses why case study was the chosen research strategy and why the mountain resort was considered as a single case for family owned tourism business. The third section describes the method of data collection. The fourth section discusses the procedure used in data analysis which elaborate on how the recorded interviews where transcribed and the thematic analysis approach used in analysing interview transcripts was carried out. This chapter ends with a conclusion.

Chapter Five: It presents the findings in the context of each of the four research questions which ends with a conclusion that summarizes all the findings.

Chapter Six: This chapter discusses the findings presented in chapter five starting with an introduction to the issues presented. The order of discussion is similar in sequence as the presentations in chapter five. The chapter ends with a conclusion.

Chapter Seven: This chapter presents a Multi-stakeholder framework for empowering family business in tourism in the context of Obudu mountain resort. The chapter discusses all the components that makes the framework and the rationale for their inclusion. It also discusses the theoretical and practical contribution of this research as well as the limitation of research and future research direction. Lastly, the chapter ends with a concluding remark.

1.8 Conclusion

This chapter presented the background introduction into the research reported in this thesis. It noted the incidence of poverty in an active tourists destination (Obudu mountain resort host communities) even with the presence of some family owned tourism businesses; a situation that does not benefit a destination and its host communities. Thus, this necessitates a research to uncover issues around the phenomenon of family business in tourism. Finally the chapter emphasis the need for rural communities participation in tourism development as owners of micro and small family owned tourism businesses so that they can be empowered, be self sufficient and have their poverty level reduced. The next chapter present the literature review.

REFERENCES

- Abidemi, B. B. and Philip, G. A. (2007): Poverty Alleviation in Nigeria: Need for the Development of Archaeo-Tourism. *Anatolia: An International Journal of Tourism and Hospitality Research*, 18(2), 223-242.
- Adegbite S. A, Ilori M. O, Irefin I. O, Abereijo I. O. and Aderemi H. O. S (2007). Evaluation of the Impact of Entrepreneurial Characteristics on the Performance of Small Scale Manufacturing Industries in Nigeria. *Journal of Asia Entrepreneurship and Sustainability*, 3:1
- Ainsworth, S., and Purss, A. (2009). Same Time, Next Year? Human Resource Management and Seasonal Workers. *Personnel Review*, 38, 217–235.
- Ajakaiye, D. O., and Odusola, A. F. (2004). Poverty in a globalizing Nigerian economy: The role of rural institutions. In N. Nissanke (ed.) *Poverty in a globalizing economy: The Role of rural institutions. Country reports on Cameroon, Ethiopia, Ghana, Kenya, Nigeria and South Africa*, (pp. 175–214). Tokyo, Japan: Foundation for Advanced Studies on International Development (FASID).
- Albert, A. A. (2011). Sustainable Community Development in Africa Nations through Disaster Risk Reduction in Tourism Industries: the Nigerian Experience. *Journal of Economics and Sustainable Development*, 2(4), 264-275.
- Andersson, T., Carlsen, J., and Getz, D. (2002). Family Business Goals in the Tourism and Hospitality Sector: Case Studies and Cross-Case Analysis from Australia, Canada, and Sweden. *Family Business Review*, 5(2), 89–106.
- Anyanwu, C. J. (2012). Accounting for Poverty in Africa: Illustration with Survey Data from Nigeria. African Development Bank working paper series.
- Arogundade, K. K. Adebisi, S. O., and Ogunro, V. O. (2011). Poverty Alleviation Programmes in Nigeria: A Call for Policy Harmonisation. *European Journal of Globalization and Development Research*, 1(1), 42-52.

- Ateljevic, I. and Doorne, S. (2000). Staying Within the Fence: Lifestyle Entrepreneurship in Tourism. *Journal of Sustainable Tourism*, 8, 378–392.
- Ashley, C. (2006). *How Can Governments Boost the Local Economic Impacts of Tourism?* SNV Tool Kit for East and Southern Africa. London: Overseas Development Institute.
- Ashley, C., Boyd, C., and Goodwin, H. (2000). Pro-Poor Tourism: Putting Poverty at the Heart of the Tourism Agenda. In , *Natural Resource Perspectives*, 51 (pp. 1–12). London, England: Overseas Development Institute.
- Ashley, C., Roe, D. and Goodwin, H. (2001). *Pro-Poor Tourism Strategies: Making Tourism Work for the Poor: A Review of Experience* (Pro-Poor Tourism Rep. No. 1). Nottingham: The Russell Press.
- Ashley, C. and Goodwin, H. (2008). *Pro-Poor Tourism: What's Gone Right and what's Gone Wrong*, (ODI Opinion Papers). London: ODI.
- Astrachan, J. H. and Dean, L. K. (2000). American Family Business Survey 1995 and 1997. *Databases for the Study of Entrepreneurship*, 4, 289-304.
- Astrachan, J. H. and Kolenko, T. (1994). A Neglected Factor Explaining Family Business Success: Human Resource Practices. *Family Business Review*, 7(3), 251-262.
- Astrachan, J. H. and Mcmillan, K. S. (2003). *Conflict and Communication in the Family Business*. Mariette, G. A. Family Enterprise Publishers.
- Ayodele, I. A. (2002). *Essentials of tourism management*. Ibadan, Nigeria: Elshaddai Global Ventures.
- Bar-On, R. (1975). *Seasonality in Tourism: A Guide to the Analysis of Seasonality and Trends for Policy Makers*. Economist Intelligence Unit, Technical Series Number 2, London.
- Bar-On, R. (1999). The Measurement of Seasonality and Its Economic Impacts. *Tourism Economics*, 5, 437–458.
- Barry, B. (1975). The Development of Organisation Structure in the Family Firm. *Journal of General Management*, 42–60.
- Bankole, S. (2002). The Nigerian Tourism Sector: Contribution, Constraints, and Opportunities. *The Journal of Hospitality Financial Management*, 10(1), 71-89.

- Bankole, S. A., and Odularu, O. G. (2006). Achieving the Millennium Development Goals: Issues and Options for the Nigeria's Tourism Industry. *Tourism Review*, 61(1), 26-30.
- Basu, K. (2012). Slum Tourism: For the Poor, by the Poor. In F. Frenzel, K. Koens, and M. Steinbrink (Eds.), *Slum Tourism: Poverty, Power and Ethics* (Pp. 66–82). Abingdon: Routledge.
- Baum, T., and Hagen, L. (1999). Response to Seasonality: The Experiences of Peripheral Destinations. *The International Journal of Tourism Research*, 1, 299–312.
- Baum, T., and Szivas, E., (2008). HRD in Tourism: A Role for Government? *Tourism Management*, 29(4), 783-794.
- Baum, T. and Lundtorp, S. (eds.) (2001). *Seasonality in tourism*, Elsevier Science, Oxford. Becton, S., and Graetz, B. (2001). Small Business – Small Minded? Training Attitudes and Needs of the Tourism and Hospitality Industry. *International Journal of Tourism Research*, 3, 105–113.
- Benzing C and Chu H. M (2009). A Comparison of the Motivations of Small Business Owners in Africa. *Journal of Small Business and Enterprise Development*, 16(1), 60–77.
- Besculides, A., Lee, M. E. and McCormick, P. J. (2002). Residents' Perceptions of the Cultural Benefits of Tourism. *Annals of Tourism Research*, 29(2), 303-319.
- Blackstock, K. (2005). A Critical Look at Community Based Tourism. *Community Development Journal*, 40(1), 39–49.
- Blakie, N. (2010). *Designing Social Research* (2nd ed.). Cambridge, England: Polity Press. Birley, S. (2001). Owner-Manager Attitudes to Family and Business Issues: A 16 Country Study. *Journal of Small Business Management*, 26(2), 63–76.
- Bicknell, S. and McManus, P. (2006). The Canary in the Coal Mine: Australian Ski Resorts and Their Response to Climate Change. *Geographical Research*, 44, 386–400.
- Biggs, T. and Shah, M. (2003). The Problem of African Entrepreneurial Development. In G. Fields, and G. Pfeffermann (Eds.), *Pathways Out of Poverty: Private-Firms and Economic Mobility in Developing Countries*. Boston: Kluwer Academic Publishers.

