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Cruise Tourism in St.Lucia; Promoting Locally Owned and Operated Tourism Businesses

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**CRUISE TOURISM IN ST.LUCIA;
PROMOTING LOCALLY OWNED AND OPERATED
TOURISM BUSINESSES**

A Thesis Presented

by

KRISTIN M. STYLES

Submitted to the Graduate School of the
University of Massachusetts Amherst in partial fulfillment
of the requirements for the degree of

MASTER OF REGIONAL PLANNING

MAY 2012

Department of Landscape Architecture and Regional Planning

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ABSTRACT

CRUISE TOURISM IN ST.LUCIA PROMOTING LOCALLY OWNED AND OPERATED TOURISM BUSINESSES

May 2012

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Small Island Developing States (SIDS) face a unique set of challenges when it comes to the field of Planning. In 1992, the United Nation Conference on Environment and Development, also known as the Earth Summit, brought international attention to SIDS; the combination of geographic isolation, small size, and limited resources were listed as a few of the unique environmental and economic disadvantages facing these islands. The island of St.Lucia, located in the Lesser Antilles of the Caribbean, is classified by the United Nations as one of the vulnerable SIDS in the Caribbean region. Since the 1992 Earth Summit, the literature on planning strategies for SIDS has shifted from an economic based mass tourism strategies toward culturally and environmentally focused sustainable tourism strategies; such as eco-tourism and community-based tourism.

Mass tourism, through the form of cruise ship tourism, is currently the largest sector of the Caribbean tourism market. Based on the cruise tourism trends over the past 30 years, the Caribbean cruise tourism industry is expected to continue to grow at a rapid pace. The continual growth in this form of mass tourism contradicts the current planning and policy trends toward sustainable tourism strategies. In order to better understand ways of connecting cruise tourism

to a small island's sustainable tourism policy, this thesis examines aspects of the mass cruise tourism-sustainable tourism contradiction. First, this thesis uses qualitative and quantitative methods to analyze various types of tourism development strategies for SIDS, as well as, examine St.Lucia's current tourism development policies and initiatives. Interviews with local onshore business owners were then conducted in order to understand the relationship between local cruise-dependant businesses and the cruise ship industry. Finally, recommendations are given on ways to incorporate the cruise tourism industry into St.Lucia's existing community-based tourism goals.

TABLE OF CONTENTS

	Page
ACKNOWLEDGMENTS.....	iv
ABSTRACT.....	v
LIST OF TABLES.....	ix
LIST OF FIGURES.....	x
ACRONYMS	xi
CHAPTER	
1. INTRODUCTION	1
1.1 Background	1
1.2 Contribution to the Field.....	5
1.3 Research Question	5
1.4 Goals and Objectives.....	6
1.5 Thesis Chapter Outline.....	7
2. ST.LUCIA BACKGROUND	9
2.1 Geography.....	9
2.2 Demographics	10
2.3 Economic History	12
2.4 Political History	14
2.5 Ministry of Tourism.....	15
2.4 St.Lucia Hotel & Tourism Association	15
2.5 The St.Lucia Tourism Board	16
2.6 Caribbean Unity	17
3. LITERATURE REVIEW.....	20
3.1 Cruise Ships and Caribbean Tourism	20
3.3 Small Island Developing States and Planning	25
3.3 Theories on Tourism Development	26
3.4 Social Capital Within the Tourism Industry	29
3.5 Case Study.....	30
4. METHODS	35
4.1 Data Collection.....	35
4.2 First Hand Observation	36
4.3 Interviews with Onshore Businesses	36
4.4 Definitions and Assumptions	39
4.5 Limitations	40

5. ARRIVING IN PORT.....	42
5.1 Background	42
5.2 Cruise Ships and Excursions	45
5.2 FCCA and Government Involvement	48
5.3 Port Taxi Drivers and Souvenir Vendors	50
6. RESEARCH FINDINGS	52
6.1 Pool of Interviewees	52
6.2 Research Questions	54
6.3 Systems for Supporting Tourism and Sustainable Tourism and Social Capital in St.Lucia	55
6.4 Relationships between the Cruise Lines and Onshore Businesses	57
6.6 Barriers to Forming a Relationship with the Cruise Lines.....	60
6.7 Formation of an Onshore Business Organization	62
6.8 Recommendations for Maximizing St.Lucia’s benefits from the Cruise Tourism Industry	65
7. SUMMARY AND RECOMMENDATIONS	67
7.1 Summary of Findings.....	67
7.2 Implications for Policy Makers and Local Onshore Businesses	70
7.3 Future Areas of Research.....	72
APPENDIX: ONSHORE BUSINESS SEMI-STRUCTURED INTERVIEW PROTOCOL.....	74
BIBLIOGRAPHY	76

LIST OF TABLES

Table	Page
1. Economic Indicators in Current US Dollars	13
2. FCCA Member Cruise Line with Boat Number and Parent Company	22
3. Passenger Choices	43
4. Excursion Purchasing Choices	46
5. Average Excursion Cost per Purchase Method and Destination	48
6. Direct Relationship Onshore Business Responses	58

LIST OF FIGURES

Figure	Page
1. Caribbean Region and St.Lucia.....	9
2. Comparative Islands Location.....	12
3. Annual Cruise Passengers (Million) by Year.....	21
4. Major Influences on Destination Choice.....	64

ACRONYMS

CANARI	Caribbean Natural Resources Institute
CARICOM	Caribbean Community
CLIA	Cruise Lines International Association
CTO	Caribbean Tourism Organization
DFID	UK Department of International Development
FCCA	Florida-Caribbean Cruise Association
GATS	General Agreement of Trade in Services
GATT	General Agreement on Tariffs and Trade
GDP	Gross Domestic Product
HERITAS	Heritage Tourism Association of St.Lucia
IISD	International Institute for Sustainable Development
NGO	Non-Governmental Organization
OECS	Organization of Eastern Caribbean States
SIDS	Small Island Developing States
SLHT	St.Lucia Hotel & Tourism Association
SLHTP	St.Lucia Heritage Tourism Program
SLP	St.Lucia Labor Party
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
UWP	United Worker's Party
WTO	World Trade Organization

CHAPTER 1

INTRODUCTION

1.1 Background

St.Lucia is a 238 square mile island located in Lesser Antilles of the Caribbean. This beautiful volcanic island has sandy beaches and picturesque cliff edges surrounding its exterior and a dense green rainforest with flowing rivers on the interior. Like many other Caribbean islands, St.Lucia has a long history of being a popular vacation destination for both Europeans and North Americans travelers. It has been rated the number one honeymoon destination in the world seven times since 2001 (World Travel Awards 2010) and has recently been featured on American television shows such as the Paula Deen cooking show, The Bachelor, and various Travel Network shows (St.Lucia Tourist Board 2011). With tropical weather, two UNESCO World Heritage sites, and world renowned attractions, it is easy to see why so many travelers pick St.Lucia for their next vacation destination.

From the 1960's to the 1990's, the export of bananas was the mainstay for the St.Lucian economy, and tourism, which mainly catered to a low-volume, high-end market, remained a secondary industry (Renard 2001, Joseph 2011). Though bananas remain the number one agricultural crop today, the mid-1990s erosion of preferential trade agreements for banana export devastated the St.Lucian economy; this event drew international attention to the economic vulnerabilities of Small Island Developing States (SIDS), such as St.Lucia, in a globalizing economy (Joseph 2011, WTO 2008). Due to the natural beauty of small islands like St.Lucia, tourism has become widely recognized as a way

for SIDS to diversify the local economy and increase foreign exchange (Clayton 2000, DFID 2012, UNDSO 2009). For this reason, and a lack of other economic growth options, St. Lucia has focused its resources towards tourism growth (Jules 2005, Joseph 2011).

Today, tourism is the fastest growing industry in the world and has become the world's most significant source of employment and GDP contributor for many developing countries (Jules 2005, UNWTO 2012). Of the tourism industry, cruise tourism is the fastest growing segment and has experienced annual passenger growth rates of 7.4% per annum since 1980 (FCCA 2012). In 2011, over 16 million people went on a cruise vacation and the Caribbean is the number one cruising destination in the world; with more visitors traveling to the Caribbean by cruise ship than any other form of travel (FCCA 2012).

Tourism is now the main employment sector on the island of St. Lucia and visitor expenditures account for 64% of the national GDP (St. Lucian Census 2011, St. Lucia Information Service 2011). In 2010, the population of St. Lucia was approximately 166,526 people (St. Lucian Census 2011), yet it hosted 670,043 cruise ship passengers (SLASPA 2011). The potential economic value of 670,043 people visiting the island for a day is significant, but it has been argued that the true economic impact is limited due to important leakages of foreign exchange earnings and insufficient linkages to other sectors, such as manufacturing and agriculture (Jules 2005, Renard 2001, Joseph 2011).

Within the tourism sector, the various types of businesses that cater to cruise ship passengers are often referred to as 'onshore businesses' because they take place 'onshore' as opposed to 'onboard' the cruise ship. For the purposes of this study, onshore businesses include:

1. Tour Operator and Tour Excursion businesses- offering one or more organized activities to cruise ship passengers; these include boat rides, scuba diving, sight-seeing tours, zip-line-bike-hike-ATV adventures, etc.
2. Tourist Attraction Sites- Privately owned or leased through the forestry department. These sites include botanical gardens, old plantation homes, waterfalls, and hot springs. Tour excursion businesses often form agreements with tourist attraction sites; allowing the attraction site to be part of tour excursion.
3. Taxi Drivers- offering personalized sight-seeing tours, rides to various attraction sites, and simple transportation from one location to another. This includes both land and sea taxis.
4. Souvenir and Hand Craft Vendors- Offering various types of souvenir and hand craft items to cruise ship passengers. Most of the vendors are located in a market near the cruise ship port, but others are located near attraction sites. Several of the tour excursions as well as taxi drivers arrange stops at the vendor stands so the cruise ship passengers can shop

It can be assumed that the onshore businesses have the greatest potential to benefit financially from the cruise ship arrivals because they have the most direct contact with the cruise ship passengers (FCCA 2009, Andriotis 2003). The leakage of foreign exchange and the economic impact on St.Lucia's economy will depend on the cruise ship passenger's direct and indirect expenditures to onshore businesses and these business's linkages to other industries such as agriculture and manufacturing (Dwyer and Forsyth 1998, Jules 2005). Therefore, an analysis of studies such as the Florida-Caribbean Cruise

Association (FCCA) '*Economic Contribution of Cruise Tourism to the Destination Economies*' (2009) can be used to help determine the true economic significance of the cruise tourism sector in St.Lucia.

In addition to the economic significance of cruise tourism, the socio-economic significance must be examined as well. In St.Lucia, the cruise ship port is located on the more developed northern end of the island in the heart of the capital city of Castries. Whether it be positive or negative, many aspects of the lives of St.Lucian living around the port area or near a tourist attraction, are affected by the cruise industry on a daily basis (Weaver 1993). So while many development agencies, the Caribbean region, and the St.Lucia government are all supporting tourism as a means to economic growth and development, there are several scholars who believe that tourism can potentially cause alienation of local communities, disturbance to social bonds, and irreversible devastation to the natural environment (Feighery 2011, Honey 2008, Holden 2009). For this reason, the economic, environmental, social equity related issues of mass cruise tourism should be analyzed together in order to understand the impact of this industry on the island of St.Lucia (Lester and Weeden 2004).

While the limitations of a thesis do not allow for a full analysis of the economic, social equity, and environmental impacts that the cruise tourism industry has on the island of St.Lucia, it is my intention to show that if collaboration efforts made within the locally owned onshore businesses community, there is potential for a more economically, environmentally, and socially sustainable cruise tourism industry in St.Lucia. It is also my intention to show that sustainable tourism strategies can be encouraged in tourism markets

that are not normally seen as sustainable; such as the mass tourism –cruise tourism in St.Lucia.

1.2 Contribution to the Field

In the 1990's, academic research on planning for SIDS began to focus on tourism, while at the same time, there has been a shift in the field of tourism planning toward sustainable tourism and its subsidiaries; ecotourism, conservation tourism, and community-based tourism (Aramberri 2010, BPoA 1994, iisd 2012). The shift away from planning for traditional mass tourism, coupled with the rapid growth rate of the cruise tourism industry, has left a gap in the tourism planning and planning for SIDS literature. Currently, there is little academic research done on the impacts of cruise tourism on small Caribbean islands, and of academic research that does exist, the primary focus is on the economic-impacts of the industry (Lester and Weeden 2004, Ford and De La Vina 2001). This study will contribute to the fields of tourism planning and planning for SIDS by offering additional research on the implementation of sustainable tourism practices for small Caribbean islands that have large cruise tourism industries.

1.3 Research Question

When formulating the research questions for this study, it was important to align the questions with some of St.Lucia's existing goals for tourism development. Therefore, community-based tourism will be used as the preferred sustainable tourism development method, and locally owned onshore businesses will be promoted to align with the government's "Live Local – Work Local" initiative.

