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 tourist 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 berasaskan keluarga memberi sumbangan besar terhadap kehidupan keluarga, kedayahidupan komuniti serta pembangunan dan dayasaing 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 luarbandar dalam konteks negara membangun. Pendekatan sedia ada dalam pemerkasaan 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 pemerkasaan 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 daripada pihak kerajaan serta agensi swasta. Data yang diperolehi dialalisa secara tematik. Kajian mendapat 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 direka bentuk 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

<table>
<thead>
<tr>
<th>CHAPTER</th>
<th>TITLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>DECLARATION</td>
<td>ii</td>
<td></td>
</tr>
<tr>
<td>DEDICATION</td>
<td>iii</td>
<td></td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>iv</td>
<td></td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>vi</td>
<td></td>
</tr>
<tr>
<td>ABSTRAK</td>
<td>vii</td>
<td></td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>viii</td>
<td></td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>xvi</td>
<td></td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xix</td>
<td></td>
</tr>
<tr>
<td>LIST OF APPENDICES</td>
<td>xx</td>
<td></td>
</tr>
</tbody>
</table>

## 1 INTRODUCTION  
1.1 Background of Research  
1.2 Statement of Problem  
1.2.1 The Need for Research  
1.3 Research Questions  
1.4 Research Objectives  
1.5 Scope of Research  
1.5.1 Scope of the Area  
1.5.2 Scope of Population  
1.5.3 Scope of Content  
1.6 Significance of Research  
1.7 Outline of Thesis  
1.8 Conclusion  

1
2 TOURISM DEVELOPMENT, FAMILY TOURISM BUSINESS AND RURAL COMMUNITIES EMPOWERMENT

2.1 Introduction

2.2 Tourism Development in Developing Countries and Rural Revitalization

2.3 Significance of Tourism Development in Rural Communities Empowerment and Revitalization in Developing Countries

2.3.1 Employment Generation

2.3.2 Income Generation and Poverty Alleviation

2.3.3 Entrepreneurial Activities/ Backward Linkages

2.3.4 Infrastructural Development

2.4 The Concept of Tourism Based Communities Empowerment

2.4.1 Dimensions of Tourism Based Communities Empowerment

2.4.1.1 Economic Empowerment in Tourism

2.4.1.2 Psychological Empowerment in Tourism

2.4.1.3 Social Empowerment in Tourism

2.4.1.4 Political Empowerment in Tourism

2.5 Stakeholders in Communities Empowerment in Tourism Destinations

2.6 Approaches to Rural Communities Empowerment and Poverty Alleviation through Tourism Development (1980 till Date)

2.6.1 Community Based Tourism (CBT)

2.6.1.1 Criticisms of Community Based Tourism

2.6.2 Pro-Poor Tourism (PPT)

2.6.2.1 Critiques and Limitations of Pro-Poor Tourism

2.6.3 Community Benefit Tourism Initiatives (CBTIs)

2.6.3.1 Critiques of Community Benefit Tourism Initiatives
2.7 Commonalities between the Family-Based Elements Of Community Based Tourism (CBT), Pro-Poor Tourism (PPT) and Community Based Tourism Benefits Initiatives (CBTIs)  
2.8 Family Business and Family Tourism Business  
2.8.1 Definition of Family Business and Family Owned Tourism Business  
2.8.2 Types of Family Owned Tourism Businesses  
2.8.3 Issues in Family System of Family Business  
2.8.3.1 Conflict Management in Family Business  
2.8.3.2 Business Decision Making in Family Business  
2.8.3.3 Family Meeting in Family Business  
2.8.4 Motivation for Starting Micro and Small Family Tourism Businesses  
2.8.5 The Role of Micro and Small Family Owned Tourism Businesses in Destination Development and Poverty Alleviation  
2.8.6 Factors Affecting the Development and Sustainability of Micro and Small Tourism Businesses  
2.8.6.1 Start-up Issues of Micro and Small Tourism Businesses  
2.8.6.2 Succession in Micro and Small Owned Tourism Businesses  
2.8.6.3 Training Issues in Micro and Small Tourism Businesses  
2.8.6.4 Ineffective Marketing and Limited Scope of Tourists Activities  
2.8.6.5 Seasonality in Tourism Destinations  
2.8.6.6 Causes of Seasonality in Tourism Destinations  
2.8.6.7 Advantages of Seasonality to Tourism Business Operators
2.8.6.8 Disadvantages of Seasonality To Tourism Business Operators

2.8.6.9 Seasonality and Micro and Small Tourism Businesses in Rural Peripheral Destinations

2.8 Conclusion

3 CASE STUDY AREA CONTEXT (OBUDU MOUNTAIN RESORT)

3.1 Introduction

3.2 Description of the Case Study Area (Obudu Mountain Resort)

3.2.1 The location and Climate of Obudu Mountain Resort

3.2.2 Obudu Mountain Resort as a Case Study of Family Owned Tourism Business in Nigeria

3.2.3 The Evolution of Obudu Mountain Resort and the Genesis of Family Owned Tourism Businesses in its Host Communities

3.2.4 Host Communities of Obudu Mountain Resort and their Population Structure

4 RESEARCH METHODOLOGY

4.1 Introduction

4.2 Qualitative Research Paradigm

4.3 Case study as the Chosen Research Strategy

4.3.1 Chosen Typology of Case Study

4.3.2 Justification of Obudu Mountain Resort as a Single Case Study

4.4 Method of Data Collection

4.4.1 Research Protocol

4.4.2 Source of Evidence in this Research

4.4.3 In-depth Interview as an Instrument
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
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implications of Research</td>
<td>221</td>
</tr>
<tr>
<td>7.4 Limitation of Research and Future Study</td>
<td>223</td>
</tr>
<tr>
<td>7.5 Conclusion</td>
<td>223</td>
</tr>
</tbody>
</table>