- Biggs, D., Hall, M. C. and Stoeckl, N. (2012). The Resilience of Formal and Informal Tourism Enterprises to Disasters: Reef Tourism in Phuket, Thailand. *Journal of Sustainable Tourism*, 20(5), 645-665
- Binns, T. and Nel, E. (2002). Tourism as a Development Strategy in South Africa. *The Geographical Journal*, 168(3), 235-248.
- Bjuggren, P. and Sund, L. (2001). Strategic Decision Making in Intergenerational Successions of Small and Medium-Sized Family-Owned Businesses. *Family Business Review*, 14(1), 11–23.
- Blake, A., Arbache, J., Sinclair, T., and Teles, V. (2008). Tourism and Poverty Relief. *Annals of Tourism Research*, 35(1), 107–126.
- Blumentritt, T., Mathews, T., and Marchisio, G., (2012). Game Theory and Family Business Succession: An introduction. *Family Business Review*, 26(1), 51-67.
- Boles, J. (1996). Influences of Work-Family Conflict on Job Satisfaction, Life Satisfaction and Quitting Intentions among Business Owners: The Case of Family-Operated Businesses. *Family Business Review*, 9, 61-74.
- Boley, B. B. and McGehee, G. N. (2014). Measuring Empowerment: Developing and Validating the Resident Empowerment through Tourism Scale (RETS). *Tourism Management*, 45, 85-94.
- Boley, B. B., McGehee, N. G., Perdue, R. R. and Long, P. (2014). Empowerment and Resident Attitudes Toward Tourism: Strengthening the Theoretical Foundation Through a Weberian Lens. *Annals of Tourism Research*, 49, 33-50.
- Boley, B. B., Maruyama, N. and Woosnam, M. K. (2015). Measuring Empowerment in an Eastern Context: Findings from Japan. *Tourism Management*, 50, 112-122.
- Bork, O. (1993). *Family Business, Risky Business: How to Make It Work*. Aspen Co. Bork Institute for Family Businesses.
- Bosak, K., Boley, B. and Zaret, K. (2010). Deconstructing the ‘Crown of the Continent’: Power, Politics and the Process of Creating National Geographic's Geotourism Map guides. *Tourism Geographies*, 12(3), 460-480.
- Bowden, J. (2005). Pro-Poor Tourism and the Chinese Experience. *Asia Pacific Journal of Tourism Research*, 10(4), 379–398.

- Bransgrove, C., and King, B. (1996). Strategic Marketing Practice amongst Small Tourism and Hospitality Businesses. In: Thomas, R. (Ed.), *Spring Symposium Proceedings of International Association of Hotel Management Schools*. Leeds Metropolitan University, 29–38.
- Bramwell, B., and Sharman, A. (1999). Collaboration in Local Tourism Policy Making. *Annals of Tourism Research*, 26(2), 392–415.
- Braun, V., and Clarke, V. (2006). Using Thematic Analysis in Psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
- Briedenhann, J. and Wickens, E. (2004). Tourism Routes As a Tool for the Economic Development of Rural Areas: Vibrant Hope or Impossible Dream? *Tourism Management*, 25, 71–79.
- Brown, D. O. (1998). In Search of an Appropriate Form of Tourism for Africa: Lessons From the Past and Suggestions for the Future. *Tourism Management*, Seaton, A.V. Et Al. *Tourism: The State and the Art*, John Wiley and Sons, Chichester, 459- 467.
- Butler, R. W. (2001). Seasonality in Tourism. In Baum, T. & Lundtorp, S. (eds.) *Seasonality in Tourism*. Oxford: Pergamon/Elsevier Science, 5-22.
- Buzinde, C. N., Kalavar, J. M. and Melubo, K. (2014). Tourism and Community Wellbeing: The Case of the Maasai in Tanzania. *Annals of Tourism Research*, 44, 20-35.
- By, R. T. and Dale, C. (2008). The Successful Management of Organisational Change in Tourism SMEs: Initial Findings in UK Visitor Attractions, *International Journal of Tourism Research*, 10, 305–313.
- Byrd, E. T. (2007). Stakeholders in Sustainable Tourism Development and their Roles: Applying Stakeholder Theory to Sustainable Tourism Development. *Tourism Review*, 62(2), 6-13.
- Byrd, E. T., Cardenas, D. A. and Greenwood, J. B. (2008). Factors of Stakeholder Understanding of Tourism: The Case of Eastern North Carolina. *Tourism and Hospitality Research*, 8(3), 192-204.
- Cadieux, L., Lorrain, J., and Hugron, P. (2002). Succession In Women-Owned Family Businesses: A Case Study. *Family Business Review*, 15, 17-30
- Caldwell, J. C., Orubuloye, I. O. and Caldwell, P. (1991). The Destabilization of the Traditional Yoruba Sexual System. *Population and Development Review*, 17(2), 229-262

- Carlisle, S., Kunc, M., Jones, E. and Tiffin, S. (2012). Supporting Innovation for Tourism Development Through Multi-Stakeholder Approaches: Experiences from Africa. *Tourism Management*, xxx, 1-11.
- Carlsen, J., Getz, D. and Ali-Knight, J. (2001). Environmental Attitudes and Practices of Family Businesses in the Rural Tourism and Hospitality Sectors. *Journal of Sustainable Tourism*, 9, 281–297.
- Carlsen, J., Morrison, A., and Weber, P., (2008). Lifestyle Oriented Small Tourism Firms. *Tourism Recreation*, 33(3), 255–263.
- Cater, E. (1987). Tourism in the Least Developed Countries. *Annals of Tourism Research*, 14(2), 202–226.
- Cavana, R. Y. (2001). *Applied Business Research: Qualitative and Quantitative Methods*. Milton, John Wiley and Son Australia, Ltd.
- Chaisawat, M. (2006). Policy and Planning of Tourism Product Development in Thailand: A Proposed Model. *Asia Pacific Journal Of Tourism Research*, 11(1), 1–16.
- Chen, C. S., and Elston, A. J. (2013). Entrepreneurial Motives and Characteristics: An Analysis of Small Restaurant Owners, *International Journal of Hospitality Management*, 35, 294–305
- Chen, L., Lin, S., and Kuo, C. (2013). Rural Tourism: Marketing Strategies for the Bed and Breakfast Industry in Taiwan. *International Journal of Hospitality Management*, 32, 278–286.
- Chok, S., Macbeth, J. and Warren, C. (2007). Tourism as a Tool for Poverty Alleviation: A Critical Analysis of “Pro-Poor Tourism” and Implication For Sustainability. In M. Hall (Ed.), *Pro-Poor Tourism: Who Benefits? Perspectives On Tourism And Poverty Reduction* (Pp. 34–55). Clevedon: Channel View.
- Chokor, B. (1993). Perspectives on Environment and Tourism in Nigeria, in: B. Chokor (Ed.) *Environment and Tourism in Nigeria*, pp. 1–12 (Lagos: Environment and Behaviour Association of Nigeria).
- Chok, S. and Macbeth, J. (2007). Tourism as a Tool for Poverty Alleviation: A Critical Analysis of ‘Pro-Poor Tourism’ and Implications for Sustainability, *Current Issues in Tourism*, 10 (2&3), 144-164.
- Chu, H. M., Benzing, C. and McGee, C. (2007). Ghanaian And Kenyan Entrepreneurs: A Comparative Analysis of their Motivations, Success

- Characteristics, and Problems. *Journal of Developmental Entrepreneurship*, 12(3), 295-322.
- Clough, P. and Nutbrown, C. (2007). *A Student's Guide to Methodology*. 2nd Edition. SAGE, London.
- Cohen, L., Manon, L., and Morrison, K. (2007). *Research Method in Education*. 6th Edition, London: Routledge Falmer.
- Cole, S. (2006). Information and Empowerment: The Keys to Achieving Sustainable Tourism. *Journal of Sustainable Tourism*, 14, 629–644.
- Collier, P. (2007). *The Bottom Billion*. Oxford University Press.
- Commons, J., and Page, S. (2001). Managing Seasonality in Peripheral Tourism Regions: The Case of Northland, New Zealand. In: Baum, T., Lundtorp, S. (Eds.), *Seasonality in Tourism*. Pergamon, New York, 153–172.
- Coolican, H. (1999). *Research Methods and Statistics in Psychology* (3rd ed.), London: Hodder and Stoughton.
- Cooper, C., Fletcher, J., Gilbert, D., Fyall, A., and Wanhill, S. (2005). *Tourism Principles and Practice* (3rd ed.). Harlow: Pearson Education Limited.
- Cresswell, W. J. (2012). *Educational Research: Planning, Conducting and Evaluating Quantitative and Qualitative Research*. Fourth Edition, Boston: Pearson Education Inc.
- Creswell, J. W., and Plano Clark, V. L. (2007). *Designing and Conducting Mixed Methods Research*. Thousand Oaks, CA: Sage.
- Creswell, J. W. (2003). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (2nd ed.). California, USA.: Sage Publication, Inc.
- Cross River Tourism Bureau, (2010). The Bulletin of Cross River Tourism Bureau, 12-25.
- Dahles, H., and Keune, L. (Eds.). (2002). *Tourism development and local participation in Latin America*. New York: Cognizant Communication Corporation.
- Daskalopoulou, I., and Petrou, A. (2009). Urban Tourism Competitiveness: Networks and the Regional Asset Base. *Urban Studies*, 46(4), 779-801.
- Dawson, D., Fountain, J., and Cohen, A. D. (2011). Seasonality and the Lifestyle “Conundrum”: An analysis of lifestyle entrepreneurship in wine tourism regions. *Asia Pacific Journal of Tourism Research*, 16(5), 551-572.