The overarching research question is:

Using community-based tourism as a strategy, in what ways can St.Lucia maximize the island's potential benefits from the cruise ship industry?

In order to answer the overarching research question, several sub-questions should first be answered, these questions include:

1. Under the umbrella of sustainable tourism, what current systems are in place to help promote social capital within the tourism business sector of St.Lucia?
2. What is the current relationship between St.Lucia's onshore businesses and the cruise lines?
3. Would the formation of an onshore businesses' organization help to foster an equally beneficial partnership between the cruise passengers and the onshore businesses? Would this organization increase social capital among its members and/or the St.Lucian tourism industry as a whole?

1.4 Goals and Objectives

The main goals for this research are to identify the community-based tourism strategies that will promote linkages between the onshore businesses and other sectors of the economy as well as encourage environmentally sustainable practices, and, to identify ways in which locally owned onshore businesses can gain access to the cruise ship passengers without the leakages caused by advertising through the cruise lines. The research objectives are:

1. To identify the Caribbean trade industry factors that may have influenced St.Lucia's current tourism policies, goals, and programs. Then, analyze the relevance of these factors influence on future tourism goals.
2. To analyze the success of existing community-based tourism programs and indentify key strategies that can be used by the onshore businesses/onshore business organization.
3. To gain a strong understanding of the social and cultural impacts of the cruise ship industry on the onshore businesses of St.Lucia through a literature review, interviews, and first hand observations.
4. To analyze cruise passenger destination choices, cruise passenger excursion booking methods, and cruise passenger research methods in order to determine the most successful ways for St.Lucian onshore businesses to gain access to the cruise ship passengers.

1.5 Thesis Chapter Outline

This thesis research is organized as follows: The first chapter provides background information on the connection between the tourism market, the cruise industry, the Caribbean region, St.Lucia, and St.Lucia's onshore businesses as well as sets out the research questions, goals, and objectives for this study.

Chapter two offers a brief overview of the island of St.Lucia; the geography, demographics, economy, political history, and connections to other Caribbean islands are explained. Chapter three provides a literature review that connects cruise tourism with the Caribbean and connects Small Island Developing States with a different style of planning, as

well as offers a literature review of different tourism development theories, the role of Social Capital, and case studies on community-based planning projects.

The fourth chapter outlines the methodology used for this research and explains the data collection methods, purpose of the firsthand observation, interview selection process, definitions and assumptions, as well as limitations to this study. Chapter 5 describes the process of cruise ship 'arriving in port', the chapter first provides a background, then shows the connection between cruise ships and excursions, followed by the role of the FCCA and Government Involvement, and Port Taxi Drivers and Souvenir vendors.

Chapter six presents the research findings from the onshore business interviews, as well as provides conclusions to the research questions presented in chapter one. The final chapter, chapter seven, offers a summary of the research findings, the implications for policymakers and local onshore businesses, and concludes with future areas of research.

CHAPTER 2

ST.LUCIA BACKGROUND

2.1 Geography



Figure 1 Caribbean Region and St.Lucia (ArcGIS, World Countries 2011)

The 616 sq km island of St. Lucia is part of the Windward Islands group of the Lesser Antilles. It is 43km N-S and 14km E-W and has a total coast line of 158km. The French island of Martinique is located to the North of St.Lucia with the islands of St.Vincent and the Grenadines to the south. Like many other Windward Islands, St.Lucia is a volcanic island dominated by high mountainous peaks and a lush interior rain forest. St.Lucia's most famous mountain peaks, Gros Piton and Pitit Piton, are located along the southwestern coast of the island and are part of a UNESCO World Heritage site; The Pitons Management Area. St.Lucia's highest peak, Mount Gimie, rises 958m above sea level and is located in the

interior of the island. As part of the central mountain range, Mount Gimie's steep terrain contributes to the dense rain forest, flowing rivers, and fertile land of the central interior of St.Lucia (Government of St.Lucia 2011).

As one might expect from a tropical Caribbean island, St.Lucia faces moderate temperatures. The mean annual temperatures ranges from 26 degrees Celsius to 32 degrees Celsius at sea level and drops down to an average mean temperature of 13 degrees Celsius on the mountain peaks. St.Lucia has two seasons, wet season and dry season, dry season takes place from January – May, followed by wet season from June – December. Not surprisingly, the majority of the annual rainfall, approximately 200 cm, occurs during the wet season. Hurricane season, June-November, overlaps with wet season and causes the greatest climatic disturbance for the island (Government of St.Lucia 2011). The dry season corresponds with St.Lucia's tourism season (December – April) and the winter season for North American and European Travelers.

2.2 Demographics

The island of St.Lucia is divided into 10 districts; these districts are Gros Islet, Castries, Anse-La-Raye-Canaries, Soufriere, Choiseul, Laborie, Vieux-Fort, Micoud, and Dennery. According to the 2010 census, the resident population of St.Lucia was 166,526 persons with an additional 7,194 persons listed as non-residents. Approximately 40% of St.Lucia's total population resides in the Castries district and 15.2% of the population resides in Gros Islet. The districts of Castries and Gros Islet make up the northern end of the island, which also holds the highest concentration of hotels as well as the highest concentration of neighborhoods that fall into the 'Middle Class' and 'Upper Class' categories

of the Community Rankings (St.Lucia Census 2010). While the St.Lucia census does don't discuss race of the population, the U.S. State Department believes 90% to be of African descent, 6% mixed, 3% East Indian, 1% European (U.S. State Department 2011).

The official language of St.Lucia is English, but many people also speak French Patois. St.Lucia has an adult literacy rate of 94.8%. Approximately 9.5% of the male population and 12.9 % of the female population have received a post-secondary education, with an additional 18.5 % of the male population and 21% of the female population receiving up to a Form 4 or 5 education (the U.S. equivalent of 11 or 12 grade). Unfortunately, the unemployment rate increased from 18.9% in 2001 to 20.6% in 2010, and youth unemployment has reached 33% (St.Lucia Census 2010).

Throughout the following sections, the islands of St.Kitts & Nevis, Dominica, and Antigua & Barbuda will used for comparison purposes to St.Lucia. These islands were selected for a comparison study because they are geographically near each other (see Figure 2), hold OECS membership, use the same monetary currency (EC\$), have similar economic and political histories, and receive cruise ships from both Carnival and Royal Caribbean International. Throughout this research, St.Kitts & Nevis, Dominica, and Antigua & Barbuda, will be referred to as 'the comparative islands' when referring to them as a group.



Figure 2 Comparative Islands Location (ArchGIS, World Countries 2011)

2.3 Economic History

Under British rule, St. Lucia was set up as a plantation economy with sugar being the main driving export. Coal surpassed the sugar production around the turn of the 20th century, which was then over taken by banana production in the 1960's. Banana production drove the agriculture sector and remained the highest GDP contributor until the 1990's (Jules 2005, Joseph 2011). As mentioned in Chapter 1, the creation of the World Trade Organization and the subsequent end of preferential arrangements for bananas from which St. Lucia and several other OECS members benefited, dramatically hurt the St. Lucian economy (Joseph 2011, WTO 2008). Tourism has since taken over as the main economic force on the island. Despite uncontrollable events such as 9/11, SARS, and hurricane Thomas, St. Lucia's tourism industry continues to grow accounting for 64% of the nations GDP in 2010 (St. Lucia Information Service 2011).

In 1994 St.Lucia made commitments to the Tourism and Travel Related Sectors under GATS. These commitments demonstrated St.Lucia’s support for trade liberalization in tourism services by committing to not building hotels with fewer than 100 rooms and offering work permits for employment of foreigners (GATS 1994). Then in 1996, the Tourism Incentives Act was adopted by St.Lucia which further encouraged large scale development of the tourism industry. The Tourism Incentives Act offers up to 15 year tax holidays and duty free concessions for certain types of hotels, restaurants, and tourism products (St.Lucia Government 1996).

The economic indicators in Table 1 show that St.Lucia and Dominica have a significantly lower GDP per Capita than Antigua & Barbuda and St.Kitts & Nevis. St.Lucia also has the lowest increase GDP per Capita between 2000 and 2009. When looking at Export vs Import, St.Lucia has the highest export, the highest import as well as the greatest difference between export and import.

Table 1 Economic Indicators Current US Dollar (United Nations Country Profiles 2011)

Country	GDP per Capita 2000	GDP per Capital 2005	GDP per Capita (2009)	Exports (million US\$) (UN2009)	Imports (Million US\$) (UN2009)
Antigua & Barbuda	8610.8	10396.9	12919.7	98.6	573.1
Dominica	3983.8	4436.3	5668.4	40.0	232.4
St.Kitts & Nevis	7148.5	8928.2	10541.3	51.8	324.8
St.Lucia	4502.0	5322.8	5504.7	164.0	655.7

In 2008, St.Lucia released a National Vision Plan with the purpose of creating a framework through which the entire island can share a common vision. The National Vision Plan was based off the government initiative 'Live Local-Work Local' which promoted the creation of local jobs and greater circulation of wealth at the local level. National Vision Plan divides St.Lucia into four quadrants; North East, North West, West Central and Southern Quadrants. Each of these quadrants has its own set of indicators specific to that area. While each area's vision recognizes the importance and potential gains from tourism, the sustainable tourism regulations and objectives do not appear to take part a prominent role in the island's vision. On the other hand, the 'Community Development Initiatives' for each of the four Quadrants clearly express a strong desire to support various types of community lead projects (Ministry of Finance, Economic Affairs, Planning & Social Security 2012).

2.4 Political History

The political system in St.Lucia cannot be examined without first understanding its connection to the political history of the Caribbean. The majority of the Caribbean was colonized by the French, Spanish, and British. During the 18th and early 19th century, islands such as Haiti, the Dominican Republic, Cuba, and many of the Central and South American countries surrounding the Caribbean Sea gained their independence. In an attempt to satisfy the push for independence from the British-controlled islands, the British Caribbean Federation Act 1956 created the West Indies Federation. The West Indies Federation was an attempt to create one independent, unified Caribbean nation that consisted of all of the former British-controlled Caribbean colonies. The islands of Jamaica, The Cayman Islands,

Turks and Caicos, Barbados, Antigua, Barbuda, St.Kitts and Nevis, Montserrat, Dominica, St.Lucia, St.Vincent and the Grenadines, Grenada, and Trinidad and Tobago were along the islands that made up the West Indies Federation. This short lived Federation, which was only in existence from January 1958 to May 1962, was dismantled due to internal political conflicts before it fully received independence from the United Kingdom. Each of these islands went on to earn their own independence between 1962 and 1983; St.Lucia became independent on February 22, 1979 (Library of Congress. Federal Research Division 1989, Joseph 2011).

2.5 Ministry of Tourism

The island of St.Lucia uses a Westminster-style parliamentary democracy and recently held elections on November 2011. The United Worker's Party (UWP), which had been in power since 2006, lost to the election to the St.Lucia Labor Party (SLP). The former Minister of Tourism and Civil Aviation, Honorable Allen Chastanet of the UWP, has been replaced by the new Minister of Tourism, Heritage and the Creative Industries, Honorable Lorne Theophilus of the SLP. Because of the recent change in the ruling political party, the policies and goals for the new tourism division have not yet been made available to the public (St.Lucia Government 2012).

2.4 St.Lucia Hotel & Tourism Association

The St.Lucia Hotel & Tourism Association (SLHT) is 'a private non-profit membership organization that functions as the official organization and national spokesperson for the hospitality industry and its wide membership' (SLHT 2011). The SLHT's membership consists of over 200 companies, which consist of hotel/accommodation establishments, airlines,

ground transportation agencies, destination management companies, distributors, restaurants, retailers, tourism professionals, tour guides, tour operators, and travel agents (SLHT 2011).

In a recent local news paper article the president of SLHT, Mrs. Karolin Troubetzkoy, explained that there are elements about St.Lucia's tourism performance that cannot be control by the nation; these factors included weather, economic performance of North America and Europe, and events like the Olympic Games and Presidential Elections. More importantly, Troubetzkoy explained the need to understand factors St.Lucia can control; crime, island infrastructure, and island accessibility through aircraft. Troubetzkoy goes on to say:

'We here at SLHTA feel that the private and public tourism sector need to work closer than ever together to discuss how best we can ensure healthy visitor arrivals throughout 2012 and into 2013. For this, we need to be sure that our SLHTA membership actively engages with our SLHTA board members, so that in our discussions with the Saint Lucia Tourist Board and Ministry of Tourism, we can represent all view points and suggestions made.' (The Voice 2012).

The SLHTA has a strong focus toward collaboration amount their members and other stakeholders within the tourism industry, but involvement of the cruise ship industry in the collaboration does not appear to be evident. Whether it be intentional or not, it is also important to note that environmental protection was not listed as a factor that might influence St.Lucia's tourism performance.

