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A management model to assist local communities developing community-based tourism ventures: a case study from the Brazilian Amazon

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ABSTRACT

A number of authors have endorsed the view that community-based tourism (CBT) can improve the well-being of local communities through the generation of economic and social benefits. This study proposes a management model that may be employed to assist local communities develop ventures of this nature. The findings of a study of a relatively successful CBT venture on Marajó Island in the Brazilian Amazon were used in tandem with a review of the literature to build the model based on an action pathway approach. Semi-structured interviews were employed to identify the sequence of actions that occurred commencing when the CBT venture was first suggested to the present. The results indicate that participation, partnerships, encouragement and acquisition of skills are important elements in developing CBT. The study also found that transfer of ownership from an external actor to the community will only be successful if the community has the required management skills necessary to run the project as a commercial business. The model that emerged from this research has the ability to be widely used to assist communities embarking on CBT ventures.

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1. Introduction

While the number of models used to explain various aspects of the tourism experience is growing, many are theoretical and are often difficult to operationalise. Examples of theoretical models used in the community-based tourism (CBT) literature include an adaptation of Butler (1980) Tourism Area Life Cycle (TALC) by Zapata, Hall, Lindo, and Vanderschaeghe (2011), Novelli and Gebhardt (2007) livelihoods framework, Scheyvens (2002) empowerment framework and Tosun (2000, 2006) typology of community participation. Models of this type can be useful. For example, Zapata et al. (2011) application of the TALC to CBT ventures in Nicaragua found that CBT projects passed through four stages (exploration, engagement, growth and development) and either adopted a bottom-up or a top-down approach. Compared to the number of theoretical models, there are relatively few operationalisable models (Mendoza-Ramos & Prideaux, 2014),

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which Getz (1986) describes as management models that involve solving problems. While theoretical models are useful for understanding and explanation, the lack of management models able to guide local communities, Non-Government Organisations (NGOs) and the government sector in the development and management of CBT ventures remains a problem. The objective of this research was to develop a management model that is able to be used by local communities to successfully plan, develop and operate CBT ventures but with options to exit at various points. To achieve this objective, the development of a relatively successful CBT venture in Pesqueiro Village, Brazil was investigated.

Pesqueiro Village is a small remote settlement located on Marajó Island at the mouth of the Amazon River, in Pará state Brazil. Despite being one of the world's greatest natural wonders, the Amazon attracts relatively few tourists. Recently, the Brazilian Federal government and a number of Brazil's Amazonian states have begun to recognise the potential of tourism as a development tool and commenced investing in tourism infrastructure as well as encouraging CBT ventures. However, as Mowete and Thapa (2015) and Moscardo (2008) remind us, achieving successful outcomes particularly in developing nations requires bridging gaps in our understanding of community participatory tourism and developing mechanisms that assist in achieving successful outcomes.

2. The role of community in CBT

It is becoming increasingly clear that CBT is seen by some authorities as a panacea for economic, social and environmental sustainable development and also as a means of poverty reduction, especially in developing countries (Snyman, 2012; Spenceley, 2008). Scheyvens (2002) views CBT as a form of tourism that allows members of local communities to exercise a high degree of control over tourism activities and having access to a significant proportion of the economic benefits that are generated. In a similar definition, Mowforth and Munt (2003) affirm that CBT increases the ability of communities to become involved in tourism at the destination level through enhanced local participation that promotes economic, social and cultural well-being. More recently, Zapata et al. (2011) observed that CBT has three key elements; CBT is located within a community, is owned by one or more members of the community and management is by community members.

Central to understanding CBT processes is the concept of community. While a number of attempts have been made to define community, the literature has yet to agree on a single encompassing definition. In its broadest sense, community is a group of people who share common culture, values and/or interests, based on social identity and/or territory, and who have some means of recognising, and (inter) acting upon, these commonalities (Gregory 2009, p. 103). However, as Mendoza-Ramos and Prideaux (2014) reported, communities may also have subgroups that have different views on issues such as tourism. Moreover, as Stone and Nyaupane (2014) observed, being located in the same geographical area as other communities does not warrant that all communities in a given area are culturally similar or have cultural commonalities. Based on this understanding, identifying subgroups within a recognised community is important particularly where there are differences in attitudes towards tourism development among subgroups.