- DEAT (Department of Environmental Affairs and Tourism) (1996). *The white paper on the development and promotion of tourism*. Department of Environmental Affairs and Tourism. Pretoria: Government Press.
- Dean, S. M. (1992). Characteristics of African American Family-Owned Businesses in Los Angeles. *Family Business Review*, 5, 373-395.
- Dewhurst, H., Dewhurst, P., and Livesey, R. (2007). Tourism and Hospitality SME Training Needs and Provision: A Sub-Regional Analysis. *Tourism and Hospitality Research*, 7(2), 131–143
- Di Castri, F. (2004). Sustainable Tourism in Small Islands: Local Empowerment as the Key Factor. *INSULA-PARIS-*, 13(1/2), 49.
- Distelberg, B. (2008). Family Meetings and Family Business Success. A Review of the Research. *Family Business Alliance*
- Dodds, R. (2007). Sustainable Tourism Policy: Rejuvenation or a Critical Strategic Initiative. *Anatolia: An International Journal of Tourism and Hospitality Research*, 18(2), 277-298.
- Domenico, M., (2005). Producing Hospitality, Consuming Lifestyles: Lifestyle Entrepreneurship in Urban Scotland. In E. Jones and C. Haven-Tang (Eds.), *Tourism SMES, Service Quality and Destination Competitiveness* (pp. 109–122). Wallingford: CABI.
- Domenico, D. M., and Miller, G. (2012). Farming and Tourism Enterprise: Experiential Authenticity in the Diversification of Independent Small-Scale Family Farming. *Tourism Management*, 33, 285-294.
- Duffy, R. (2013). The International Political Economy of Tourism and the Neoliberalisation of Nature: Challenges Posed by Selling Close Interactions with Animals. *Review of International Political Economy*, 20(3), 605–626.
- Dunn, B. (1995). Success Themes in Scottish Family Businesses: Philosophies and Practices through the Generations. *Family Business Review*, 8, 17-28.
- Duval, D. T. (2004). When Buying Into the Business, We Knew It Was Seasonal: Perceptions of Seasonality in Central Otago, New Zealand. *International Journal of Tourism Research*, 6, 325–37.
- Dyer, W. G. (1986). *Cultural Change in Family Firms: Understanding and Managing Business and Family Transitions*. San Francisco: Jossey-Bass.
- Easterby-Smith, M., Thorpe, R. and Lowe, A. (2002). *Management Research: An Introduction (2nd ed.)*, London: Sage Publications.

- El-Gohary, H. (2012). Factors Affecting E-Marketing Adoption and Implementation in Tourism Firms: An Empirical Investigation of Egyptian Small Tourism Organisations. *Tourism Management*, 33, 1256-1269.
- Emmanuel I. A. and Catherine E. O. (2012). Tourism: A Strategy for Sustainable Economic Development in Cross River State, Nigeria. *International Journal of Business and Social Science*. 3(5). 124-129.
- Erkug-Ozturk, H. (2008). The Role of Local and Global Networking for Tourism Firms and Clusters: The Case of Antalya, *Unpublished Ph.D. Dissertation*, Middle East Technical University, Ankara, Turkey.
- Erkuş-Öztürk, H. (2010). Planning of Tourism Development: The Case of Antalya. *Anatolia: An International Journal of Tourism and Hospitality Research*, 21(1), 107-122,
- Falade, G. (2000). *Understanding Tourism in Nigeria*. Ibadan: IS Publisher.
- Fleischer, A. and Felsenstein, D. (2004). Short-run output and Employment Effects Arising From Assistance to Tourism SMEs: Evidence from Israel. In R. Thomas (Ed.), *Small Firms in Tourism: International perspectives* (pp. 71–82). Oxford: Elsevier Science
- Flognfeldt, T. (2001). Long-term positive adjustments to seasonality: consequences of summer tourism in the Jotunheimen area, Norway. In Baum, T. and Lundtorp, S. (1st ed), *Seasonality in Tourism*. UK: Elsevier Sciences Ltd.
- Flora, J. L. (1998). Social Capital and Communities of Place. *Rural Sociology*, 63(4), 481-506.
- Friedmann, J. (1992). *Empowerment: The Politics of Alternative Development*. Cambridge: Blackwell.
- Friedman, A. L., and Miles, S. (2002). Developing stakeholder theory. *Journal of Management Studies*, 39(1), 1–21.
- Frochot, I. (2005). A Benefit Segmentation of Tourists in Rural Areas: A Scottish Perspective. *Tourism Management*, 26(3): 335-346.
- Fyall, A., Callod, C., and Edwards, B. (2003). Relationship marketing: The challenge for destinations. *Annals of Tourism Research*, 30(3), 644–659.
- Galston, W. A., and Baehler, K. J. (1995). *Rural Development in the United States: Connecting Theory, Practice and Possibilities*. Washington, DC: Island Press.

- Gartner, W.C. (2004). Factors Affecting Small Firms in Tourism: A Ghanaian Perspective, in: R. Thomas (Ed.) *Small Firms in Tourism: International Perspectives*, 35–52 (Oxford: Elsevier).
- Gujadhur, T. (2000). *Organisations and their approaches in community based natural resource management in Botswana, Namibia, Zambia and Zimbabwe*. Gaborone, Botswana: SNV/IUCN CBNRM Support Programme.
- Gersick, K. E., Davis, J. A., Hampton, M. and Lansberg, I. (1997). *Generation to Generation: Life Cycles of the Family Business*. Boston, MA: Harvard Business School Press.
- Getz, D., and Carlsen, J. (2000). Characteristics and Goals of Family and Owner-Operated Businesses in the Rural Tourism and Hospitality Sectors. *Tourism Management*, 21(6), 547–560.
- Getz, D., and Carlsen, J. (2005). Family Business in Tourism State of the Art. *Annals of Tourism Research*, 32(1), 237–258.
- Getz, D., and Nilsson, P. A. (2004). Responses of Family Businesses to Extreme Seasonality in Demand: The case of Bornholm, Denmark. *Tourism Management*, 25(1), 17–30.
- Getz, D., Carlsen, J., and Morrison, A. (2004). *The Family Business in Tourism and Hospitality*. CABI Publishing CAB International Wallingford Oxfordshire OX10 8DE UK.
- Getz, D., and Petersen, T. (2005). Growth and Profit-Oriented Entrepreneurship among Family Business Owners in the Tourism and Hospitality Industry. *Hospitality Management*, 24, 219–242
- Gillham, B. (2000). *Case Study Research Methods*, London: Continuum.
- Goodwin, H. (2002). Local Community Involvement in Tourism Around National Parks: Opportunities and Constraints. *Current Issues in Tourism*, 5(3&4), 338–360.
- Goodwin, H. (2007). Indigenous Tourism and Poverty Reduction. In R. Butler and T. Hinch (Eds.), *Tourism and Indigenous Peoples* (84–94). Oxford: Butterworth-Heinemann.
- Goeldner, C. R. and Ritchie, J. R. B (2003) *Tourism: principles, Practices, Philosophies (9th ed)*, New Jersey: John Wiley and Son.
- Golembski, G., and Olszewski, M. (2010). The Spas of Salt Mine Bochnia. A Polish case. In K. Weiermair, P. Keller, H. Pechlaner, and F. Go (Eds.), *Innovation*

- and entrepreneurship. Strategies and processes for success in tourism* (pp. 135-149).
- Goulding, P. and Gunn, G. (2000). A supply side study of tourism seasonality: a case study of tourism businesses in the Scottish Borders. *Proceedings of the 9th Annual CHME Hospitality Research Conference. University of Huddersfield*, 361-369
- Goulding, J. P., Baum, G. T., and Morrison, J. A. (2005). Seasonal Trading and Lifestyle Motivation. *Journal of Quality Assurance in Hospitality and Tourism*, 5(2-4), 209-238.
- Government of Botswana. (2007). *Community-Based Natural Resource Management Policy*. Gaborone, Botswana: Government Printer.
- Gunn, C. A. (1988). *Tourism planning* (2nd ed.). New York: Taylor and Francis.
- Habbershon, T. G. and Astrachan, J. H. (1997). Perceptions are Reality: How Family Meetings Lead to Collective Action. *Family Business Review*, 10(1), 37-52
- Habbershon, T. G. and Astrachan, J. H. (1997). Perceptions are Reality: How Family Meetings Lead to Collective Action. *Family Business Review*, 10(1), 37-52
- Haber, S., and Reichel, A. (2005). Identifying Performance Measures of Small Ventures The Case of the Tourism Industry. *Journal of Small Business Management*, 43(3), 257–286.
- Haksever, C. (1996). Total Quality Management in Small Business Environment. *Business Horizons*, 39(2), 33-40
- Halpern, N. (2007). *Accessibility and Seasonality of Tourism in the Geiranger/Trollstigen Area*. Working Report M 0705, ISSN 0803- 9259.
- Hall, C. M. (1999). Rethinking Collaboration and Partnership: A Public Policy Perspective. In B. Bramwell and B. Lane (Eds.), *Tourism Collaboration and Partnerships: Politics, Practice and Sustainability* (pp. 143–158). Clevedon: Channel View Publications.
- Hall, C. M. (2000). *Tourism planning: Policies, processes and relationships*. Harlow, Prentice Hall.
- Hammerseley, M. and Atkinson, P. (1995). *Ethnography: Principles in Practice*, 2nd Edition, London: Routledge
- Hampton, M. P. (2005). Heritage, Local Communities and Economic Development. *Annals of Tourism Research*, 32(3), 735–759.