2.5 The St.Lucia Tourism Board

The St.Lucia Tourism Board works with the St.Lucia government but operates independently. The main website for St.Lucia, StLucia.org or Stlucianow.com, is operated by

the St.Lucia Tourism Board and contains information for prospective visitors. This website operates mainly as a marketing place for St.Lucia as a whole as well as the individual hotels, activities, restaurants, and island events. While the website clearly caters to prospective over-night visitors, the activities section advertizes some of the large excursions on the island, but not directly toward cruise ship passengers. Though contact information for the St.Lucia Tourism Board is listed on the website, information about the board members, policies, and missions are not available through the website, nor does the website sell any products; it is merely an informational site (St.Lucia Tourism Board 2012).

2.6 Caribbean Unity

The short lived history of the West Indies Federation is significant to this research because it shows the failed first attempt at unity among many of the Caribbean islands. When Trinidad and Tobago announced its withdraw from the West Indies Federation, the Prime Minister of Trinidad and Tobago proposed the creation of the Caribbean Community; which he wanted to consist of all countries that touched the Caribbean sea. Out of talks for a Caribbean Community, three islands signed and created the Caribbean Free Trade Association (CARIFTA) in 1965; later that year, 8 more countries, including St.Lucia joined CARIFTA. In 1972 leaders of CARIFTA decided to change it into a Common Market, and the named changed to the Caribbean Community and Common Market (CARICOM). Today, CARICOM has 15 member states throughout the Caribbean, though not all of the member states are part of the common market (CARICOM 2011).

What seemed to be a successful attempt at creating solidarity among the Caribbean islands faced a series of challenges when dealing with the cruise ship industry. In the 1990's

CARICOM wanted to create a uniform passenger port tax for all of its member islands. The FCCA opposed this idea and the cruise lines formed a boycott against the island of St. Lucia for raising its port taxes. While this has very little effect on the cruise lines, which just rerouted their ships to Dominica, this CARICOM collaboration showed a lack of solidarity between Caribbean islands. Not long after, St. Lucia return the port tax to the original amount in hopes of retrieving the lost cruise ships (Pattullo 1996).

In the second half of the 20th century, CARICOM was not the only organization promoting a united Caribbean front. In the 1960's and 70's the West Indies Associated States Council of Ministers (WISA) and the Eastern Caribbean Common Market (ECCM) were formed as ways to help unite the individual islands. In 1981, WISA and ECCM joined forces to create the Organisation of Eastern Caribbean States (OECS). The OECS, which is still in existence today, consists of nine member states; Antigua and Barbuda, the Commonwealth of Dominica, Grenada, Montserrat, St. Kitts and Nevis, St. Lucia, and St. Vincent and the Grenadines (OECS 2011).

The OECS, which has its headquarters in St. Lucia, has the mission of 'contributing to the sustainable development of OECS Member States by supporting their strategic insertion into the global economy while maximizing the benefits accruing from their collective space.' (OECS 2011). Along with a sustainable development mission, the first objectives of the OECS is 'to promote co-operation among the Member States and the regional and international level' and 'promote unity and solidarity among the Member States and to defend their sovereignty, territorial integrity and independence' (OECS 2011).

The Caribbean Tourism Organization (CTO) has a much more narrow focus than the OECS or CARICOM but none-the-less is an important player in the promotion of

collaborative efforts between Caribbean countries, especially in terms of tourism.

Established in 1989, the CTO works to 'manage the partnerships necessary to increase the purchase of travel to and within the Caribbean that results in sustainable economic and social benefits for our people.' (CTO 2010).

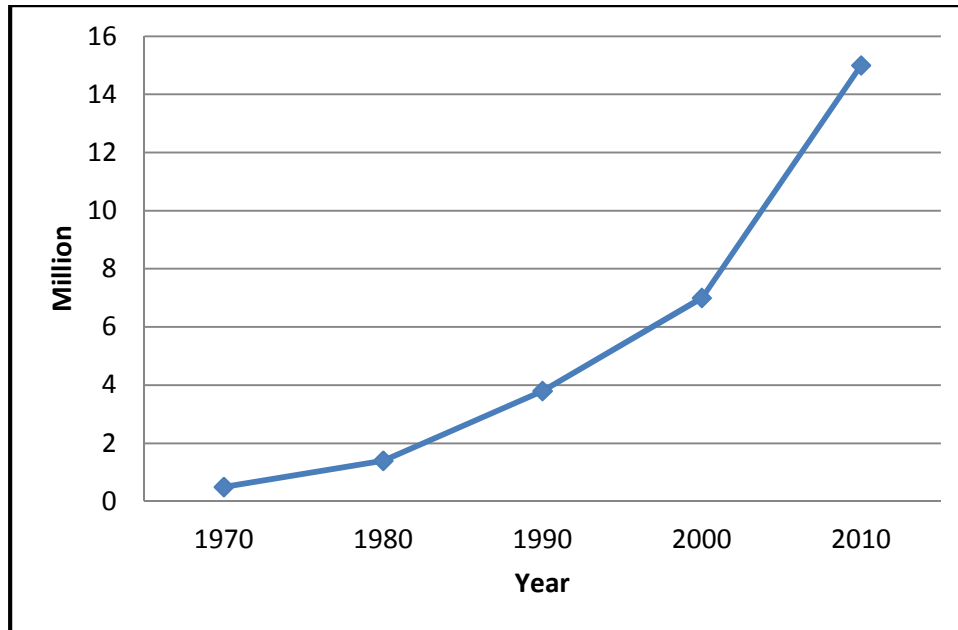
On an individual basis all of these organizations have been successful at promoting collaboration and communication among Caribbean islands; they all show a strong desire to create a united Caribbean front. Unfortunately, but for good reason, the government officials for each country are looking out for the best interest of their country more than the Caribbean region as a whole.

CHAPTER 3

LITERATURE REVIEW

3.1 Cruise Ships and Caribbean Tourism

An exact start to cruising as a type of vacation is hard to pin point, but the 1930's created scenario that allowed for an increase in the cruising industry. During the Great Depression, companies such as Holland America and the Italian Line attempted to minimize their losses on transatlantic ships while taking advantage of the prohibition in the United States by offering short booze cruises out of Florida to Nova Scotia, Nassau, and Bermuda (Vladimir 2008). Thirty years later, Ted Arison and Knut Kloster, operating under the name Norwegian Caribbean Line (NCL), became the first cruise line to commission a ship specifically designed for modern cruising vacations. Due to the success of NCL, the 1970s and 1980's were filled with the development of competitor cruise lines such as Commodore Cruise Line, Royal Caribbean Cruise Line, and P&O Cruises (Vladimir 2008). As shown in Figure 3, the cruise line industry has grown significantly since 1970. Starting with half a million passengers in 1970, the total number of passengers has more than doubled with each 10 year period, except for a the years between 1980 and 1990 when the increase fell slight short of doubling.



**Figure 3 Annual Cruise Passengers (Million) by Year
(1970-1990: Zapata et al 2010; 2000-2010 FCCA 2010)**

One factor that may attribute to the increase in the annual number of cruise ship passengers is the fact that the size and sailing capacity of cruise ships continues to increase. For example, in 1970 Royal Caribbean's First ship, Song of Norway, held 724 passengers. By 1990 Royal Caribbean's largest ship held 1,600 passengers, and by 2010 Royal Caribbean debuted sister ships 'Allure of the Seas' and 'Oasis of the Seas' each holding over 5,400 passengers along with 2,384 crew members (Royal Caribbean International 2011).

As of 2010, the majority of Caribbean visitors continue to arrive by cruise ship and the Caribbean remains the top destination choice accounting for 41.3% of all cruise ship itineraries (FCCA 2011). Today, the cruise industry is dominated by high-capacity ships that fall under two main parent companies; Carnival Corporation & plc and Royal Caribbean International (see Table 2). Looking specifically at the Caribbean region, the FCCA has 14 member cruise lines with a total of 150 ships. Of these member lines, eight are owned to

the Carnival Corporation with a total of 89 ships. Three cruise lines are owned by Royal Caribbean International with a total of 34 ships, and the remaining three cruise lines, Norwegian Cruise Line, MSC Cruises (USA), and Disney Cruise line only account for 18 of the 150 ships (FCCA 2011).

Table 2 FCCA Member Cruise Line with Boat Number and Parent Company (FCCA 2011)

FCCA Member Cruise lines	Carnival Corporation & plc	Royal Caribbean International	Other	Visit St.Lucia
AIDA Cruises (7 Ships)	X			no
Azamara Club Cruises (2 Ships)		X		yes
Carnival Cruise Lines (22 Ships)	X			yes
Celebrity Cruises (10 Ships)		X		yes
Costa Cruise Line (13 Ships)	X			yes
Cunard Line (3 ships)	X			yes
Disney Cruise Line (4 Ships)			X	no
Holland America Line (15 Ships)	X			yes
MSC Cruises (USA) Inc (11 Ships)			X	yes
Norwegian Cruise Line (12 Ships)			X	yes
P&O Cruises (6 Ships)	X			yes
Princess Cruises (17 Ships)	X			no
Royal Caribbean International (22 Ships)		X		yes
Seabourn Cruise Line (6 Ships)	X			yes

Caribbean cruises range from 2-21days, with the majority of the cruises being 3, 4, and 7 day trip. On a typical seven day cruise, the ship will make between 3-5 port-of-calls (Peisley 1998). Miami and Fort Lauderdale Florida are the most common departure ports for Caribbean cruises; Puerto Rico is also common for cruises to the southern Caribbean. The Caribbean region is typically divided into three categories; Western Caribbean, Eastern Caribbean, and Southern Caribbean. The Western Caribbean cruises typically include a

combination of Key West, Cayman Islands, Jamaica, and Central America. The Eastern Caribbean cruises typically include a combination of the Bahamas, Turks and Caicos, U.S. Virgin Islands, and British Virgin Islands. The Southern Caribbean cruises typically include a combination of Puerto Rico, St. Lucia, Dominica, St. Kitts, Barbados, Aruba, Curacao, and Antigua. Due to the geographic proximity of the eastern and western Caribbean destinations the cruise lines are able to offer shorter length cruises, whereas the southern Caribbean cruises are typically seven or more days (FCCA 2009).

Geographically, The Commonwealth of the Bahamas, more commonly referred to as the Bahamas, is not part of the Caribbean. Politically, the Bahamas is part of CARICOM and has a similar history to many other Caribbean nations (CARICOM, CARICOM Member Profiles-The Bahamas 2012). In terms of cruise destinations, the Bahamas are listed as a separate destination than the Caribbean, yet almost all of the eastern Caribbean cruise itineraries stop in the Bahamas (CLIA and TNS 2011).

It is important to note that all five of the major Caribbean cruise lines have also acquired their own island, or part of an island, so that they have full control of the quality of the destination. These private islands or areas are located in the Bahamas or on Hispaniola, and are frequently one of the port-of-calls for the cruise vacation (Hannafin 2010). Royal Caribbean International, for example, owns CocoCay in the Bahamas and a barricaded enclave on the Haiti side of Hispaniola called Labadee. From personal experience, I was able to see the barricading fence separating Haiti from the exclusive area of Labadee. On board the ship, Labadee is marketed as its own destination, not part of Haiti. The vendor stands, equipment rental, and excursion packages were all operated by cruise ship workers, further showing the complete separation for the island of Haiti.

Many of the cruise lines have also moved toward an image of ‘nowhere destinations’; meaning that the destination is the cruise, not a port-of-call (Lester and Weeden 2004). In an interview conducted by Weeden, the Carnival Cruise Line’s managing director, Bob Dickinson, said “the limited number of countries and ports offered is not a deterrent to Carnival customers, after all the ship is the attraction, not the port of call” (Lester and Weeden 2004). In order for any Caribbean destination to benefit economically from the 150 cruise ships with over 5 million passengers a year sailing through the Caribbean waters, the cruise ship and its passengers need to first come in contact with the island. Knowing this information, the governments of 29 Caribbean destinations, build cruise tourism supporting infrastructure, create advertising campaigns, and offer various types of incentives and concessions to the cruise lines in hopes of beating out a neighboring island and receiving a spot on one of the cruise line’s port-of-call itineraries (Lester and Weeden 2004). As explained to me by a political figure on the island of St.Lucia;

“What we have been seeing is that the ships are getting larger, the number of passengers is increasing, but the income from each call does not necessarily increase because you have to give so many concessions in order to have them come. So, the treasury does not necessarily benefit, taxi drivers would, bars and restaurants would, but the government would have had to reduce its earnings by as much as 75%. So it becomes a benefit to some people, but not to the nation, a benefit to the sectors that benefit immediately, but not to the country. The treasury gets nothing out of that to build schools, or to build new roads, or even to fix the airport, or to buy tugs to take the ship in. As a result of that fierce competition many ministers of tourism and therefore government find themselves beholden to the cruise lines.” (4 2011)

While larger collaboration between the island nations is a necessary but also complex task, this study believes that it would be in St.Lucia’s best interest to look at what

tourism approaches could be controlled within the island. Learning from the bigger picture of the Caribbean region, increasing the collaboration within the island's tourism industry and strengthening the social capital bonds surrounding the cruise tourism business would offer away for St.Lucia to present itself as a united front toward a sustainable tourism island. After all, a key requirement to planning for sustainable tourism is cooperation between the various stakeholders (Beritelli 2011, Bramell and Lane 2000).