Much of the debate about CBT refers to how local communities are able to become involvement in tourism, implying the need for empowerment at a level where local control and participation is able to be exercised by local decisions-makers. Snyman

(2012), for example, noted that empowerment of local communities is essential to ensure the sustainability of tourism particularly in remote areas. However, as Rocharungsat (2008) observed the development of CBT in practice is not always an easy route to follow as some community aspirations for tourism development and community-driven tourism planning may be unachievable.

A number of authors (Garrod, 2003; Novelli & Gebhardt, 2007; Rocharungsat, 2008; Scheyvens, 2002; Stone, 2015) have argued that successful CBT requires community participation as a core requirement. Community participation empowers beneficiaries to take matters into their own hands, to participate in their own development through mobilising their own resources, defining their own needs and making their own decisions about how to meet them (Tosun, 2000). In a comprehensive description of CBT, Tosun and Timothy (2003) identified specific benefits of community participation including: increased tourist satisfaction, helping tourism professionals to design better tourism plans, contributing to a fairer distribution of costs and benefits among community members, assisting in satisfying locally identified needs and strengthening the democratisation process in tourist destinations.

In most cases, the tourism literature (Scheyvens, 2002) has found that community participation can minimise negative tourism impacts because local communities are encouraged to become involved in planning and development enabling them to more effectively deal with negative impacts. However, as Stone (2015) points out in a study in Botswana, a one-fits-all approach to community tourism development can easily become corrosive if community heterogeneity is not recognised.

To achieve successful outcomes, community residents need adequate resources and skills to acquire the capacity to participate in tourism (Okazaki, 2008). These resources are often obtained from external private or public sources because in many cases community members lack required training, required knowledge and financial resources to enable them to fully participate (Stronza & Gordillo, 2008). For example, in CBT projects in Botswana, Malawi and Namibia, Snyman (2012) found that the private sector had an important role in providing education, training and skills transfer. Mgonja, Sirima, Backman, and Backman (2015) found that a lack of appropriate knowledge and skills including product development, marketing, customer care, environmental issues and tour guiding were major challenges to developing successful CBT projects.

When communities have adequate tourism skills and access to resources, they have the opportunity to become active participants in tourism development including involvement in tourism planning and management (Ap, 1992). Involvement of this nature gives communities the opportunity to control and protect their interests and their area (Scheyvens, 2002). Community control is another term used in CBT studies to describe the level of power that communities are able to exercise power in decisions made about the appropriateness of tourism development (Ap, 1992).

Not all researchers agree that community participation requires community control of a CBT project. Sakata and Prideaux (2013) found that in Papua New Guinea the success of the CBT project they investigated was underpinned by significant community participation but with private ownership of the venture by a community member. In some developing countries, it may be difficult to apply all of the requirements previously outlined because communities must deal with the realities of national social, political and economic structures that may place limitations on local participation in tourism projects (Santana,

2000). Community tourism projects also need to be aligned with the expectations of the local communities and be designed according to community norms in areas such as income levels, education and general social welfare (Snyman, 2012).

Tosun (2000) found factors that may limit the ability of local communities to exercise control over CBT projects include: lack of community participation in the tourism development process; lack of an appropriate legal system; lack of trained human resources; lack of financial resources and limited capacity of poor people to handle tourism development. In some cases, empowerment to become involved in CBT projects may be limited by other members of the community who prefer to focus on economic opportunities other than tourism (Mendoza-Ramos & Prideaux, 2014). Communities in peripheral areas face an added hurdle particularly when transport costs are high and communications are difficult.

A number of authors writing about CBT state that many of the problems encountered in the CBT approach arise from the techniques employed in its implementation (Mowforth & Munt, 2003), the limited knowledge that NGOs and development agencies have about tourism, gender issues (Phommavong & Sorensson, 2014) and lack of community skills (Lenao, 2015). Other authors (Blackstock, 2005; Kiss, 2004) have observed that inequitable power relations between local communities and 'outsiders' may result in insufficient local community participation, which inhibits successful outcomes. One problem noted by Sebele (2010) was that when support is withdrawn, projects may flounder particularly if there was insufficient training.