- Hamzah, A. and Hampton, P. M. (2013). Resilience and Non-Linear Change in Island Tourism, *Tourism Geographies: An International Journal of Tourism Space, Place and Environment*, 15(1), 43- 67.
- Harrison, D. and Schipani, S. (2007). Lao Tourism and Poverty Alleviation: Community-Based Tourism and the Private Sector. *Current Issues in Tourism*, 10(2-3), 194-230
- Hartmann, R. (1986). Tourism, Seasonality and Social Change. *Leisure Studies*, 5, 25–33
- Hawkins, D. E. and Mann, S. (2007). The World Bank's Role in Tourism Development. *Annals of Tourism Research*, 34(2), 348–363.
- Henderson, K., and Bialeschki, D. (2002). *Evaluating Leisure Services: Making Enlightened Decisions*. 2nd Ed. Venture, State College, PA.
- Hesse-Biber, S. (2010). Qualitative Approaches to Mixed Methods Practice. *Qualitative Inquiry*, 16(6), 455–468.
- Hjalager, A. M. and Andersen, S. (2001). Tourism Employment: Contingent Work or Professional Career? *Employee Relations*, 23(2), 115-129 .
- Hospitality Training Foundation (2001). *Labour Market Review for the Hospitality Industry*. HtF, London.
- Howe, K. R. (1988). Against the Quantitative-Qualitative Incompatibility Thesis or, Dogmas Die Hard. *Educational Researcher*, 17, 10–16.
- Hudson, S., and Cross, P. (2005). Winter Sports Destinations: Dealing With Seasonality. In: Higham, J. (Ed.), *Sport Tourism Destinations, Issues, Opportunities and Analysis*. Elsevier/Butterworth-Heinemann, England, pp. 188–204.
- Hudson, S., and Gilbert, (2006). The Internet and Small Hospitality Business: B & B Marketing In Canada. *Journal of Hospitality and Leisure Marketing*, 14(1), 99-116
- Hudson, S. and Lang, N. (2002). A Destination Case Study of Marketing Tourism Online: Banff, Canada. *Journal of Vacation Marketing*, 8(2), 155-165.
- Ibrahim, A. B., Soufani, K., and Lam, J. (2001). A Study of Succession in a Family Firm. *Family Business Review*, 14, 245-258.
- Ibrahim, A. B. and Ellis, W. H. (2004). *Family Business Management: Conflict and Practice*. 2nd Ed. Dubuque, IA: Kendall// Hunt

- Ioannides, D., and Petersen, T., (2003). Tourism 'Non-Entrepreneurship' in Peripheral Destinations: A Case Study of Small and Medium Tourism Enterprises on Bornholm, Denmark, *Tourism Geographies: An International Journal of Tourism Space, Place and Environment*, 5(4), 408-435
- Inskeep, E. (1991). *Tourism Planning, An Integrated And Sustainable Development Approach*. New York: Van Nostrand Reinhold
- Iranlu, M. E. (2004a). The Potential for Cruise Tourism in Kenya. *Anatolia: An International Journal of Tourism and Hospitality Research*, 15(1), 69-86
- Iranlu, M. E. (2004). The Role of Tourism in the Conservation of Cultural Heritage in Kenya. *Asia Pacific Journal of Tourism Research*, 9(2), 133-150.
- Iwara, E. E., Ukwayi J. K., and Eja, F. O. (2012). Success Factors Determining Nigeria as a Tourist Destination. *Journal of Emerging Trends in Educational Research and Policy Studies*, 3(4), 426-432.
- Jaafar, M., Abdul-Aziz, A. R., Maideen, S. A., and Mohd, S. Z., (2011). Entrepreneurship in the Tourism Industry: Issues in Developing Countries. *International Journal of Hospitality Management*, 30, 827-835.
- Jaafar, M., Abdul Aziz, R. A., and Sukarno, M. Z. S. (2012). Tourism Marketing: An Overview of Small and Medium Budget Hotels (SMBHs). *Asia Pacific Journal of Tourism Research*, 17(1), 1-13
- Jang, S. S. (2004). Mitigating Tourism Seasonality. *Annals of Tourism Research*, 31(4), 819-836.
- Jani, D. and Han, H. (2011). Investigating the Key Factors Affecting Behavioural Intentions Evidence from a Full-Service Restaurant Setting. *International Journal of Contemporary Hospitality Management*, 23(7), 1000-1018
- Jamal, T., and Getz, D. (1995). Collaboration Theory and Community Tourism Planning. *Annals of Tourism Research*, 22(1), 186-204.
- Jameson, S. (2000). Recruitment and Training in Small Firms, *Journal of European Industrial Training*, 24(1), 43-49.
- Jennings, G. (2010). *Tourism Research* (2nd ed.). Milton: John Wiley and Sons Australia.
- Johannesen, A. B. and Skonhøft, A. (2005). Tourism, Poaching and Wildlife Conservation: What can Integrate Conservation and Development Projects Accomplish? *Resource and Energy Economics*, 27, 208-226.

- Johnson, J. M. (2002). In-depth interviewing. In Gubrium, J.F. and Holstein, J.A. (eds.) *Handbook of Interview Research: Context and Method*, Thousand Oaks, CA: Sage Publications, 103-119.
- Johnson, P. A. (2010). Realizing Rural Community-Based Tourism Development: Prospects for Social Economy Enterprises. *Journal of Rural and Community Development*, 5(1), 150-162.
- Jung, S. and Yoon, H. H. (2011). The Effects of Nonverbal Communication of Employees in the Family Restaurant upon Customers' Emotional Responses and Customer Satisfaction. *International Journal of Hospitality Management*, 30, 542–550.
- Jung, S. and Yoon, H. H. (2013). Do Employees' Satisfied Customers Respond with a Satisfactory Relationship? The Effects of Employees' Satisfaction on Customers' Satisfaction and Loyalty in a Family Restaurant. *International Journal of Hospitality Management*, 34, 1– 8.
- Kalisch, A. (2001). *Tourism as Fair Trade: NGO Perspectives*. London, England: Tourism Concern.
- Kandampully, J. Juwaheer, D. T. and Hu, H. (2011). The Influence of a Hotel Firm's Quality of Service and Image and Its Effect on Tourism Customer Loyalty. *International Journal of Hospitality and Tourism Administration*, 12(1), 21-42.
- Karanasios, S., and Burgess, S. (2008). Tourism and Internet Adoption: A Developing World Perspective. *International Journal of Tourism Research*, 10(2), 169-182.
- Kastenholz, E., and de Almeida, L. A. (2008). Seasonality in Rural Tourism: The Case of North Portugal. *Tourism Review*, 63(2), 5-15.
- Kastenholz, E., and Rodrigues, A. (2007). Discussing the Potential Benefits of Hiking Tourism in Portugal: An Exploratory Study of the Market Profile and its Expenditure Levels. *Anatolia*, 8, 5–22.
- Kaye, S. A. (2005). A War of Words: Language and Conflict in the Middle East. *Journal of the American Oriental Society*, 125(3), 447-448.
- Keep, E. and Mayhew, K. (1999). *The Leisure Sector*. Sudbury, DfEE.
- Kennedy, E. and Deegan, J. (2001). Seasonality in Irish tourism, 1973–1995. In T. Baum, and S. Lundtorp (Eds.), *Seasonality in Tourism* (51–74). Amsterdam: Pergamon.