3.3 Small Island Developing States and Planning

In 1994, the United Nations hosted the Global Conference on Sustainable Development on Small Island Developing States. This conference lead to the UN's adoption of the Barbados Programme of Action (BPoA), which allowed for an international recognition of the unique circumstances facing curtain Small Island Developing States; commonly referred to as SIDS (BPoA 1994).

United Nations Division for Sustainable Development (UNSD) defines SIDS as:

'Low lying and island nations that share similar physical and structural challenges to their development. Most SIDS are remote, small in land area and population (less than 1.5 million), with a very narrow resource base and fragile land and marine ecosystems that are highly vulnerable to natural disasters. Their economies are open and heavily dependent on trade for national income' (UNSD 2009).

SIDS, such as St.Lucia, face a unique set of challenges when it comes to planning and sustainable development. The challenges listed by the UNSD include; small population, limited resources, remoteness, susceptibility to natural disasters, and dependence on international trade are often seen as putting SIDS at a disadvantage in the global economy. In addition to these challenges, SIDS often face higher transportation and communication

costs, disproportionately expensive public administration and infrastructure (due to their small size), and little to no opportunity to create economies of scale (UNSD 2009).

As mentioned in Chapter 1, though SIDS are seen as both economically and environmentally vulnerable, many of these islands, including St. Lucia, are rich in natural resources, cultural assets, and blessed with temperate climates. The combination of natural resource elements, such as sandy beaches and lush green rainforests, interesting historical sites, and warm weather have the potential to create an environment that will attract tourists to the island. By bringing the consumer (the tourist) to the product (the island), SIDS have the potential to foster linkages between the tourism sector and more traditional economic sectors such as agriculture and manufacturing (Jules 2005, UNSD 2009).

BPoA believes it to be imperative that 'the development of tourism be carefully planned, particularly in relation to compatible land uses, water management, coastal zone management and the development of parks and protected areas.' (BPoA 1994). For these reasons, eco-tourism is the preferred form of tourism development for SIDS (BPoA 1994). On the other hand, the Caribbean Tourism Organization, believes that tourism should be 'of, by, for and with the full consent and embrace of the community' therefore, community-based tourism is the preferred form of tourism development for SIDS in the Caribbean (CTO 2008, 9). Though the best type of tourism development for SIDS may vary between organizations, the common themes of strategic planning and long term sustainability remain present.

3.3 Theories on Tourism Development

The literature on and the role of tourism development has shifted over the past 50 years. Before the 1980's tourism as a development strategy was commonly seen as a way for developing countries to gain economic capital. In the 1960's and 1970's the development agencies such as the World Bank actively participated in the tourism sector by financing infrastructure of resorts, lines of credits for hotels, training programs, and other tourism related projects (Rivero 2009). By the 1980's several researchers were questioning the environmental and cultural impacts of that tourism development has on a third world countries. In 1979, Jehuda De Kadt published '*Tourism- passport to development?*' in which the social and cultural effects of tourism development are discussed. Kadt argues that the tourism approach might be causing a greater separation between the Northern and Southern hemispheres (Kadt 1979). Other researchers, such as Jeanne Beekhuis (1981), evaluated the long term local economic and cultural impacts of tourism development while warning of the harmful effects of natural resource exploitation (Beekhuis 1981). With criticism toward the value of the tourism development programs, the World Bank drastically cut its lending to the tourism sector, from the 1980's through the mid 1990's.

Between the 1987 publication of the World Commission on Environment and Development's '*Our Common Future*' and the 1992 Rio Earth Summit the accepted policies on tourism development shifted toward sustainability. The new view on tourism development was summed up by Mann and Hawkins as an 'ideology built on earlier critiques and advanced a new perspective, emphasizing community involvement, environmental conservation, and greater inclusion.' (Hawkins and Mann 2007). The term 'sustainable development' focuses on the balance between what is often referred to at the

Three E's of sustainability: economic efficiency, environmental protection, and social equity (Gunder 2006). Around this same time the World Bank and the United Nations Development Program teamed up to create the Global Environmental Facility. Looking at sustainable development through the eye of environmental and social sustainability, the Global Environmental Facility was able to support sustainable tourism projects (Mann 2007).

Today most global development assistance agencies see sustainable tourism development as a way to improve the livelihood of rural communities, diversify the local economy, and promote small enterprises (CDB 2012, DFID 2012, UNWTO 2012, USAID 2011). While the ideology of sustainable tourism development is rarely argued, the practice and outcomes of these projects remain controversial. Marcuse argues that the focus of sustainable development is on the tension between economic gain and environmental protection, with little to no focus on social equity (Marcuse 1998). In *'Ecotourism and Sustainable Development: Who Owns Paradise?'* Martha Honey attempts to answer the question of whether it is 'possible for developing nations to benefit economically from tourism while simultaneously helping to preserve pristine environments'. Honey believes that ownership of tourism projects is a key issue in the true sustainability area (Honey 2008). Other researchers, such as M.Sahli and J. Nowak argue that if a 'broader theoretic approach for examining tourism within an integrated trade framework' is used, not only can tourism cause environmental, social and cultural costs to a developing country, but it can also cause significant economic costs (Nowak 2007).

In response to the critique that sustainable tourism development tends to have a strong focus the economic and environmental concerns, another form of tourism

development called 'pro-poor tourism' has emerged. While the concept of pro-poor tourism stems out of the research and case studies from sustainable tourism, there are a few notable differences; sustainable tourism can be applied to wealthy tourism destinations were as pro-poor tourism focuses on developing countries, pro-poor tourism has reducing poverty and increasing participation by the poor as the core focus, pro-poor tourism also offers more guidance on social issues (Ashley, Goodwin and Roe 2001).

As previously mentioned, another form of tourism that has recently become part of the CTO's agenda is community-based Tourism. Similar to pro-poor tourism and still under the umbrella of sustainable tourism, the community-based tourism approach emphasizes the community participation in the tourism opportunity. Due to the unique small nature of many Caribbean islands, the CTO defines community-based tourism as:

'A collaborative approach to tourism in which community members exercise control through active participation in appraisal, development, management and/or ownership (whole or in part) of enterprises that delivers net socio-economic benefits to community members, conserves natural and cultural resources and adds value to the experiences of local and foreign visitors. This encompasses both tourism activities in a community and goods and services supplies to the tourism industry by one or more community members.'
(CTO 2008, 6).

3.4 Social Capital Within the Tourism Industry

The concept of social capital emerged from several different disciplines and made its way into tourism development through community based programs and small business entrepreneurship (Zhao, Ritchie and Echtner 2011). While there are many different definitions of social capital, Robert Putnam's definition best suits this research; 'features of

social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit' (R. Putnam 1995, 65)

For the purposes of this research, social capital is not seen as a type of tourism development but as a positive outcome from tourism development methods that support community participation and local ownership. As mentioned in the previous section, all forms of sustainable tourism have a social equity component that could potentially foster social capital. While some forms of sustainable tourism choose to focus on environmental concerns and others on economic, this study is choosing a sustainable tourism approach that focuses on social equity with the understanding that all three areas need to be addressed in order to achieve sustainability.

Looking at the current tourism development strategies taking place within the Caribbean region, the Caribbean Tourism Organization, the Organization of Eastern Caribbean States, and the Caribbean Natural Resource Institute all promote some form of social capital through the use of community-based tourism.

3.5 Case Study

Introduction:

The concept of social capital in the field of tourism development research is fairly new (Jones 2005) and the majority of academic research on the cruise industry is focused on economic expenditures (Ford and De La Vina 2001); the combination of these two facts leaves very little room for case studies including both social capital and the cruise line industry. That being said, the following case study is on a community-based initiative on the island of St. Lucia. Through this initiative is still in existence today, the website for the

'St.Lucia Heritage Tourism Programme' has been under construction (providing no information) for over a year (SLHTP 2012). Therefore, the background information, mission, and objectives were taken from a UK DFID commissioned and funded case study of this program; titled '*Practical Strategies for Pro-Poor Tourism: A Case Study of St.Lucia Heritage Tourism Programme*' (2001).

St.Lucia Heritage Tourism Programme:

The St.Lucia Heritage Tourism Programme (SLHTP) was an initiative of the Government of St.Lucia and began operation in 1998. With a starting budget of EC\$5,822,860 (or \$2,180,846 USD) the original time frame was only three years but the program is still in existence today.

The Mission of the SLHTP is:

'To establish heritage tourism as a viable and sustainable component of St.Lucia's tourism product by facilitating a process of education, capacity building, product development, marketing, credit access and the promotion of environmental and cultural protection for the benefit of host communities and St.Lucians.'
(Renard 2001, 4).

The objectives of the SLHTP are:

- To develop the island's tourism product, thus enriching the visitor experience through the provision of unique, authentic and natural/cultural visitor activities.
- To enhance St.Lucia's image in the market place as a 'green' destination, with a unique blend of attractions, and types of accommodation.

- To diversify and decentralize the tourist product and benefits, resulting in integration of rural communities island-wide into the tourism industry, providing jobs, and a sense of participation in ownership of the industry.
- To contribute to the sustainable management of the island's natural and cultural resources.

The SLHTP initiated several community wide or market wide groups and associations in order to help meet their goals. The most successful of the initiations was the formation of *Seafood Friday* in the district of Anse-la-raye. *Seafood Friday* was based off a similar event that takes place on the island of Barbados. This weekly event takes advantage of its proximity to the ocean by allowing local vendors to sell a variety of sea-food dishes, drinks, and snacks in a festival type setting. One reason for the success of this event is because it not only acts as a tourist attraction to hotel guests but as a local attraction which encourages St.Lucian's from other parts of the island to visit Anse-la-raye (Renard 2001). Because all of the major cruise ships visiting St.Lucia leave port by 5pm at the latest, cruise ship passengers do not get the opportunity to participate in this event.

In a '*Good Practices*' manual (2008) by the Caribbean Tourism Organization, *Seafood Friday* was listed as one of the top examples of community-based tourism within the Caribbean region. The SLHTP's event was given this recognition for the following reasons: infrastructure development, funding mechanism, product development on traditional activity, multi-stakeholder design and planning, institutional support, use of common property resources, participatory planning, capacity building and skills development,

community leadership, local economic linkages, and tourism impact management (CTO 2008).

While the practices and lessons learnt from *Seafood Friday* apply to this research, the SLHTP marketing initiative, called the Heritage Tourism Association of St. Lucia (HERITAS), applies more directly to the cruise ship focus. HERITAS is an association of tour operators for the purpose of marketing and branding Heritage Tours. HERITAS was formed in 1999 and currently consists of 22 individual and institutional members with a common goal of 'continuous improvement, marketing and sale of nature heritage sites and attractions in St. Lucia' (HERITAS 2011).

The Mission of HERITAS is:

'To provide a heritage tourism product, through collaborative planning, development and marketing of heritage sites and attractions, which offers a unique St. Lucian experience to the visitor, while ensuring greater community involvement, environmental sustainability, and distribution of economic benefits to the wider St. Lucian population.' (HERITAS 2011).

Currently, HERITAS is in the process of adopting an Environmental Management System (EMS). The standards for EMS will include: 1. An environmental policy which clearly communicates the Association's commitment to maintaining the physical, social, and cultural environment. 2. Environmental objectives and targets aimed at eliminating or minimizing major environmental impacts. 3. Site specific action plans which outline the actions to achieve the stated objectives and targets. 4. Recording and monitoring procedures to assess the effectiveness of the EMS in protecting the environment. (HERITAS 2011).

Heritage Tours is the brand name used HERITAS for the selling of heritage activities to visitors. The Heritage Tours website offers 11 excursions that have either a cultural or environmental theme to them. The website also informs the viewer of the EMS system HERITAS is putting into place as well as offers the viewer a brief background on the association (HERITAS 2011).

HERITAS is the only known association of its kind in the Caribbean region (Renard 2001). When the SLHTP case study was conducted in 2001, the Heritage Tours was yet to be profitable, but this may have changed over the past 10 years. Many of the goals, objectives and research questions of this study overlap with the HERITAS model. But, there are two very important exceptions; the HERITAS model does not include all types of locally owned onshore businesses, nor does it cater to cruise ship passengers.