**REFERENCES**

Appendices A-C

255-276
## LIST OF TABLES

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

<table>
<thead>
<tr>
<th>FIGURE NO.</th>
<th>TITLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Family Based Element of Community Based Tourism (CBT)</td>
<td>47</td>
</tr>
<tr>
<td>2.2</td>
<td>Family Based Element of Pro-Poor Tourism (PPT)</td>
<td>48</td>
</tr>
<tr>
<td>2.3</td>
<td>Family Based Element of Community Benefit Tourism Initiatives (CBTIs)</td>
<td>49</td>
</tr>
<tr>
<td>3.1</td>
<td>Map of Nigeria Showing 36 States in Nigeria Including Cross River State Where Obudu is situated</td>
<td>73</td>
</tr>
<tr>
<td>3.2</td>
<td>Map of Cross River State Showing Obanliku Local Government Area and the Location of Obudu Mountain Resort</td>
<td>74</td>
</tr>
<tr>
<td>3.3</td>
<td>Snaky Road in Form of a Meanders to the Top of Obudu Mountain Resort</td>
<td>77</td>
</tr>
<tr>
<td>3.4</td>
<td>Longest Cable Car System (4km) in the World for Moving Tourists Downward from the Mountain and Up to the Mountain Top</td>
<td>77</td>
</tr>
<tr>
<td>3.5</td>
<td>First Family Owned Tourism Business (a Hotel) in the Entire Host Communities of the Obudu Mountain Resort</td>
<td>78</td>
</tr>
<tr>
<td>3.6</td>
<td>Second Family Owned Hotel (the Left Building) in Keji-Ukwu Community of the Obudu Mountain Resort</td>
<td>78</td>
</tr>
<tr>
<td>3.7</td>
<td>Sketch Map of Obudu Mountain Resort and the Family Owned Tourism Businesses in its Host Communities</td>
<td>80</td>
</tr>
<tr>
<td>4.1</td>
<td>Basic Type of Design for Case Studies and the Chosen Research Design (Single-case Embedded)</td>
<td>87</td>
</tr>
<tr>
<td>4.2</td>
<td>A visual Model of the Coding Process in Qualitative Research</td>
<td>101</td>
</tr>
<tr>
<td>4.3</td>
<td>Visual Model of Thematic Analysis Used in this Research</td>
<td>103</td>
</tr>
<tr>
<td>Section</td>
<td>Description</td>
<td>Page</td>
</tr>
<tr>
<td>---------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>4.4</td>
<td>Illustrations of Themes 1 to 8 from Data Analysis</td>
<td>105</td>
</tr>
<tr>
<td>4.5</td>
<td>Illustrations of Themes 9 to 14 from Data Analysis</td>
<td>106</td>
</tr>
<tr>
<td>4.6</td>
<td>Illustrations of Themes 15 to 16 from Data Analysis</td>
<td>107</td>
</tr>
<tr>
<td>4.7</td>
<td>Illustrations of Themes 17 to 19 from Data Analysis</td>
<td>108</td>
</tr>
<tr>
<td>4.8</td>
<td>Illustrations of Themes 20 to 21 from Data Analysis</td>
<td>109</td>
</tr>
<tr>
<td>4.9</td>
<td>Illustrations of Theme 22 from Data Analysis</td>
<td>109</td>
</tr>
<tr>
<td>5.1</td>
<td>Visitor Arrivals to Obudu Mountain Resort by Monthly, 2009-2014</td>
<td>158</td>
</tr>
<tr>
<td>5.2</td>
<td>Visitor Arrivals to Obudu Mountain Resort by Quarter, 2009-2014</td>
<td>159</td>
</tr>
<tr>
<td>5.3</td>
<td>Visitor Arrivals to a Hotel in Apah-Ajilli Community of Obudu Mountain Resort by Quarter, 2011-2014</td>
<td>164</td>
</tr>
<tr>
<td>5.4</td>
<td>Visitor Arrivals to a Hotel in Keji-Ukwu Community of Obudu Mountain Resort by Quarter, 2011-2014</td>
<td>164</td>
</tr>
<tr>
<td>5.5</td>
<td>Monthly Visitor Arrivals to an Alcohol Shop in the Market Square, 2011-2014</td>
<td>165</td>
</tr>
<tr>
<td>5.6</td>
<td>Monthly Visitor Arrivals to a Provision Shop in the Market Square, 2011-2014</td>
<td>165</td>
</tr>
<tr>
<td>5.7</td>
<td>The proprietor of the Hotel in Apah-Ajilli Community Organizing Tents and Smoking Meat for his Guests in High Peaks</td>
<td>175</td>
</tr>
<tr>
<td>7.1</td>
<td>A Multi-Stakeholder Framework for Empowering Family Owned Tourism Business in Obudu Mountain Resort</td>
<td>215</td>
</tr>
</tbody>
</table>
## LIST OF APPENDICES

<table>
<thead>
<tr>
<th>APPENDIX</th>
<th>TITLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Qualitative Interview Protocol (Semi-Structure Questions)</td>
<td>255</td>
</tr>
<tr>
<td>B</td>
<td>Publications</td>
<td>258</td>
</tr>
<tr>
<td>C</td>
<td>Sample of Verbatim Transcribed Interview</td>
<td>259</td>
</tr>
</tbody>
</table>
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, entreprise and community viability, destination development and competiveness 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-Saharan Africa known with high potential in tourism development (Ajakaiye and Oopusola; 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 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 Ikwette 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


and entrepreneurship. Strategies and processes for success in tourism (pp. 135-149).