- Kenya Wildlife Service (Kws) (2010). *Kenya Wildlife Service Strategic Plan 2008-2012*. Nairobi. Kws.
- Kenya Institute for Public Policy Research and Analysis (KIPPRA) (2013). Kenya Economic Report.
- Kibicho, W. (2003). Community Tourism: A Lesson from Kenya's Coastal Region, *Journal of Vacation Marketing*, 10 (1), 33-42.
- Kibicho, W. (2008). Community-Based Tourism: A Factor-Cluster Segmentation Approach. *Journal of Sustainable Tourism*, 16(2), 211-231.
- King, R. and Dinkoksung, S. (2013). Ban Pa-Ao, Pro-Poor Tourism and Uneven Development. *Tourism Geographies: An International Journal Of Tourism Space, Place and Environment*, DOI: 10.1080/14616688.2013.865071.
- KNBS, (2010) Kenya National Bureau of Statistics Economic Survey (Nairobi: Government Printer).
- Koens, K. (2012). Competition, Cooperation and Collaboration; Business Relations and Power in Township Tourism. In Frenzel, F, Koens, K and Steinbrink, M, (Eds.), *Slum Tourism: Poverty, Power and Ethics*. Routledge, London, 83–100.
- Koenig-Lewis, N. and Bischoff, E. E. (2010). Developing Effective Strategies for Tackling Seasonality in the Tourism Industry. *Tourism and Hospitality Planning and Development*, 7(4), 395-413.
- Koh, K. Y., and Hatten, T. S. (2002). The tourism entrepreneur. *International Journal of Hospitality and Tourism Administration*, 3(1), 21-48.
- Kontogeorgopoulos, N. (2005). Community-Based Ecotourism in Phuket and Ao Phangnga, Thailand: Partial Victories and Bittersweet Remedies. *Journal of Sustainable Tourism*, 13(1), 4–23.
- Kontogeorgopoulos, N., Churyen, N. and Duangsaeng, V. (2015). Homestay Tourism and the Commercialization of the Rural Home in Thailand, *Asia Pacific Journal of Tourism Research*, 20(1), 29-50,
- Kumar, R. (2006). *Research Methodology: A Step-by-Step Guide for Beginners*. Sage Publications, London, Thousand Oaks.
- Ladkin, A., and Bertramini, A. M. (2002). Collaborative Tourism Planning: A Case Study of Cusco, Peru. *Current Issues in Tourism*, 5(2), 71–93.

- Lansberg, I. and Astrachan, J. H. (1994). Influence of Family Relationships on Succession Planning and Training: The Importance of Mediating Factors. *Family Business Review*, 7, 39-59.
- Lamsfus, C., Alzua, A., Martin, D. and Smithers, T. (2011). An Evaluation of a Contextual Computing Approach to Visitor Information Systems: Information and Communication Technologies in Tourism 2011. *Proceedings of the International Conference in Innsbruck, Austria, 2012, Springer, Vienna*, 179-190.
- Lao PDR Country Report (2005). *Lao PDR Country Report*. Prepared by LNTA for UNESCAP.
- Le Breton-Miller, I., Miller, D., and Steier, L. P. (2004). Toward An Integrative Model of Effective FOB Succession. *Entrepreneurship Theory and Practice*, 28, 305-328.
- Lee, S., Kim, G. W. and Kim, J. H. (2006). The Impact of Co-Branding on Post-Purchase Behaviours in Family Restaurants. *International Journal of Hospitality Management*, 25, 245–261.
- Lee, S. Y., Reynolds, J. S., Kennon, L. R. (2003). Bed and Breakfast Industries: Successful Marketing Strategies. *Journal of Travel and Tourism Marketing*, 14 (1), 37–53.
- Lee, J, and Li, H. (2009). *Wealth Doesn't Last 3 Generations: How Family Businesses Can Maintain Prosperity*. World Scientific.
- Leong, C. C. (2000). Marketing Practices and Internet Marketing: A Study of Hotels in Singapore. *Journal of Vacation Marketing*, 7(2), 179-187.
- Leon-Guerrero, A. Y., McCann III, J. E. and Haley, J. D., (1998). A Study of Practice Utilization in Family Businesses. *Family Business Review*, 11(2), 107–20.
- Li, W. (2005). Community Decision-Making: Participation in Development. *Annals of Tourism Research*, 33(1), 132-143.
- Li, W. (2006). Community Decision-Making: Participation in Development. *Annals of Tourism Research*, 33(1), 132–143.
- Li, Y., Miao, L., Zhaoc, X. and Lehtod, X. (2013). When Family Rooms Become Guest Lounges: Work–Family Balance of B&B Innkeepers. *International Journal of Hospitality Management*, 34, 138–149.

- Lituchy, T. and Rail, A. (2000). Bed and Breakfasts, Small inns, and the Internet: The Impact of Technology in the Globalization Small Businesses. *Journal of International Marketing*, 8(2), 86-97.
- Liu, A., and Wall, G. (2006). Planning Tourism Employment: A Developing Country Perspective. *Tourism Management*, 27(1), 159-170.
- Liu, A. and Liu, J. H. (2008). Tourism Employment Issues in Malaysia. *Journal of Human Resources in Hospitality and Tourism*, 7(2), 163-179,
- Lofland, J. and Lofland, L. H. (1995). *Analysing Social Settings*, 3rd Edition, Belmont, CA: Wadsworth
- López-Guzmán, T., Borges, O., and Hernandez-Merino, M. (2013). Analysis of Community- Based Tourism in Cape Verde. A Study on the Island of São Vicente, *Anatolia: An International Journal of Tourism and Hospitality Research*, 24(2), 129-143.
- Lubetkin, M. (1999). Bed and Breakfast: Advertising and Promotion. *Cornell and Restaurant Administration Quarterly*, 40 (4), 84–90.
- Lundtorp, S., Rassing, C. R. and Wanhill, S. R. C. (1999). The off-season is” no season”: the case of the Danish island of Bornholm. *Tourism Economics*, 5(1), 49–68.
- Lynch, P. A., (2005). The Commercial Home Enterprise and Host: A United Kingdom Perspective. *International Journal of Hospitality Management*, 24(4), 533-553.
- Manning R. E. and Powers L. A. (1984). Peak and Off-Peak Use: Redistributing the Outdoor Recreation/Tourism Load. *Journal of Travel Research*, 23(2), 25–31.
- Manyara, G., and Jones, E. (2005). Policy Options for the Development of an Indigenous Tourism-SME Sector in Kenya. In E. Jones and C. Haven (Eds) *Tourism-SMES, Service Quality and Destination Competitiveness: International Perspectives* (pp. 59–72). London: CABI.
- Manyara, G., Jones, E., and Botterill, D. (2006). Tourism and Poverty Reduction: The Case for Indigenous Enterprise Development in Kenya. *Tourism, Culture and Communication*, 7 (1), 19–38.
- Manyara, G., and Jones, E. (2007). Community Based Tourism Enterprises Development in Kenya: An Exploration of Their Potential as Avenues of Poverty Alleviation. *Journal of Sustainable Tourism*, 15(6), 628–644.

- Marguba, L. B. (2006). Wildlife Resources and Ecotourism and the Challenges of Sustainable Development in Nigeria, Forestry at Crossroads in Nigeria. *Proceedings of the 31st Annual Conference of the Forestry Association of Nigeria*,
- Marshall and Rossman, (1995). *Designing Qualitative Research*. 2nd Edition, SAGE, Thousand Oak, London.
- Mathieson, A. and Wall, G. (1982). *Tourism Economic, Physical and Social Impacts* Harlow: Longman.
- Matthew, B. and Ross, L. (2010). *Research Methods: A Practical Guide for the Social Sciences*. United Kingdom: University of Birmingham, Pearson Education Limited.
- Mbaiwa, J. (2005). Enclave Tourism and Its Socio-Economic Impacts in the Okavango Delta, Botswana. *Tourism Management*, 26(2), 157-172.
- McDowall, S. and Wang, Y. (2009). An Analysis of International Tourism Development in Thailand: 1994–2007. *Asia Pacific Journal of Tourism Research*, 14(4), 351-370.
- McGehee, N. G., Lee, S., O'Bannon, T. L. and 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.
- McKercher, B., and Robbins, B., (1998). Business Development Issues Affecting Nature Based Tourism Operators in Australia. *Journal of Sustainable Tourism*, 6(2), 173–188.
- McPherson, A. M. (1999). *Micro and Small-Scale Enterprises in Zimbabwe: Results of a Country-Wide Survey*. GEMINI Technical Report 25.
- Mclanahan, S., and Casper, L. (1995). Growing Diversity and Inequality in the American Family. In Farley, R. (Eds.), *State of the Union America in the 1990s*, (pp. 1-45). Volume Two: Social Trends. New York: Sage Publications.
- Medina, L. K. (2003). Commoditizing Culture: Tourism and Maya Identity. *Annals of Tourism Research*, 30(2), 353-368.
- Mendonsa, E. (1983). Tourism and Income Strategies in Nazare. Portugal. *Annals of Tourism Research*, 10(2), 213-238.
- Mexican Government Tourism Office (2000). *Mexican tourism statistics*. Web site statistics. New York.