CHAPTER 4

METHODS

4.1 Data Collection

My research used a combination of both quantitative (Fossati and Panella 2000) and qualitative (Mikkelsen 2005; Smith 2010) research methods. I began my research with a literature review of tourism development and the role of social capital in sustainable tourism strategies. I also included current policies on cruise tourism as well as cruise incentive programs. In order to apply the literature review to my research in St. Lucia, I included three case studies of current Caribbean organizations that have implemented social capital building strategies. The majority of my research was done prior to my field work in September of 2011. Beginning on August 31st 2011, I spent fourteen days collecting data that was not available online, conducting interviews, and learning about the St. Lucia tourism industry from a variety of different sources.

My original research plan required contact with the individual cruise line's excursion departments. Though several attempts were made, I did not receive a response from nine out of the ten major cruise lines, the FCCA or the CLIA. Therefore, an examination of individual cruise lines as well as the FCCA and CLIA cruise organizations annual reports, sustainability reports, mission statements, promotional material, newsletters, and website information was performed in order to create a comprehensive understanding of the cruise lines' relationship with the individual islands, excursions promoted by the cruise ships, and the cruise lines view on the importance of sustainable tourism.

Using information provided by the St.Lucia Tourism Board, travel agency websites, and internet searches, a list of businesses offering excursions on the island of St.Lucia was compiled. An examination of how many businesses were advertised by the cruise ships in 2011 as well as how many of the businesses advertised to cruise ship passengers in 2011 was conducted. Knowing that many smaller excursion businesses may not be registered with the St.Lucia Tourism Board or have the capability of creating online advertisements, I felt the need to observe the cruise ship port first hand and ask various locals for information on other excursion businesses.

4.2 First Hand Observation

Though my time in St.Lucia was limited to fourteen days during the off-peak cruise ship season, I was still able to collect valuable information and make contacts with people who I would have otherwise not been able to reach. These first hand observations allowed me to get a better understanding of the St.Lucia tourism industry as a whole as well as the everyday affect that the cruise ship passengers have on the roads, market areas, and tourist attraction sites. My first hand observation of Pointe Seraphine and the capital city of Castries when a cruise ship was in port and my observations of the interactions between the cruise ships and locals who are directly or indirectly involved in the tourism industry was essential to my research.

4.3 Interviews with Onshore Businesses

While it has been argued that the life of everyone living around a major cruise ship port will be affected in one way or another (Weaver 1993), my research is concerned with the group of St.Lucian's that have the greatest potential to be impacted in a positive way

from the cruise ships. Onshore businesses that cater to cruise ship passengers have the most direct relationship with the cruise lines and the cruise ship passengers. Therefore, my interviews focused on the relationship of local excursion businesses to the various cruise lines as well as to each other.

Beginning in August of 2011, local tourism excursion businesses in St. Lucia were identified as potential candidate for this research. A total of 32 businesses were contacted about participation in this study through the form of an interview. The interview questions were intended to be asked to the owner or manager of the business. In several cases businesses responded by saying that they go through a tour operating company that deals directly with the cruise ship, and therefore it would be more appropriate to talk to the tour operating company. With only four businesses meeting my original criteria for interview selection, and so many businesses go through the major tour operator on the island, I felt it important to broaden my search base to all onshore businesses.

Along with setting up interviews with the owners of the larger tourism excursion businesses, I also went directly to the cruise ship port in order to set up interviews with independent taxi drivers, independent tour guides, and souvenir vendors. A total of 14 businesses agreed to be interviewed for this research. The size and types of businesses interviewed ranged from one person offering one type of service; i.e. taxi ride, or souvenir, to large scale production where by one business is selling and operating services of many smaller businesses.

All of the interviews were conducted in a semi-structured question and answer format; allowing the interviewee to give any additional information that she/he felt was important. The qualitative data from these interviews was then analyzed to determine

common themes, word choices, existing relationships, and overall tones or feelings toward the cruise ships and other excursion businesses. The interview protocol used in this research can be found in the Appendix.

Based on the literature review and case studies, this research hypothesized the following indicators as barriers to the relationship between the cruise lines and the local excursion businesses:

- Size of the excursion business
- Insurance or other formal documentation of the excursion business
- Knowledge of the business
- Former positive or negative experience with the excursion business

Based on the literature review and case studies, this research hypothesized the following indicators as barriers to the relationship between the various excursion businesses

- Size of the excursion business
- Family ties or social networks
- Competitiveness among competing businesses

In addition to the 14 businesses, 2 additional interviews were conducted with St. Lucians who have had, or still have, direct involvement with the government, tourism development, or cruise ship sector on the island. Though these three interviewees did not fit the criteria for the interview questions, they were able to offer valuable insight into the

inner working of the relationship between the government and the cruise ship industry, as well as changes that have occurred to the industry over the past several decades.

4.4 Definitions and Assumptions

This research used the following definitions:

Excursion: Shore & land excursions are exciting tours, shows and other activities you can take advantage of while visiting various ports and cruise tour cities (Royal Caribbean International 2011)

Locally Owned Onshore Business: A business that: 1. Offer excursions or some type of activity to tourist arriving by cruise ship; examples included: boat rides, shopping, sight-seeing, and taxi rides to beaches. 2. Are owned and operated by a permanent resident or natural born citizen living in St.Lucia.

Local Community: Those people living in the immediate area potentially affected socially, economically, or environmentally by a tourism project (Global Sustainable Tourism Council 2011)

Sustainable Tourism: Tourism envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled with maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems (Global Sustainable Tourism Council 2011)

Social Capital: Features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit. (R. Putnam 1995, 65)

Cruise Ship Industry: Major cruise lines that travel to Caribbean islands and are members of the CLIA or FCCA. These cruise lines include: Carnival Cruise Lines, Celebrity Cruises, Costa Cruise Line, Cunard Line, Disney Cruise Line, Holland America Line, Norwegian Cruise Line, P&O Cruises, Royal Caribbean International, and Seabourn Cruise Line.

Comparative Islands- Refers to St.Kitts & Nevis, Dominica, and Antigua & Barbuda. These islands were chosen for a comparison study because they are the most similar to St.Lucia in terms of geographic location, political and economic history, Cruise ship company arrivals, and OECS membership.

This research assumes that the Caribbean organizations (CARICOM, CTO, and OCES) and the island of St.Lucia believe policies and strategies that support, promote, or implement sustainable tourism are in the best interest of the region and island. Assumption is based off of previous research and goals lists by the respective groups.

4.5 Limitations

Limitations to my research include access to data collected by and personal working for the individual cruise lines as well as data collected by and personal working for the Ministry of Tourism in St.Lucia. Limited field research time and limited travel resources are

also notable limitations to this research. Though the interviewee selection process had no known biases, the type of person willing to be interviewed, availability of interviewees, and cultural differences can be seen as limitations as well. Factors such as rumored corruption within the local government, falsification of documentation dealing with crime rates, and family owned monopolies within the tourism sector may all have the ability to change the outcome of my research findings, but without reliable sources and proper documentation, these factors were excluded from this research.

CHAPTER 5

ARRIVING IN PORT

5.1 Background

As stated in the literature review, most of the academic research done on the cruise ship industry focuses on the economic expenditures of the cruise ship and its passengers (Ford and De La Vina 2001). Therefore, it comes as no surprise that the few studies that have been done on shore visitations and excursions have focused on tourist expenditures and the economic impacts for port-of-calls (Henthorpe 2000; Wilkinson 1999).

The major cruise lines traveling to the southern Caribbean, offer seven night cruises, making five shore visits to different ports, some of which include St.Lucia. According to the excursions offered from the top cruise line's official websites, most of the ships offer between 15 - 30 excursions for the island of St.Lucia; these excursions include boat rides, day trips to an all inclusive resort, and bus tours around the island (Carnival Cruise Line 2011, Royal Caribbean International 2011, Princess Cruises 2011, Holland America Line 2011). The cruise ship passenger has three options once they arrive in port; 1, stay on the ship, 2, attend a cruise ship sanctioned excursion which the passenger has paid for through the cruise line before arriving in port, or 3, get off of the boat and explore the island on their own or in a small group.

In 1995, Jonathan Dahl wrote an article for the Wall Street Journal called "Why go ashore when the ship's so nice?" In this article, Dahl discusses how the cruise ships are getting larger, nicer, and offering more activities on board the ship even then the ship is

port. Dahl goes on to quote the deputy director of general tourism for the Bahamas, James Hepple, saying “It’s almost embarrassing how little we’re getting” “We’re providing the beautiful setting. But it’s the ships that are keeping the money.” (Dahl 1995, B1). When this article was written, the largest cruise ships carried up to 2000 passengers, in 2011 the newest fleet of Royal Caribbean and Carnival Cruise Line ships carry over 5,400 passengers and offer everything from free zip line rides to ice skating parties while the ships are in port (Royal Caribbean International 2011; Carnival Cruise Line 2011). The attraction of staying on the ship while it is in-port creates a disparity between the number of cruise ship passenger arrivals and the number of cruise ship passenger onshore visits, see Table 3. In order for the onshore businesses to financially benefit from the cruise passenger, the passenger must want to get off of the boat. As Table 3 shows, almost three million Caribbean cruise passengers chose to not go onshore in 2009. While the number of passengers staying aboard the ship is larger for St.Lucia, it is important to note that this may be due in part to the higher number of arrivals.

Table 3 Passenger Choices (FCCA 2009)

Country	Passenger Arrivals	Onshore Visits	Stayed Aboard
Antigua & Barbuda	626,000	532,100	93,900
Dominica	272,600	231,800	40,800
St.Kitts & Nevis	417,400	333,900	83,500
St.Lucia	665,000	532,000	133,000
All 29 Destination	20,441,500	17,557,600	2,883,900

For the passengers who have chosen to get off of the ship, many destinations, including St. Lucia's Pointe Seraphine, have attempted to create what researcher Reiner Jaakson coined a 'tourist bubble' (Jaakson 2004). Playing off of Cohen's term 'environmental bubble' (Cohen 1972), Jaakson explains that tourists want the security of a familiar environment while they experience the novelties of a new destination.

Once exiting the cruise ship in St. Lucia, the passengers step foot into a private, modern, open air plaza called Pointe Seraphine. This Spanish style plaza is filled with duty-free international high-end stores; such as Little Switzerland and Gucci. Pointe Seraphine is controlled by the St. Lucian Port Authority and is under strict security; allowing only cruise ship passengers, port workers, and excursion businesses with cruise ship contracts to enter the restricted area. Adjacent to Pointe Seraphine's main shopping area, is a parking lot and open waterfront that awaits a plethora of water and land taxi drivers eagerly waiting to take visitors wherever they would like to go. Located on the opposite side of the harbor, and easily accessible by water taxi, is the vendor's market where local crafts and souvenirs may be purchased.

For cruise ship passengers who have booked an excursion directly through the cruise line, a representative from the authorized excursion business will be waiting on the cruise ship dock. Because there are multiple excursions taking place at the same time, the representatives from the various excursions carry signs while they carefully direct all of the passengers in their group through the plaza and on to a van or boat, depending on the type of excursion.

5.2 Cruise Ships and Excursions

There are five different categories of excursions offered by the top cruise lines in the Caribbean; these categories include: adventurous activities, landscape/seascape tours, wildlife, heritage tours, and cultural tours (Johnson 2006). Excursions are purchases more by cruise passengers than any other category of goods and services offered (FCCA 2009). Every major cruise line has an excursion section for their website where potential travelers can view the excursions offered through the cruise ship for each port-of-call the cruise will be visiting. Cruise passengers have an option of how they would like to purchase their excursion; through the cruise line, onshore, or through a travel agent.

When an excursion is booked through the cruise line, the cruise line charges a management fee which is bundled into the total cost of the excursion. It is important to note that in one study of Caribbean islands most cruise lines add a 60%-100% profit margin to prices charged by local agencies and tour providers (Johnson 2006). If the excursion is booked onshore, this means the cruise passenger booked the excursion directly through the excursion business; either ahead of time through the excursion businesses' website or in-person once the passenger arrives in port. If a cruise ship passenger books an excursion through a travel agent, the travel agent has the ability to charge a management fee similar to that of the cruise ship (FCCA 2009).

According to an impact study commissioned by the FCCA, an average 57% cruise passengers who get off of the boat purchase a shore excursion at that destination, with an average of 77.5% purchasing the excursion through the cruise line, 17.7 % purchasing onshore, and 4.8% purchasing through a travel agent. As shown in Table 4, St.Lucia, St.Kitts and Dominica are above the Caribbean destination average in terms of the percentage of

passengers purchasing an excursion. All four of the comparison islands rank below the Caribbean destination average for booking through the cruise line, which then correlates to all four the comparison islands having a higher percentage of onshore excursion purchases. Across the board, booking an excursion through a travel agent is significantly less popular than the first two options.