Despite the limitations imposed by factors of the nature identified by Tosun (2000) and others, there are a growing number of successful examples of CBT in developing countries including Nicaragua (Zapata et al., 2011), Namibia (Novelli & Gebhardt, 2007) and Papua New Guinea (Sakata & Prideaux, 2013). Rocharungat (2008) found that in some Asia countries the success of many CBT projects was a result of strong partnerships with external support organisations that were able to assist with financial and human resource improvement. A similar observation was made in the Brazilian Amazon (Rodrigues & Prideaux, 2012). According to Rocharungat (2008, p. 65), the steps to successful CBT should include: involvement of the broad community; benefits should be distributed equally throughout the destination community; careful financial management is required; development of strong partnerships and support from within and outside the community is required; the uniqueness of the place where the CBT venture is undertaken should be retained to ensure long-term sustainability and environmental conservation should not be neglected. However, as Sakata and Prideaux (2013) noted, it should not be automatically assumed that all members of a community will work together despite the apparent benefits of cooperation.

While useful, models such as the adaption of Butler TALC (Zapata et al., 2011), Scheyvens (2002) empowerment framework, Novelli and Gebhardt's (2007) livelihoods framework and Tosun's (2006) typology of community participation do not consider the process of CBT in its entirety and usually not at a level that can be used in individual CBT projects. For example, at what stage in the decision-making process do communities decide on ownership and profit distribution issues and when should they call for external assistance? It is apparent from the literature that a number of sequential actions need to be undertaken if CBT is to succeed. Rocharungat (2008), for example, identified a range of issues including consultation, external support, community support and the need for long-term sustainability. Moreover, as Spenceley (2008) observed, training and other

support from NGOs, government or donor agencies is often required to achieve successful outcomes.

Key issues identified in the preceding discussion included community, empowerment, participation, shared decision-making, sustainability, partnership, involvement in planning, need for adequate resources, external input, the absence of external input and ownership. Together with the factors that underpin successful CBT outcomes (Rocharungsat, 2008) and the limitations identified by Tosun (2000), this list suggests some of the factors that need to be included in a CBT model. While many significant factors governing the success of CBT projects have been identified, the task of assembling these into a workable model remains unresolved. One solution to overcoming this problem is to investigate and map the processes that occur on the ground in a community that has had some success in a CBT venture, and based on the findings, develop an operationalisable model. Based on Getz (1986) discussion on the role of various types of models, the most appropriate approach appears to be a management model. For this reason, the action pathway approach (Figure 1), a variation of a management model developed by Prideaux, Thompson, and Harwood (2016), was adopted.

In its most basic form, an action pathway approach describes the sequence of events or actions that need to be followed to achieve a desired outcome. As illustrated in Figure 1, an action pathway model has six indicative steps (though more are possible depending on the purpose for which it is used). The sequence that forms the pathway commences with identification of demand side issues, followed by identification of supply side issues, the determination of desirable outcomes, possible policy responses, strategy implementation and finally, ongoing evaluation of the entire process. The advantage of a model of this type is that it is adaptable over time and in a variety of settings and can be modified to include an expanded suite of external actors who are engaged in the decision-making process by adding additional steps in the action sequence outlined in Figure 1.

3. Methodology

The objective of this research was to identify factors that produced favourable outcomes through the CBT process and to use this knowledge to build a model able to identify the benefits and problems that may be experienced by communities involved in this

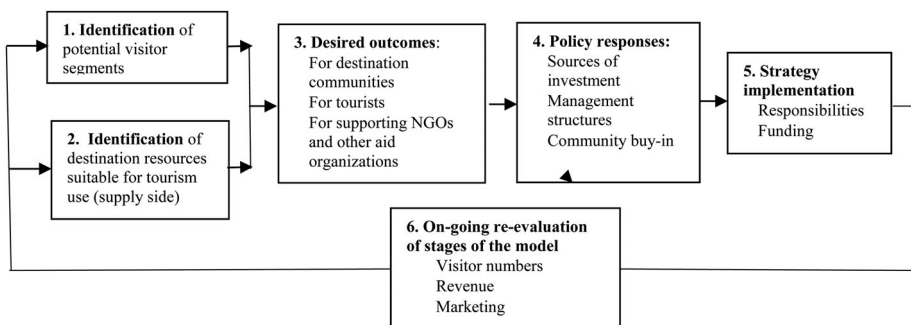


Figure 1. An action pathway management model. Source: Prideaux et al. (2016).