- Mitchell, R. K., Agle, B. R., and Wood, D. J. (1997). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *Academy of Management Review*, 22(4), 853–886.
- Mitchell, J. and Ashley, C. (2009). *Tourism and Poverty Reduction: Pathways to Prosperity*. Abingdon: Routledge/Earthscan.
- Mandl, L. (2004). Business Transfers and Successions in Austria', *Paper Presented to ISBE Research and Policy Conference, Teesside University, 2–4 November*
- Mograbi, J., and Rogerson, C. (2007). Maximizing the Local Pro-Poor Impacts of Dive Tourism: Sodwana Bay, South Africa. *Urban Forum*, 18(2), 85-104
- Molera, L., and Albaladejo-Pina, I. P. (2007). Profiling Segments of Tourists in Rural Areas of South-Eastern Spain. *Tourism Management*, 28(3), 757-767.
- Monisola, A. T. (2012). Harnessing Tourism Potentials for Sustainable Development: A Case of Owu Water Falls in Nigeria. *Journal of Sustainable Development in Africa*, 14(1), 119-133.
- Morrison, A. J. and King, B. E. M. (2002). Small Tourism Businesses and E-Commerce: Victorian Tourism Online. *Tourism and Hospitality Research*, 4 (2), 104-115.
- Morrison, A. J., and Teixeira, R. (2004). Small Business Performance: A Tourism Sector Focus. *Journal of Small Business and Enterprise Development*, 11(2), 166–173.
- Moscardo, G. (2008). Community Capacity Building: An Emerging Challenge for Tourism Development. In G. Moscardo (Ed.), *Building Community Capacity for Tourism Development* (Pp. 1e15). Oxford: CABI.
- Mosse, D. (2004). Is Good Policy Unimplementable? Reflections on the Ethnography of aid Policy and Practice. *Development and Change*, 35(4), 639-671.
- Mostafanezhad, M. (2013). The Geography of Compassion in Volunteer Tourism. *Tourism Geographies*, 15(2), 318–337.
- Murphy, P. E. (1985). *Tourism: A Community Approach*. London, England: Methuen.
- Murphy, P. E. (1994). Tourism and Sustainable Development. In W. Theobald (Ed.), *Global Tourism The Next Decade*. Oxford: Butterworth-Heinemann.

- Murphy, C. (2003). Community Tourism in Kuene: A Review of Five Case Studies for the WILD Project Directorate of Environmental Affairs. Wildlife Integration for Livelihood Diversification (WILD). *Research Discussion Paper No. 64. Windhoek, Namibia: Ministry of Environment and Tourism.*
- Murphy, P. E. and Murphy, A. E. (2004). *Strategic Management for Tourism Communities: Bridging The Gaps.* Clevedon: Channel View Books.
- Mykletun, R. J., Crotts, J. C., and Mykletun, A. (2001). Positioning an Island Destination in the Peripheral Area of the Baltics: A Flexible Approach to Market Segmentation. *Tourism Management*, 22(5), 493-500.
- Nigeria Tourism Development Cooperation, (2010). *The Tourists Attractions of Nigeria, Abuja.* Saxon Publishers.
- Nkambwe, M. (1985). International Tourism in Nigeria, *Canadian Journal of African Studies*, 19(1), 193–204.
- Noble, M., Ratcliffe, A., and Wright, G. (2004). *Conceptualising, Defining and Measuring Poverty in South Africa: An Argument for a Consensual Approach.* University of Oxford Press.
- Novelli, M. and Gebhardt, K. (2007). Community Based Tourism in Namibia: ‘Reality Show’ or ‘Window Dressing’?. *Current Issues in Tourism*, 10(5), 443-479.
- Nuntsu, N., Tassiopoulos, D., and Haydam, N. D. (2004). The Bed and Breakfast Market of Buffalo City (BC), South Africa: Present Status, Constraints and Success Factors. *Tourism Management*, 25, 515–522.
- Nwahia, O. C., Omonona, B. T., Onyeabor .E .N and Balogun .O. S. (2012). An Analysis of the Effect of Obudu Community Participation in Ecotourism on Poverty. *Journal of Economics and Sustainable Development*, 3(8), 25-36.
- Oji, K. O. (2005). *Transformation of Micro-Finance Schemes from Subsistence Living to Small-Scale Enterprises in Nigeria: Analysis of Policies for Integration of Science and Technology Into the Clients' Activities*, Research Report Submitted to the United Nations Educational, Scientific, and Cultural Organization (UNESCO), Nairobi.
- Okech, R. N. (2007). Effective Utilization of Human Resources in Kenya: Case of Tourism Entrepreneurial Opportunities. *Journal of Human Resources in Hospitality and Tourism*, 6(2), 43-57.

- Omonona, B. (2010). Quantitative Analysis of Rural Poverty in Nigeria. IFPRI-Abuja International Food Policy Research Institute. Brief No. 17
- Page, S. J., Forber, P., and Lawton, G. R., (1999). Small Business Development and Tourism. *Terra Incognita? Tourism Management*, 20, 435–459.
- Page, S. (2001). Gateways, Hubs and Transport Interconnections in Southeast Asia: Implications for Tourism Development in the Twenty-First Century. In Teo, P., Chang T.C. and Ho K.C. (Eds.) *Interconnected Worlds: Tourism in Southeast Asia*, UK: Elsevier Science Ltd., 84-99.
- Page, S. J., and Dowling, R. K. (2002). *Ecotourism*. Harlow, England: Pearson Education Limited.
- Papadakis, V. Lioukas, S. and Chambers, D. (1998). Strategic Decision Making Processes: The Role of Management and Context. *Strategic Management Journal*, 9, 115-132.
- Park, D. B., and Yoon, Y. S. (2009). Segmentation by Motivation in Rural Tourism: A Korean Case Study. *Tourism Management*, 30, 99-108.
- Patton, M. Q. (2002). *Qualitative Research and Evaluation Methods*, pp. 40-41, SAGE Publications, Inc.
- Pegg, S., Patterson, I., and Gariddo, V. P. (2012). The Impact of Seasonality on Tourism and Hospitality Operations in the Alpine Region of New South Wales, Australia. *International Journal of Hospitality Management*, 31, 659–666.
- Pernecky, T., and Jamal, T. (2010). Phenomenology in Tourism Studies. *Annals of Tourism Studies*, 37(4), 1055-1075.
- Peter, M. (2005). Succession in Tourism Family Business: The Motivation of Succeeding Family Members. *Tourism Review*, 60 (4), 12-18.
- Peters, M., and Buhalis, D. (2004). Family Hotel Businesses: Strategic Planning and the Need for Education and Training. *Education + Training*, 46(8/9), 406–415.
- Petrou, A., Pantziou, F. E., Dimara, E., and Skuras, D. (2007). Resources and Activities Complementarities: The Role of Business Networks in the Provision of Integrated Rural Tourism. *Tourism Geographies: An International Journal of Tourism Space, Place and Environment*, 9(4), 421-440

- Pickard, L. (1999). *Family Business; United We Stand, Divided We Fall*. Scottsdale, Az: Arant Courier Press.
- Pirie, G. (2007). Urban Tourism in Cape Town. In Rogerson, CM and Visser, G (Eds.), *Urban Tourism in the Developing World: The South African Experience*. Transaction Publishers, London. pp. 223–45.
- Polo-Peña, I., Frías-Jamilena, D. M., and Rodríguez-Molina, M. A. (2012). Marketing Practices in the Spanish Rural Tourism Sector and Their Contribution to Business Outcomes. *Entrepreneurship and Regional Development: An International Journal*, 24 (7–8), 503–521.
- Ramzi, M. A and Mohamed, B. (2010). Customer Loyalty and the Impacts of Service Quality: The Case of Five Star Hotels in Jordan. *International Journal of Human and Social Sciences*, 5(13), 886-892.
- Rappaport, J. (1984). Studies in Empowerment. *Prevention in Human Services*, 3(2-3), 1-7.
- Rappaport, J. (1987). Terms of Empowerment/Exemplars of Prevention: Toward a Theory for Community Psychology. *American Journal of Community Psychology*, 15(2), 121-148
- Razzaq, A., Hadi, M., Mustafa, M., Hamzah, A., Khalifah, Z. and Mohamad, N. (2011). Local Community Participation in Homestay Program Development in Malaysia. *Journal of Modern Accounting and Auditing*, 7(12), 1418–1429.
- Richards, G. and Hall, D. (2000). *Tourism and Sustainable Community Development*. London, Routledge.
- Riley, R. W., and Love, L. I. (2000). The State of Qualitative Tourism Research. *Annals of Tourism Research*, 27(1), 164-187.
- Ritchie, J. R. B., and Crouch G. I. (2003). *The Competitive Destination: A Sustainable Tourism Perspective*. Wallingford, UK: CABI Publishing.
- Ritchie, J. and Lewis, J. (2003). *Qualitative Research Practice: A Guide for Social Science Students and Researchers*. London, SAGE.
- Riessman, C. (1993). *Narrative Analysis*, Newbury Park, CA: SAGE
- Robson, C. (2002). *Real World Research*, 2nd Edition, Oxford: Blackwell.
- Rocharungsat, P. (2008). Community-Based Tourism in Asia. In G. Moscardo (Ed.), *Building Community Capacity for Tourism Development* (Pp. 60-74). Oxford: CABI.