Table 4 Excursion Purchasing Choices (FCCA 2009)

Country	Percent of passengers getting off of the boat	Purchased an Excursion	Purchased From Cruise line	Purchased Onshore	Purchased From a Travel Agent
Antigua & Barbuda	85%	48.50%	69.00%	27.50%	3.50%
Dominica	85.50%	67.10%	69.50%	25.80%	4.80%
St.Kitts & Nevis	79.90%	58.40%	73.10%	23.60%	3.30%
St.Lucia	80%	65.40%	70.00%	26.40%	3.60%
29 Destination Average	85.89%	57.00%	77.50%	17.70%	4.80%

Of particular interest to this research is the average 43% of passengers who get off the cruise ship but do not purchase any type of excursion; which mean, using St.Lucia’s 2009 statistics, there were 186,200 people getting off the boat but not taking a formal tour. Further research should be conducted into why this group of people is not purchasing a tour, as well as the factors which influenced their decision to not take a tour. Unlike the passenger population that remains on the cruise ship, the onshore businesses in St.Lucia can potentially have marketing access to the group that gets off of the boat.

The various cruise lines all encourage their passengers to purchase excursions directly through their website or aboard the ship. While the selected reasons for

encouraging excursions to be bought through the cruise lines may vary, there are several themes that appear on the major cruise lines websites. The major themes include; the passengers will be safer, have reliable tour guides, and receive the best value for their money (Carnival Cruise Line 2011, Royal Caribbean International 2011).

The excursions offered by the cruise lines are operated by a tour excursion business on the destination island; these businesses then enter into a contract with the cruise line. Though the contracts are not made publicly available, several of the interviewees stated that all of the contracts with the major cruise lines specify that the excursion business is not allowed to provide the excursion to any passenger on their cruise ship unless the excursion was purchased directly through the cruise line. For example, a 2009 news report by Global Travel Industry News, reported that the reason Carnival Cruise Line dropped Blackbeard's Cay, a popular Nassau Bahamas excursion company, was because Blackbeard's Cay continued to advertise itself to cruise ship passengers via the internet. One of the excursion businesses that I interviewed for this research stated that one of the main reasons their business is not trying to renew its contract with one of the major cruise lines is because they turn away as many emails and phone calls from cruise ship passengers trying to book an excursion directly through them as they do receive actual clients from the cruise ship.

Table 5 below, shows that there is a significant price difference between excursions purchased through the cruise line and onshore excursions. The average cost of purchasing an excursion through the cruise line is more than double the cost of an onshore excursion. That being said, some of the higher-end excursions, such as zip-lines or scuba diving, may have contract with the cruise lines which prevents them from selling onshore excursions and thereby lowering the overall 'onshore' total. Through the information the FCCA

gathered for an destination impact study, they were able to calculate the ‘Local Effective Price of a Tour’ by subtracting the cost the cruise line paid for the excursion from the total amount paid by the cruise passengers to get the; this local effective price indicates the average amount an excursion business received per client. While the local effective price is slightly higher than onshore price for an excursion, this may again be related to the higher-end quality of the excursion being offered by the cruise line.

Table 5 Average Excursion Cost per Purchase Method and Destination (FCCA 2009)

Country	Cruise Line	Onshore	Other	Local Effective Price of a Tour	Average Expenditure per Passenger
Antigua & Barbuda	\$57.49	\$22.98	\$53.77	\$31.55	\$72.06
Dominica	\$58.70	\$26.63	\$50.83	\$33.14	\$45.87
St.Kitts & Nevis	\$69.73	\$20.41	\$120.55	\$38.38	\$99.41
St.Lucia	\$55.73	\$29.62	\$75.72	\$33.26	\$68.53
29 Destination Average	\$57.37	\$27.21	\$77.56	\$34.28	\$97.63

5.2 FCCA and Government Involvement

The Florida Caribbean Cruise Association (FCCA) often works as a middleman between the excursion businesses and the individual cruise lines. According to the FCCA’s official Website, they are ‘a not-for-profit trade organization composed of 14 Member Cruise Lines operating more than 100 vessels in Floridian, Caribbean and Latin American waters. Created in 1972, the FCCA’s mandate is to provide a forum for discussion on legislation, tourism development, ports, tour operations, safety, security and other cruise

industry issues. By fostering an understanding of the cruise industry and its operating practices, the FCCA seeks to build cooperative relationships with its partner destinations and to develop productive bilateral partnerships with every sector. The FCCA works with governments, ports and all private/public sector representatives to maximize cruise passenger, cruise line and cruise line employee spending, as well as enhancing the destination experience and the amount of cruise passengers returning as stay-over visitors.’ (FCCA 2011).

The FCCA annual trade show allows the different member excursion businesses on the various island to show case their product for the cruise lines. In 2009, St.Lucia was the first Caribbean island to host the FCCA annual trade show. According to a press release by the FCCA, *“More than 1,000 cruise industry partners will come together with 100 Cruise Executives from the FCCA Member Lines to share ideas and discuss industry trends”* and *‘The Trade Show is the perfect opportunity to showcase your destination and/or product to key Cruise Executives from the Operations, Purchasing, Marketing and Shore Excursion areas that will be in attendance and committed to working with you.’* (FCCA 2009, 1). While this event was a great opportunity for the St.Lucian tourism businesses to show off what they have to offer, one interviewee expressed that this event did not change anything in terms of the cruise ship contracts with the excursion businesses nor did it increase the number of cruise ships coming to the island. This interviewee stated that he felt the FCCA executives got a free vacation and then laughed their way all the way to the bank.

5.3 Port Taxi Drivers and Souvenir Vendors

While taxi and souvenir vendors are not traditionally classified under tour excursions, both of these services play an essential role in the excursion processes; especially for cruise ship passengers who choose to not take a cruise ship sanctioned excursion. As previously mentioned, adjacent to the main Pointe Seraphine shopping plaza is a parking lot with taxi drivers. According to a representative from the Courtesy Taxi co-operative society, the taxi drivers for the port area have come together to form a co-operative business of registered taxis. The taxi drivers participating in this co-operative have uniforms, set prices for trips to various locations around the island, and use cell phones and radios so that the port taxi dispatch office is aware of the location of all the taxi drivers. This co-operative holds insurance for all the member taxis, makes sure that their necessary paperwork is kept up to date, as well as offers loans for repairs and new vehicle purchases. The Courtesy Taxi is the only authorized taxi drivers for the port area, that being said, unauthorized taxi drivers, who are not part of the co-operative often make their way into the port area and offer taxi prices to cruise ship passengers at a reduced fare. Through informal relationships, many of the Courtesy Taxi drivers have certain site seeing, shopping, or activity locations that they choose to take cruise passengers. The representative from Courtesy Taxi explained to me that they have made several attempts to advertise onboard the various cruise lines and feel that it is important to inform the cruise passengers of the difference between the authorized and unauthorized taxis.

Souvenir vendors also play an important role in the excursion process. Many of the excursions, both offered by the cruise ships and independent excursions, make stops for the cruise passengers to do some shopping. During my interview process, several vendors

mentioned that their sales numbers are down, even though the number of cruise ship arrivals has not decreased dramatically. Several of the interviewees believed that the cruise ship passengers were just not spending as much money as they used to, while other interviewees believed that the passengers were buying the souvenirs aboard the ship, or at Pointe Seraphine instead of the local market. The main vendor market is located in the center of town, directly across the harbor from Pointe Seraphine. All of the vendors in this market belong to a vendors association called St. Lucia Craft and Dry Goods Vendor Association. Due to sponsorship through the St. Lucia Office of Private Sector Relations, the Vendor Association has a website where prospective shoppers can view the types of items for sale and meet some of the 113 vendors located in the center market (SLU Vendor Association 2011). As of December 2011, there are no links from the St. Lucia's official website to the Vendor Association website, nor was I able to find links on any other travel and cruise advertising places. When interviewing a representative for the Vendor Association, he said that they have never tried to advertise with any of the cruise lines because they don't have enough money, but that they would be very happy if they could advertise on board the cruise ships or through other travel agencies.

CHAPTER 6

RESEARCH FINDINGS

6.1 Pool of Interviewees

In September of 2011, a total of 16 interviews were conducted with local persons involved in the tourism industry of St. Lucia. A total of five interviews were conducted with persons who own or manage a formal excursion business that currently or has previously had contracts with one or more of the major cruise lines visiting St. Lucia. A total of two informal excursion businesses offering bus rides and activities to cruise ship passengers, as well as seven souvenir or hand craft vendors catering to tourist were also interviewed. The remaining two interviews did not meet the criteria for the interview selection process but both interviewees actively participate and potentially influence some of the politics surrounding the tourism industry of St. Lucia; note that the latter two interviews (subject numbers 4 and 14) are not calculated in the interviewee responses though information provided by them will be discussed in the outcomes of this study.

Ethnic race was not considered a factor in the interview selection process because the St. Lucia Government Statistics Department does not use race as a demographics category and my previous experience with the island of St. Lucia leads me to believe that nationality and allegiance to St. Lucia was more important than race. While all the of the interviewees were either natural born citizens or permanent residents of the island of St. Lucia, it could be argued that two of the interviewees still have strong family connections in foreign countries; it should be noted that both interviewees have been living in St. Lucia for over 15 years.

The highest level of education held by the interviewee was not asked because I perceived this question to be culturally sensitive and inappropriate for this type of interview. It is also important to note that while interviewees were not prompted to answer a question in a certain way, some questions were reworded if the interviewee did not understand what was being asked; for example, if an interviewee did not understand percentages, the question was then asked using terms such as 'most' 'few' 'more or less than half' 'almost all' or 'almost none' to create a rough percentage.

When asked how long the interviewee's current business has been in operation, the answers ranged from 3 years to 35 years, with a mean average of 18 years. Several of the interviewees also indicated that they were involved in the tourism industry before their current business. Because the cruise ship industry has changed significantly over the past 20 years, many of the interviewees chose to answer the interview questions in a manner that expressed the change they have seen in their business over the length of its operation. For example, when asked about the percentage of customers who come from the cruise ships or demographics of their customers, many of the interviewees stated their current customer information as well as how it has changed; this was an unintended, but not discouraged, outcome of this study.

Returning to Putnam's definition of social capital: 'Features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit' (R. Putnam 1995, 65) and the assumption that social capital is an important part of sustainable tourism, the interviews conducted for this study act as a measurement of the social capital taking place within this sector of the tourism industry of St. Lucia. The

goal of the interviews align with the overall goal of this research in that they help to collect data and gain a better understanding of three different type of relationships involving the St.Lucian onshore businesses; (1) the relationship between the onshore businesses at the individual cruise lines, (2) the onshore businesses and the cruise ship passengers, and (3) the onshore businesses and each other.

6.2 Research Questions

To answer the research questions for this study, the sub-questions will be answered first. These questioned included:

1. Under the umbrella of sustainable tourism, what current systems are in place to help promote social capital within the tourism business sector of St.Lucia?
2. What is the current relationship between St.Lucia's onshore businesses and the cruise lines?
3. Would the formation of an onshore businesses' organization help to foster an equally beneficial partnership between the cruise passengers and the onshore businesses? Would this co-operative increase social capital among its members and/or the St.Lucian tourism industry as a whole?

Following the sub-questions, answers toward the overarching research question will be given. The overarching research question is: Using community-based tourism as a strategy, in what ways can St.Lucia maximize the island's potential benefits from the cruise ship industry?

Through answering these questions, the goals of this research should be achieved: The main goals for this research was to identify the community-based tourism strategies that will promote linkages between the onshore businesses and other sectors of the economy as well as encourage environmentally sustainable practices, and, to identify ways in which locally owned onshore businesses can gain access to the cruise ship passengers without the leakages caused by advertising through the cruise lines.

6.3 Systems for Supporting Tourism and Sustainable Tourism and Social Capital in St.Lucia

On a regional level, St.Lucia has the OECS, CTO, CARICOM, and CANARI offering sustainable tourism frameworks, examples of good practices, and policy guidelines for implementation strategies. Along with the regional support, agencies such as the UNWTO, USAID, FID UK, and the World Bank offer recommended policy guidelines as well as potentials for grants, loans, and foreign aid to sustainable tourism development projects.

On a national level, St.Lucia has adopted a National Vision Plan for the purpose of a common vision for the island. As discussed in Chapter 2, St.Lucia's commitment to GATS, as well as, the Tourism Incentive Act, promote tourism development that does not align with the goals of sustainable or community-based tourism development. While the large-scale investment projects, promoted by GATS and the Tourism Incentives Act, could potentially create economic benefits for the island, they rarely come from a community-based approach that would help to support social capital (Jules 2005, Renard 2001). The National Vision Plan recognizes the benefits of sustainable tourism but does little to encourage this form of tourism, nor does it give any policy or strategy suggestions for increasing sustainable tourism.

On a local level, St. Lucia has several institutions are not only supporting sustainable tourism but also have a strong community-based approach. Even though the term 'social capital' is not found to be used by any of institutions promoting sustainable tourism in St. Lucia, all of these institutions appear to be promoting social capital through other choice words such as 'facilitating participation and capacity building' (Scribal Consultancy Services 2012), and 'collective voice' (SLHT 2011). The most recognized example of sustainable tourism which promotes social capital would be the St. Lucia Heritage Tours Programme and their *Seafood Friday* event in Anse-la-ray.

The results from this study conclude that there is a Caribbean region, national government, and local organization level approval of sustainable tourism and accept community-based tourism strategies was a way for fostering social capital. Though sustainable tourism is accepted, the results from this study indicate that little significant changes have been made on a national or regional policy level that have required or encouraged this type of tourism development; in fact, several of the current trade and tourism acts indirectly discourage community-based tourism (Jules 2005, Renard 2001).

When interviewees were asked if they have an 'informal business relationship' with any of the other tourism business providers, 100% of the interviewees said yes. One interviewee responded by saying; 'Ya' know it's a small country, everybody is somebody's cousin'. These natural social bonds that are already taking place within the tourism sector and the island as a whole, reiterate the reasons CANARI, CTO and SLHTP are pushing for community-based tourism, as well as, can be an indicator of the social capital potential within this sector of the tourism industry.

6.4 Relationships between the Cruise Lines and Onshore Businesses

For the purposes of this research, the relationship between the cruise line and the onshore businesses was divided into three categories; a direct business relationship, an indirect business relationship, and no business relationship.

A direct business relationship with the cruise lines was determined by whether or not the onshore business had a contract for their services through the cruise line; examples may include scuba diving tours, sight-seeing tours, and zip-lining adventures. An indirect business relationship with the cruise line was determined by whether or not an onshore business has a contract for their services with another onshore business, which then has a direct business relationship with the cruise line. The status of 'no business relationship' was given to onshore businesses that deal directly with cruise ship passengers but have no type of contractual connection to the cruise lines.

At the time when the fourteen interviews were conducted, three interviewees currently had a direct business relationship with one or more of the cruise lines; all three of these interviewees are professional excursion businesses. Two additional interviewees had an indirect relationship with a cruise line; both interviewees were under contract for their service to the same excursion business company but on different shore excursions. Of the nine onshore businesses with 'no business relationship' to any of the cruise lines, a total of one interviewee has previously had a direct business relationship with several of the cruise lines, and eight interviewees have never had any type of business relationship with any of the cruise lines.

As shown in Table 6, of the four onshore businesses that have ever had a direct relationship with the cruise line, all four carried a contract for over 10 years. When comparing future business plans, the two businesses that plan on keeping their contract with the cruise lines and hold multiple contracts with ‘all the major lines’ and have between 80-100% of their business coming for the cruise ships. One business has been serving out its contracts with the cruise lines but plans on not renewing; the reason given for this choice was the belief that the business would benefit more from selling directly to the passengers through their website or other booking methods. The last onshore business discontinued its relationship with the cruise lines because the high-end, low-capacity excursions offered by their business no longer meet the needs of the changing cruise industry, which is now looking for a more affordable, high-capacity excursions.

Table 6 Direct Relationship Onshore Business Responses

Subject Number	13. Does your company have a business relationship with any of the cruise lines?	13a. What Cruise lines?	13a. How many years?	13a. Has the relationship increased your Business?	13a. Do you want to start new relationships with other cruise lines?
1	Yes	All the Cruise Lines	17 years	Yes	Yes
2	Yes	The Majority of Cruise Lines	Over 30	Yes	Yes
4	Not any more	Had relationships with cruise lines that got bought out	Had a relationship for over 15years	n/a	n/a
5	Yes, but dropping it all	Royal Caribbean, Princess. Formally with NCL	Over 10	No, because we turn away as many as we get	Maybe

All three of onshore businesses that currently have a direct relationship with at least one cruise lines say they have a good or excellent relationship with the cruise lines. The 'good' or 'excellent' relationship status appears to have more to do with the longevity of the relationship than the equality of the partnership. After stating the onshore business has a good relationship with all of the cruise lines, one interviewee said:

"Quote me on the following, Carnival Cruise Line is a monster. It has like 8 other lines. They probably represent 48% of the boats but 83% of the passengers, so they drive us to the wall with prices. Whatever you give them in price, they duplicate it. Carnival said they were not going to be a monopoly, but that is not true. In the past how many years, I haven't been able to squeeze 5 more cents out of the cruise line. I train my employees very well. I do three months training, nobody else here does that. That's Carnival, the others are not so bad." (No.1 2011)

The two onshore businesses that have an indirect relationship with the cruise lines still have the majority of their customers coming from the cruise ships. Both businesses show little interest in creating a direct relationship with the cruise lines. Of the eight onshore businesses that have never had a relationship with the cruise lines, seven businesses would like to form some type of relationship with the cruise lines, and one business said 'no' because it would end up discouraging the passengers from just walking around on their own. One interviewee stated that some type of collective advertizing through the vendors association would be the best way for their business to form a relationship with the cruise line. Another interviewee said that the taxi Co-operative has unsuccessfully attempted to form a relationship with the cruise lines and if a co-operative couldn't do it, then there is no point of a single business even trying.

Overall, there appears to be a general feeling of lack of control over the relationship between the cruise lines and the onshore businesses. A sense of 'it is what it is' seems to discourage the onshore businesses from attempting to form a more mutual relationship between the two sides.

6.6 Barriers to Forming a Relationship with the Cruise Lines

'The [Caribbean] region's dependency on tourism has, at times, created a competitive climate between the nation states across the wider Caribbean region. This intra-island competitiveness has historically polarized regional activities rather than encouraged collaborative thinking for the development of tourism' (Weeden 2004, 39)

The above statement written by researchers Lester and Weeden reiterates a similar concept as that expressed to me by several of the interviewees I spoke with in St.Lucia. One of the interviewees, whom has been involved in the tourism sector of the Caribbean for over 30 years, said:

'We have to have a generational change in the politics, new people have to think differently and see the Caribbean as a region rather than as a group of scattered islands, a nation within itself. We see our neighbor as a competitor rather than a neighbor, we allow boundaries and the waters between us, and the fact we have different accents, have us describing ourselves as St.Lucian and Barbadians instead of Caribbean people.' (No.4 2011)

In order to better understand why certain cruise lines choose particular excursions for each island, I contacted the excursion department of every major cruise line that arrives in St.Lucia and asked for the following factors to be rated on a scale of 1-5 (one being the most important and 5 being the least important); Quality for the Cost, Ability to accommodate a large number of guests, previous experience working with the excursion

business, locally owned, uniqueness of the excursion. These five factors were identified by the onshore businesses I interviewed in St. Lucia as possible reasons for their current relationship with the cruise lines. Onshore business interviewees that currently have a positive relationship with the cruise lines indicated that they felt they received the contract because of the 'Uniqueness of their excursion' and because they have worked with the cruise line before. Excursion businesses that no longer or have never had a contract with the cruise lines indicated that their ability to offer low enough prices and accommodate large enough groups were the reasons they do not have contracts with the cruise lines. All of the onshore businesses interviewed indicated that the businesses being locally owned did not matter to the cruise ship. Though many attempts were made, both by phone and email, only Holland America Line responded to the survey request. While the opinions given by Holland America Line may not reflect the opinions of the other cruise lines, the factor that they felt to be the most important were the same factors strongly indicated by several of the interviewees; Holland America Line ranked 'Uniqueness of the excursion' as most important, followed by 'previous experience working with the excursion business' and 'quality for the cost', ranked the lowest were 'ability to accommodate a large number of guests' and 'locally owned'.

Based on the literature review and interviews for this study 'profit margins' and 'start up capacity' are seen as the two main barriers to forming relationships with the cruise lines. In order for a cruise line to promote an excursion and sign a contract with the onshore business, the excursion itself has to be able to make enough profit that both parties can benefit financially (Mosedale 2006, Marusic, Horak and Tomljenovic 2009). Therefore, it appears to be unlikely that businesses such as taxis, vendors, or small scale activity

operations will be forming a relationship with the cruise lines anytime soon. For protective reasons, all major cruise lines require their contracted onshore businesses to carry liability insurance; two interviewees stated this amount to be \$2million USD per incident. The initial start up costs of most onshore businesses, as well as, the foreseeable costs of caring liability insurance, put the majority of St.Lucians in a position of not being able to break into the business.

This study concludes that both the government of St.Lucia and the onshore businesses feel that the relationship between them and the cruise lines is heavily weighted to the benefit of the cruise lines. The literature review, as well as the interviews, offers no solutions for improving this relationship without a united Caribbean front.

6.7 Formation of an Onshore Business Organization

There are several factors pointed out in this research that indicate the need for the formation of some type of business organization that supports collaboration, marketing, training, and technical assistance, and research within the cruise ship sector of the tourism industry in St.Lucia. These factors include:

Most tourism businesses in St.Lucia belong to some type of organization, association, or cooperative. Of the interviewees in this study, 93% belong to at least one organization, while 21% belong to more than one organization. The top organizations listed by the interviewees were the St.Lucia Craft and Dry Goods Vendors Association (43%), St.Lucia Tourism Board (34%), National Taxi Union (14%), and St.Lucia Hotel and Tourism Association (14%). While many of the organization memberships are required for the specific tourism business type, 79% of the interviewees use the organization as their main

source of advertizing, yet none of the organization's websites specifically target or cater to cruise ship passengers.

After analyzing the top organizations with onshore business membership, it becomes clear that there is a lack of unity among the cruise tourism businesses on the island. The lack of unity and need for a cruise tourism sector organization was expressed by the President of the National Taxi Union, Mr. Joseph, during a news report on the local HTS television network. The Director of Tourism, Louis Lewis, agreed with Mr. Joseph and stated that:

"The matters related to the cruise sector have to be taken seriously. To have a council that looks in to the areas of promotion, the facilities, the amendments, the sites, the attractions, safety and security, the delivery of services, transportation, all of these things are quite important and continue to make a destination attractive." Mr. Lewis went on to say "The cruise passenger visits St.Lucia for one day, what this give us is an excellent opportunity to convert those persons, having been here for one day, to a longer stay vacation." (HTS News 2011).

As mentioned by Mr. Lewis, having a cruise sector organization that looks into promotion could benefit the onshore businesses. Given that many of the onshore businesses are small and do not have the capacity to advertise with the cruise lines, alternative forms of promotion and advertising could potentially increase the onshore business's access to cruise passengers.

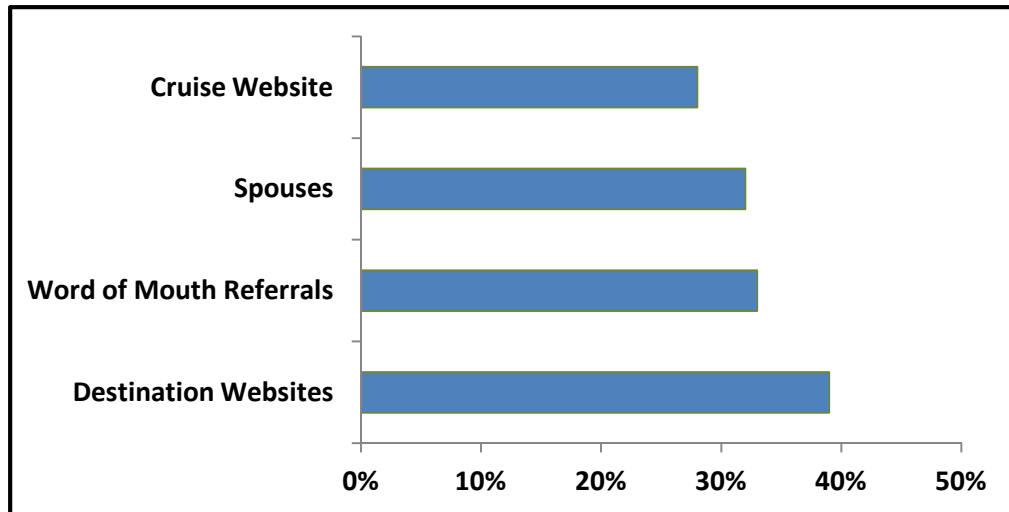


Figure 4 Major Influences on Destination Choice (CLIA and TNS 2011)

As shown in Figure 4, the Cruise Line International Association (CLIA) ‘*Market Profile Study*’ of 2009, indicates that the major influences contributing to destination choice by cruise passengers is the destination’s website (39%), followed by word of mouth (33%), spouses (32%), and cruise website with only (28%). It is important to note that the CLIA study allowed participants to list more than one factor, which creates a total percentage of over 100 (CLIA and TNS 2011). Currently, the official destination website for St.Lucia does not promote or advertise specifically to cruise passengers (St.Lucia Tourist Board 2011).