- Rogerson, C. M. (2008). Shared Growth in Urban Tourism: Evidence From Soweto, South Africa. *Urban Forum*, 19(4), 395-411.
- Rogerson, C. M. (2007). Supporting Small Firm Development in Tourism South Africa's Tourism Enterprise Programme. *Entrepreneurship and Innovation*, 8(1), 6-14.
- Rowley, T. J. (1997). Moving beyond dyadic ties: A network theory of stakeholder influences. *Academy of Management Review*, 22(4), 887-910.
- Rogerson, C. M. (2002). Tourism, Small Enterprise Development and Empowerment in Post-Apartheid South Africa. University of the Witwatersrand, WITS.
- Rusko, R., Kylänen, M., and Saari, R. (2009). Supply Chain in Tourism Destinations. The Case of Levi Resort In Finnish Lapland. *International Journal of Tourism Research*, 11(1), 71-87.
- Russell, B., (1996). Innovation in small Irish tourism businesses. In: Thomas, R., Shacklock, R. (Eds.), *Spring Symposium Proceedings of International Association of Hotel Management Schools*. Leeds Metropolitan University, 116-120.
- Russell, R., and Faulkner, B. (1999). Movers and Shakers: Chaos Makers in Tourism Development. *Tourism Management*, 20(4), 411-423.
- Russell, R., and Faulkner, B. (2004). Entrepreneurship, Chaos and the Tourism Area Lifecycle. *Annals of Tourism Research*, 31(3), 556-579.
- Ryan, C. (2010). Ways of Conceptualizing the Tourist Experience. A Review of Literatures. *Tourism Recreation Research*, 35(11), 37-46.
- SANParks, (2009). Annual Report 2008/9. SANParks, Groenkloof, Pretoria.
- Sander, F. E. A. and Bordone, R. C. (2006). *All In Family: Management Business Disputes with Relatives*: Boston, M. A: Havard Business School publishing corporation.
- Satarat, N. (2010). *Sustainable management of community-based tourism in Thailand (Unpublished doctoral dissertation)*. School of Public Administration, National Institute of Development Administration, Bangkok, Thailand.
- Savage, G. T., Blair, J. D., and Sorenson, R. L. (1989). Consider Both Relationships and Substance When Negotiating Strategically. *The Academy of Management Executive*, 3, 37- 48.

- Scheyvens, R. (1999). Ecotourism and the Empowerment of Local Communities. *Tourism Management*, 20, 245–249.
- Scheyvens, R. (2002). *Tourism for development: Empowering communities*. Harlow: Prentice Hall.
- Scheyvens, R. (2003). Local Involvement in Managing Tourism. In S. Singh, D.J. Timothy and R.K. Dowling (Eds.), *Tourism in Destination Communities*. Wallingford: CABI.
- Scheyvens, R. (2007). Exploring the Tourism Poverty Nexus. *Current Issues in Tourism*, 10(2&3), 231–254.
- Scheyvens, R. (2008). Pro-poor Tourism: Is There Value Beyond the Rhetoric? *Tourism Recreation Research*, 34(2), 191-196.
- Scheyvens, R. (2010). *Tourism and poverty*. New York: Routledge.
- Schiffman, L. G., and Kanuk, L. L., (1978). *Consumer Behaviour*. Englewood Cliffs, NJ: Prentice-Hall.
- Sebele, S. L. (2010). Community-Based Tourism Ventures, Benefits and Challenges: Khama Rhino Sanctuary Trust, Central District, Botswana. *Tourism Management*, 31, 136–146.
- Set, K. (2013). Tourism Small and Medium Enterprises (TSMEs) in Malaysia. *International Journal of Business and Social Science*, 4 (16), 58-66
- Sharpley, R. (2009). Tourism and Development Challenges in the Least Developed Countries: The Case of the Gambia. *Current Issues in Tourism*, 12(4), 337-358.
- Shaw, G., and Williams, A. M., (2004). From Lifestyle Consumption to Lifestyle Production: Changing Patterns of Tourism Entrepreneurship. In R. Thomas (Ed.), *Small Firms In Tourism: International Perspectives* (99–114). London: Elsevier.
- Sharma, P., Chrisman, J., and Chua, J. (1996). *A Review and Annotated Bibliography of Family Business Studies*. Kluwer:Boston.
- Shaw, G., and Williams, A. M., (1990). Tourism, economic development and the role of entrepreneurial activity. In: *Progress in Tourism, Recreation, and Hospitality Management*, Ed. C. P. Cooper, pp. 67–81. London: John Wiley and Sons

- Shepherd, D. A., and Zacharakis, A. (2000). Structuring Family Business Succession: An Analysis of the Future Leader's Decision Making. *Entrepreneurship Theory and Practice*, 24(4), 25-39.
- Sherifat, O. Y. (2013). Gender Differentials in Factors Affecting Performance of Small-Scale Enterprises in Lagos State in Nigeria. *Innovative Issues and Approaches in Social Sciences*, 6 (2), 12-139
- Silverman, D. (2000). Analysing Conversation. In C. Seal (Ed.), *Researching Society and Culture*, London: SAGE.
- Silverman, D. (2001). *Interpreting Qualitative Data: Methods for Analysing Talk, Text and Interaction*, 2nd Edition, London, SAGE.
- Sindiga, I. (1999). Alternative Tourism and Sustainable Development In Kenya. *Journal of Sustainable Development* 37, 21–29.
- Singh, T. (2007). Mountain Resort Planning and Development in an Era of Globalization. *Annals of Tourism Research*, 34, 1090–1091.
- Simpson, C. M. (2008). Community Benefit Tourism Initiatives: A Conceptual Oxymoron?. *Tourism Management*, 29, 1–18
- Smith, J. L. S. (2010). *Practical Tourism Research*. United Kingdom.: Cambridge University Press, Cambridge.
- Snepenger, D., Houser, B. and Snepenger, N. (1990). Seasonality of demand. *Annals of Tourism Research*, 17(4), 628-630.
- Sofield, T. H. B. (2003). *Empowerment for Sustainable Tourism Development*. Kidlington, Oxford: Elsevier Science
- South Africa, (2013). 2013 Annual Tourism Performance Report. Volume 8. Strategic Research Unit, September 2014
- Stake, R. E. (2000). Case studies. In Norman K. Denzin and Yvonna S. Lincoln (Eds.), *Handbook of qualitative research* (pp.435-453). Thousand Oaks: Sage.
- Standing, C. and Vasudavan, T. (2000). The Impact of Internet on Travel Industry in Australia, *Tourism Recreation Research*, 25(3), 45-54.
- Strauss, A. L. and Corbin, J. (1998). *Basics of Qualitative Research: Grounded Theory Procedures and Techniques*, 2nd Edition, Thousand Oak, CA; SAGE
- Strickland-Munro, J. K, Moore, S. A. and Freitag-Ronaldson, S. (2010). The Impacts of Tourism on Two Communities Adjacent to the Kruger National Park, South Africa. *Development Southern Africa*, 27, 663–678.

- Stone, S. L. and Stone, M. T. (2011). Community-Based Tourism Enterprises: Challenges and Prospects for Community Participation; Khama Rhino Sanctuary Trust, Botswana. *Journal of Sustainable Tourism*, 19(1), 97-114.
- Stronza, A. and Gordillo, J. (2008). Community Views of Ecotourism. *Annals of Tourism Research*, 35(2), 448-468.
- Suansri, P. (2003). *Community Based Tourism Handbook*. Responsible Ecological Social Tours (REST) Project, Thailand.
- Suntikul, W., Bauer, T. and Song, H. (2009). Pro-poor Tourism Development in Viengxay, Laos: Current State and Future Prospects. *Asia Pacific Journal of Tourism Research*, 14(2), 153-168.
- Suriya, K. (2010). Impact of Community-Based Tourism in a Village Economy in Thailand: An Analysis With VCGE Model. *Paper presented at EcoMod2010.conference*, Istanbul, Turkey.
- Szivas, E. (2001). Entrance into Tourism Entrepreneurship: A UK Case Study. *Tourism and Hospitality Research*, 3(2), 163-172.
- Teddlie, C. and Yu, F. (2007). Mixed Methods Sampling: A Typology With Examples. *Journal of Mixed Methods Research*, 1(1), 77-100.
- Telfer, R., and Sharpley, D. (2008). *Tourism and Development in the Developing World*. TJ International Ltd, Padstow, Cornwall, Uk.
- Thomas, R., Lashley, C., Rowson, B., Xie, G., Jameson, S., Eaglen, A., Lincoln, G. and Parsons, D. (2000) *The National Survey of Small Tourism and Hospitality Firms: 2000 Skills Demand and Training Practices*, Leeds, Centre for the Study of Small Tourism and Hospitality Firms, Leeds Metropolitan University.
- Thomas, R. (2007). Book Review: Tourism SMES, Service Quality and Destination Competitiveness. *Tourism Management*, 28, 933-934.
- Thomas, C., Gill, A., and Hartmann, R. (2006). *Mountain Resort Planning and Development in an Era of Globalization*. New York: Cognizant Communication.
- Thomas, R., Shaw, G. and Page, J. S. (2012). Understanding small firms in tourism: A perspective on research trends and challenges. *Tourism Management*, 32, 963-976.
- Thompson, P. (2000). *The Voice of the Past: Oral History*, 2nd Edition, Oxford: Oxford University Press.

- Torres, R., and Momsen, J. (2005). Planned Tourism Development in Quintana Roo, Mexico: Engine for Regional Development or Prescription for Inequitable Growth? *Current Issues in Tourism*, 8(4), 259-285.
- Tosun, C. (2000). Limits to community participation in the tourism development process in developing countries. *Tourism Management*, 21(6), 613–633.
- Tosun, C. (2005). Stages in Emergence of Participatory Tourism Development Process in Developing Countries. *Geoforum*, 36(3), 333–352.
- Tosun, C., and Timothy, D. J. (2003). Arguments for Community Participation in the Tourism Development Process. *Journal of Tourism Studies*, 14(2), 2–14.
- Tourism Malaysia, (2014). Malaysia tourist Arrival by Country of Nationality April, 2014.
- Tower, C. B., Gudmundson, D., Schierstedt, S. and Hartman, E. A. (2007). Do Family Meetings Really Matter? Their Relationship to Planning and Performance Outcomes in Small Family Businesses. *Journal of Small Business Strategy*, (18)1, 85-94.
- Trejos, B. and Chiang, L. H. N. (2009). Local Economic Linkages to Community-Based Tourism in Rural Costa Rica. *Singapore Journal of Tropical Geography*, 30(3), 373-387.
- Tsiotsou, H. R and Goldsmith, E. R. (2012). *Strategic Marketing in Tourism Services*. 1st Edition, Emerald Group Publishing Limited.
- Tyebjee, T. and Bruno, A. (1984). A Model of Venture Capitalist Investment Activity. *Management Science*, 30, 1051-1066.
- UNCTAD (2001). Tourism and Development in the Least Developed Countries, *Third UN Conference on the Least Developed Countries*, Las Palmas, Canary Islands.
- United Nations World Tourism Organization (UNWTO) (2002). Tourism and poverty alleviation. Madrid: Author.
- United Nations World Tourism Organization (UNWTO) (2004). Tourism and poverty alleviation: recommendations for action. Madrid: Author.
- Untong, A., Phuangsaichai, S., Taweelertkunthon, N. and Tejawaree, J. (2006). Income Distribution and Community-Based Tourism: Three Case Studies in Thailand. *Journal of GMS Development Studies*, 3(1), 69–81.
- United Nations World Tourism Organization (UNWTO) (2005). Tourism, Microfinance and Poverty Alleviation. Madrid: Author.

- UNWTO, (2006). *Tourism and Least Developed Countries: A Sustainable Opportunity to Reduce Poverty*. Madrid: United Nations World Tourism Organization.
- UNWTO, (2006). *Nigeria Tourism Development Master Plan: Institutional Capacity Strengthening to the Tourism Sector in Nigeria*. Executive Summary, NIR/03/002.
- UNWTO, (2014). *Global Report on Shopping*. AM Report, Volume 8.
- UNWTTC, (2014). *Economic Impact of Travel and Tourism, Thailand*.
- UNWTO, (2015). *World Tourism Barometer*. Volume 13, ISSN: 1728-9246.
- UNWTTC, (2015). *The Economic Impact of Travel and Tourism 2015*. The Authority on World Travel and Tourism.
- UNWTO, (2010). *Annual Report: Year of Recovery*.
- Urban-Econ, (2008). *SANParks: Economic Impact Assessment*. *Internal Report to SANParks*. SANParks Archive, Pretoria.
- Uriely, N., Yonay, Y., and Simchai, D. (2002). Backpacking and Tourist Experience: A Type and Form Analysis. *Annals of Tourism Research*, 10(1), 87–107.
- Ushie, M. A. (2009). Level of domestic and international patronage of Obudu Ranch Resort. *Paper Presented to University of Calabar Nigeria*.
- Vander Menoe, S. P. and Ellis, S. M. (2007). An Exploratory Study of Some of the Determinants of Harmonious Family Relationship in Small and Medium Sized Family Business. *Management Dynamics*, 16(4), 24-35
- Venter, E. Boshoff, C., and Maas, G. (2005). The Influence of Successor-Related Factors on the Succession Process in Small and Medium-Sized Family Businesses. *Family Business Review*, 18, 283-303
- Verbole, P. (2003). The Role of Education in the Management of Rural Tourism and Leisure. In D. Hall, L. Roberts, and M. Mitchell (Eds.), *New Directions in Rural Tourism* (183-193). Aldershot, England: Ashgate Publishing Limited.
- Walker, G. J., and Hinch, T. (2006). Segmenting Casino Tourists by Mode of Experience. *Annals of Tourism Research*, 33(2), 568-571.
- Walter, P. G. and Reimer, J. K. (2012). The “Ecotourism Curriculum” and Visitor Learning in Community-Based Ecotourism: Case Studies From Thailand and Cambodia. *Asia Pacific Journal of Tourism Research*, 17(5), 551–561

- Wan, K. Y. P., and Kong, H. W. (2008). An Assessment of the Business Environment for Small Tourism Ventures Development in the Gaming City of Macao. *Journal of China Tourism Research*, 4 (3-4), 297-318.
- Ward, J. L. (1987). *Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability, and Family Leadership*. San Francisco, Ca: Jossey-Bass.
- Ward, J. L. and Aronoff, C. E. (1994). How Successful Business Families Get That Way. *Nation's Business*, 42-43.
- Warren, C. (2002). Qualitative Interviewing', in Gubrium, J.F. and Holstein, J.A. (eds.) *Handbook of Interview Research: Context & Method*, Thousand Oaks, CA: Sage Publications, 83-101.
- Wang, Y., and Krakover, S. (2008). Destination Marketing: Competition, Cooperation or Competition? *International Journal of Contemporary Hospitality Management*, 20(2), 126-141.
- Wasihun, R. and Paul, I. (2011). Growth Determinants of Women-Operated Micro and Small Scale Enterprises in Addis Ababa, Ethiopia. *International Journal of Economic Development Research and Investment*, 2 (1), 57-69
- Wells, A. Venture Capital Decision Making. Ph.D. Thesis. Carnegie Mellon University, Pittsburgh, 1974.
- Wilson, L. (2007). The Family Farm Business? Insights into Family, Business and Ownership Dimensions of Open-Farms. *Leisure Studies*, 26(3), 357-374
- Wilson, S. M., and Ngige, L. W. (2005). Marriages and families in Sub-Sahara Africa. In B. Ingoldsby and S. Smith (Eds.), *Families in global and multicultural perspectives*. (pp. 247-273). Thousand Oaks, CA: Sage.
- Williams, F., and Brannigan, J. (2000). Rural Tourism: Quality, Imagery, and the Development of Competitive Advantage. In *RCS-IBG Annual Conference, University of Sussex, Brighton, 4-7 January*.
- Williams A. M. and Shaw G. (1991). *Tourism and Economic Development: Western European Experiences*. Wiley: Chichester.
- Witt, S. F., and Moutinho, L., (eds.) (1995). *Tourism Marketing and Management Handbook*. London, New York, Prentice Hall.
- Woodside, G. A. (2010). *Case Study Research: Theory, Method and Practice*. First Edition, Emerald Group Publishing Limited, Howard House, UK.

- Wyer, P. and Mason, J. (1998). An Organisational Learning Perspective to Enhancing Understanding of People Management In Small Businesses, *International Journal of Entrepreneurial Behaviour and Research*, 4(2), 112–128.
- Yang, J., Ryan, C. and Zhang, L. (2013). Social Conflict in Communities Impacted by Tourism. *Tourism Management*, 35, 82-93.
- Yin, R., (2003). *Case Study Research: Design and Methods*. (3rd Ed.). London: Sage.
- Yin, R., (2009). *Case Study Research: Design and Methods*. (4rd Ed.). London: Sage.
- Zach, F., and Racherla, P. (2011). Assessing the Value of Collaborations in Tourism Networks: A Case Study of Elkhart County, Indiana. *Journal of Travel and Tourism Marketing*, 28(1), 97-110.
- Zapata, M. J., Hall, C. M., Lindo, P. and Vanderschaeghe, M. (2011). Can Community Based Tourism Contribute to Development and Poverty Alleviation? Lessons from Nicaragua. *Current Issues in Tourism*, 14(8), 725-749.
- Zhao, W. (2009). The Nature and Roles of Small Tourism Businesses in Poverty Alleviation: Evidence from Guangxi, China. *Asia Pacific Journal of Tourism Research*, 14(2), 169-182.
- Zhao, W., and Getz, D. (2008). Characteristics and Goals of Rural Family Business Owners in Tourism and Hospitality: A Developing Country Perspective. *Tourism Recreation Research*, 33(3), 313-326.
- Zhao, W., and Ritchie, J. R. B. (2007). Tourism and Poverty Alleviation: An Integrative Research Framework. *Current Issues in Tourism*, 10(2&3), 119–143.