The results of this study conclude that the creation of an onshore business organization is wanted by several key stakeholders. In addition, the potential collaborative efforts of an onshore business organization could increase direct access to cruise ship passengers by promoting, advertizing, and selling activities of the onshore businesses through the official destination website. Though the literature review and interviews do not indicate that the formation of an onshore business organization would improve the

relationship between these businesses and the cruise lines, the literature review does indicate that collaborative efforts can increase social capital and potentially create a mutually beneficial relationship between the island of St.Lucia, onshore businesses, and the cruise passengers (Lester and Weeden 2004, Beritelli 2011).

6.8 Recommendations for Maximizing St.Lucia's benefits from the Cruise Tourism Industry

The literature review indicates that minimizing leakages of foreign exchange and increasing linkages with other sectors of the economy is the best way for an individual island, such as St.Lucia, to maximize its benefits from the tourism industry (Bramell and Lane 2000, Dwyer and Forsyth 1998, Mosedale 2006, Jules 2005, Andriotis 2003). Looking at the cruise tourism industry, passengers booking excursions through the cruise line instead of directly through a locally owned onshore business is the largest contributor of foreign exchange leakage (Klein 2005, Marusic, Horak and Tomljenovic 2009). As previously suggested the creation of an onshore business organization could potentially help to decrease leakage of foreign exchange by increasing cruise passenger's ability and desire to book activities directly through locally owned onshore businesses.

By openly addressing in the safety, reliability, and quality issues that are listed by the cruise ships as a reason to book through them (see Chapter 5), and by promoting the benefits to the island (environmental, cultural, economic) and to the passenger (more authentic experience, cheaper, feeling good about 'doing good') of directly booking with an onshore business, the cruise tourism sector of St.Lucia has the potential to increase social capital and increase the number of directly purchased onshore activities.

Linkages to existing groups, such as HERITAS or other SLHTP initiatives can potentially benefit the island by increasing the promotion and awareness of the environmental precautions and community-based involvement implemented by these groups. Through linkages, there is also the potential for onshore businesses to participate in or expand HERITAS' Environmental Management System. Currently, the St.Lucia Heritage Tours website is difficult to find because there is also a Heritage Tourism program in St.Lucia-South Africa and St.Lucia-Australia, but by creating linkages to the St.Lucia Tourism Board, and the official St.Lucia website, many of these initiatives can potentially get the awareness that they deserve.

Promoting linkages to souvenir products manufactured in St.Lucia, food & drink items locally grown and processed in St.Lucia, and locally owned hotels for potential future vacations will not only cut down of leakage of foreign exchange, but will also culturally benefit the island by increasing social capital.

In conclusion, the research from this study indicates that if properly studied and implemented the creation and promotion of some type of onshore business organization has the potential to economically benefit the island of St.Lucia, culturally support and potentially increase social capital, and increase environmental protection initiatives.

CHAPTER 7

SUMMARY AND RECOMMENDATIONS

7.1 Summary of Findings

The research for this thesis started off looking at the relationship between the cruise ship industry and the island of St.Lucia. Using onshore businesses as a venue for analyzing this relationship, interviews with the owners or managers of local tour excursion businesses, cruise port taxi drivers, and souvenir vendors were conducted. Based on the findings of these interviews, interactions with other locals in the tourism sector of St.Lucia, and a literature review of both scholarly research and social tourism mediums, conclusions were drawn as to the causes of the unequal partnership between the cruise ship industry and the island of St.Lucia.

The findings of this study indicate that there may be a widely viewed false perception of the economic benefits caused by the cruise ships and received by the island as a whole. Leakages within the tourism sector, St.Lucia's commitments to GATS, and concessions offered to cruises ships in order for St.Lucia to stay a competitive destination, all contribute to the gap between cruise industry economic impact reports and the net economic gain felt by the island. Given St.Lucia's status as a Small Island Development State, the tourism industry is seen as one of the few industries that offer a comparative advantage in the global economy, support sustainable development, and provide linkages to other industries such as agriculture, fisheries, and manufacturing (Jules 2005). Therefore,

adjustments within the cruise ship sector of St.Lucia's tourism industry may be a more viable option than focusing resources elsewhere.

While this research does indicate that many tour excursion businesses, cruise port taxi drivers and dry good vendors are receiving direct economic benefits from the cruise ships, their relationship with the individual cruise lines is not as stable and equally beneficial as many of them would like it to be. The following factors were found to attribute to the unequal partnerships.

On a regional level, the lack of solidarity between the individual nation states in the Caribbean works to the cruise line's advantage. By creating an inter-island competition for the business of the cruise ships, the individual islands are offering incentives and concessions to the cruise lines in order to not lose the cruise line's business (Clayton 2000) (Lester and Weeden 2004). On a national level, existing economic development policies, leakage of foreign exchange within the tourism sector, and lack of regulatory control of the cruise lines coming to St.Lucia, creates an environment where the local government is receiving limited earning from the cruise industry.

On a local business level, few businesses have the resources to individually meet the cruise line's liability insurance requirements, the businesses that do feel 'squeezed' by the cruise lines, and have turned to large volume tour operations in order to make a profit; this form of mass tourism can have adverse effects of the environment can local culture.

The cruise port taxi drivers and dry good vendors have no direct relationship with cruises, yet they are two of the most cruise-dependant sectors of the tourism industry. The cruise port taxi drivers have formed a co-operative, and the dry good vendors have formed an association, both in hopes of having strong united front and increasing their possibility of

forming a relationship with the cruise lines. Due to the simple fact that the profits made by the taxi drivers and dry good vendors are not enough to afford advertizing on the cruise ships and the cruise ship receives no economic benefit from these two sectors, the chance of this happening seems quite slim.

The conclusion of these findings indicates that a collaborative effort is needed to have a stronger voice and a more equal partnership with the cruise ship industry. The collaboration effort would be most beneficial to the entire Caribbean region if the cruise tourism policies and regulations, guidelines were adopted for the entire Caribbean region. Unfortunately, past attempts at creating this type of Caribbean solidarity have failed.

After drawing these conclusions from the research, the focus shifted toward what alternative tourism methods would help to create a sustainable tourism industry on the island of St.Lucia? The Caribbean Tourism Organization's definition of community-based tourism was then used as a means of analyzing sustainable tourism strategies that could be adopted by the St.Lucia. Through the processes of studying the existing St.Lucia community-based tourism organizations, researching previous case studies, and conducting interviewees, it became clear that there is a disconnect between the sustainable tourism programs and the cruise tourism industry.

Several key stakeholders, including the Director of Tourism, the President of the National Taxi Union, and owners of onshore businesses in St.Lucia believe that the formation of an association or organization that unites the various types of businesses who are impacted by the cruise ships would be beneficial to the cruise tourism industry in St.Lucia. As a means of promoting sustainable tourism, the findings from this research suggest that not only should some type of association or organization be adopted by the

onshore businesses, but this organization also be used as a means of promoting, organizing, researching, and certifying individuals, businesses, and tour attraction sites based on the principles of community-based tourism.

The overall conclusion of this research indicate that first and foremost, the Caribbean region needs to implement a set of regulatory policies that lessen the intra-island competitiveness for the cruise tourism industry and create a united Caribbean front with regional cruise tourism regulations. Secondly, until the Caribbean region is able to form this united front, St.Lucia needs adopt regulations, policies, and programs that promote the goals and objectives set out in the CTO's community-based tourism strategies, as well as adopt regulations, policies, and programs that discourage non-sustainable tourism practices, such as fiscal leakage and exploitation of the natural resources and local culture. Finally, St.Lucia's community-based certification program, sustainable tourism businesses and tour sites, protected natural resources, and social capital practices must be heavily promoted to and easily accessed by the international travel market.

7.2 Implications for Policy Makers and Local Onshore Businesses

The results from this study can help policy makers understand both the barriers of working with the cruise line industry as well as sustainable tourism strategies that can be implemented into future decision making. This study reiterates past studies (Bramell and Lane 2000; Lester and Weeden 2004) in suggesting that even though there appears to be a strong desire to create a united Caribbean front, the current intra-island competitiveness will most likely stop this from forming anytime soon. Therefore, one of the major implications for policy makers is the understanding that changes within the cruise tourism

industry on St.Lucia need to come from within St.Lucia; strategic changes to the tourism development, environmental protection, and cultural building can help create a more sustainable tourism industry in St.Lucia. The results of this study will also help policies makers understand the different types of sustainable tourism that are taking place in the Caribbean. Through this information, policy makers will be able to make a more informed decision on the type of sustainable tourism strategies that would best work with the existing culture and environmental needs of the island.

In addition to helping policy makers understand the various types of sustainable tourism strategies that can and need to be implemented, this study also offers policy makers some additional insight into working with cruise tourism industry. One important fact mentioned in Chapter 3, is that the vast majority of the Caribbean cruise industry is controlled by two companies. While the concept of global corporations acquiring smaller businesses is by no means unique to the cruise ship industry, knowledge of potential impact one corporation can have on the cruise tourism sector of St.Lucia is something that needs to be considered in the process of small island planning.

The main focus of this study is on the onshore businesses in St.Lucia, therefore the results and implications of this study are heavily focused on this group. A critical implication for onshore businesses is an understanding of what impacts the relationship between the cruise industry and the island, the cruise industry and the government, and the cruise industry and the onshore businesses of St.Lucia. Based on the results of this study, the major way island governments attract cruise ships to the island is by offering concessions, which then cut into the benefits the island is receiving from the cruise ship. The knowledge of the relationship between the government and the cruise lines can help the onshore

businesses understand why simply increasing the number of cruise ship coming to the island may not actually benefit the island as a whole.

An additional implication for onshore businesses is the understanding of strategies that can be implemented within their business sector, that can not only potentially improve their business but also discourage leakage and encourage linkages to other sectors. The results of this study suggest that community-based tourism is a sustainable tourism strategy that can easily be adapted into the form for a onshore business organization or association.

Through the researching findings that suggest most travelers research the destination before traveling there by using the destination's homepage/official website as the main source of their information (CLIA and TNS 2011); marketing and advertizing become large implications for onshore businesses. Advertizing power by the onshore businesses can greatly be improved by working together (in the form of an organization or association) and by working with the St.Lucia Tourism Board which controls the official website of St.Lucia.

7.3 Future Areas of Research

Due to the time constraints, limited resources, and gaps in the available statistical data, further research should be conducted on onshore businesses on Caribbean islands. As previously mentioned, little academic work has been conducted on the cruise industry, as of the work at has been done, the majority of it focuses on expenditures of the cruise lines and their passengers (Ford and De La Vina 2001; Lester and Weeden 2004). With a cruise ships being the fastings growing sector of the fastest growing industry, their effect on the culture,

environment, and economy of the islands visited needs to be carefully researched. While the findings of this research are limited, they do suggest there is a lack of communication and understanding of the cruise ship industry impact on the island of St. Lucia.

Through the research process of this study, it became clear that there is little overlap between tourism strategies that discuss mass tourism in the form of cruise tourism and sustainable tourism strategies that discuss community involvement and social capital building programs. While the idea of mass tourism and sustainable tourism contradict each other, some of the practices of sustainable tourism can still be applied to mass tourism and cruise tourism. Given the Caribbean's dependence on the cruise ship industry for employment and economic growth, further research should be conducted on ways to mitigate the negative impacts of cruise tourism on Caribbean islands; such as environmental and cultural exploitation, while increasing the positive impact; mainly economic growth. If other research, using a similar format to this study, were conducted on more Caribbean islands, then conclusions on the true impact of cruise tourism on onshore businesses in the Caribbean could be analyzed.

APPENDIX

ONSHORE BUSINESS SEMI-STRUCTURED INTERVIEW PROTOCOL

1. What type of excursion does your business offer? (For example, boat ride, nature walk, scenic bus tour, etc)
2. How many years has your business been in operation?
3. Where do you currently advertise for your business?
4. Approximately what percent of your customers come from the cruise ships?
5. Would you say the majority of your customers are families with children, couples, or single people?
6. What nationality are the majority of your customers?
7. Approximately what percent of your customers are repeat customers?
8. In what ways can a cruise ship passenger book an excursion with your business? (For example, online, at the port, on the phone, etc)
9. How do the majority of the cruise ship passengers book their excursions with your business?
10. Are you a member of any tourism organizations? If so, what the name of the organization?
11. What types of formal or informal business relationships do you have with other local tourism businesses?
12. What types of formal or informal business relationships do you have with any foreign or internationally owned tourism businesses on the island?
13. Does your company have a business relationship with any of the cruise lines?

- a. If yes- what cruise lines? How long have you had a business relationship with this cruise line? Has this relationship increased the number of cruise ship passengers using your business? Do you plan on continuing to have a business relationship with this cruise line? Do you plan on starting a business relationship with any other cruise lines?
- b. If no- What is your main deterrent from starting a business relationship with a cruise line?

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