Figure 2. Pesqueiro Village in Marajó Island – Brazil. Photo courtesy of C. Rodrigues.

form of tourism. The research used a case study approach based on the view that case studies are able to investigate social situations in considerable depth (Botterill & Platenkamp, 2012). In addition, Yin (2003) stated that a case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between the phenomenon and context are not clearly evident. From this perspective, once relationships under investigation are understood, there is a strong case for applying the findings more broadly, in this case in the Brazilian Amazon and beyond.

Pesqueiro Village was selected for this research because it is an example of a local community that has become involved in a commercially successful CBT venture but still faces a range of issues related to empowerment and control of the venture. The CBT venture was assisted by three organisations, a privately owned Brazilian tour company located in Sao Paulo and two Brazilian NGOs, Insituto Peabiru and SEBARE. Insituto Peabiru assists the village with training, while SEBRAE promotes sustainable and competitive small business development.

The research was undertaken in two stages both of which built on the findings of the literature review. Both stages of the research were undertaken during a four-month period that included a period spent in the Brazilian Amazon by the principle investigator. Stage one used qualitative methods to collect data through semi-structured interviews with key external actors including NGOs, government officials and the privately owned Brazilian tour company that has assisted the local community develop its tourism product and market the venture commercially. Stage two involved the principle researcher visiting Pesqueiro Village and undertaking semi-structured interviews with key members of the local community's CBT operations team. According to Charmaz (2006), interviews permit in-depth exploration of a particular topic with a person who has relevant knowledge. Stronza and Gordillo (2008) employed semi-structured interviews that focused on social and economic changes to bring local voices to the fore in ecotourism analyses. This research uses a broadly similar approach, but with a focus on CBT. Model building was undertaken once the field stages were complete and results analysed.

3.1. Stage one

Interviews were held with five key external stakeholders to gain an understanding of the policy framework that has been established at both Federal and State levels to guide the development of tourism in Brazil and to understand the issues faced by NGOs providing assistance to CBT ventures. The stakeholders were selected on the basis of either their knowledge of the CBT project that was the focus of this research or because of their involvement in public sector policy formulation and administration that affects CBT ventures in the state of Para. Interviews were conducted with the external instigator of the CBT project and owner of the private Brazilian tour company that initiated the CBT venture in the village; a senior representative of Instituto Peabiru; the president of Paratur (Para state tourism agency); the tourism development director of Paratur and the tourism marketing director of Paratur.

3.2. Stage two

Two visits were made to the village by the principle researcher, the first as a member of a tour group. During this trip, the researcher was able to gain insights into how the village organised tourism experiences by engaging with them as a member of a tour group, not as a researcher. This was followed by a second more extensive visit shortly after the first trip that enabled the researcher to participate in daily life and engage in conversations with community members. Similar investigations (Spenceley, 2008; Stronza & Gordillo, 2008) have established the validity of this approach for investigating CBT in remote and underdeveloped areas.

Semi-structured interviews were then undertaken with six key community leaders involved with the venture including the project coordinator, chief guide, head cook and the tour leader. Interviews were electronically recorded and lasted between one and two hours. Collectively, this group represented the village management group and provided valuable insights into how the CBT project was managed and problems that had emerged. Participants were asked about their perceptions of CBT development in their village and the economic and social changes that had occurred. A standard set of questions based on the literature related to CBT was used for all community participants, although some specific questions of relevance and meaning to particular participants were also used. The results enabled the researchers to identify opportunities that CBT has created for the target community. Participants were given code names such as community leader 1.

4. Analysis

Analysis was undertaken in the following sequence: (i) interviews were transcribed in Portuguese and then translated into English. Code names are used to protect respondents' identity. The accuracy of translation was maintained because one of the authors is fluent in both Portuguese and English; (ii) thematic analysis was conducted through the identification of themes from the interview transcripts; (iii) words and phrases were coded based on key themes such as economic and social contribution, lifestyle after and before CBT, potential to develop CBT, challenges and difficulties of developing and

current actions and finally (iv) interpretation. Based on Jennings (2001) recommendations, coding was used to assign units of meaning to the descriptive information compiled during this research type and then used for analysis and interpretation.

Once interviews from stage two were analysed the development of the CBT model commenced drawing on factors identified in the literature review, the findings from interviews conducted during stage one and information provided by participants in stage two. The model is shown in Figure 3.

As with any research of this nature, a number of limitations were encountered. Not all residents agreed to participate and as a result a number of views may not have been considered. Moreover, the results reflect the views of community members of Pesqueiro

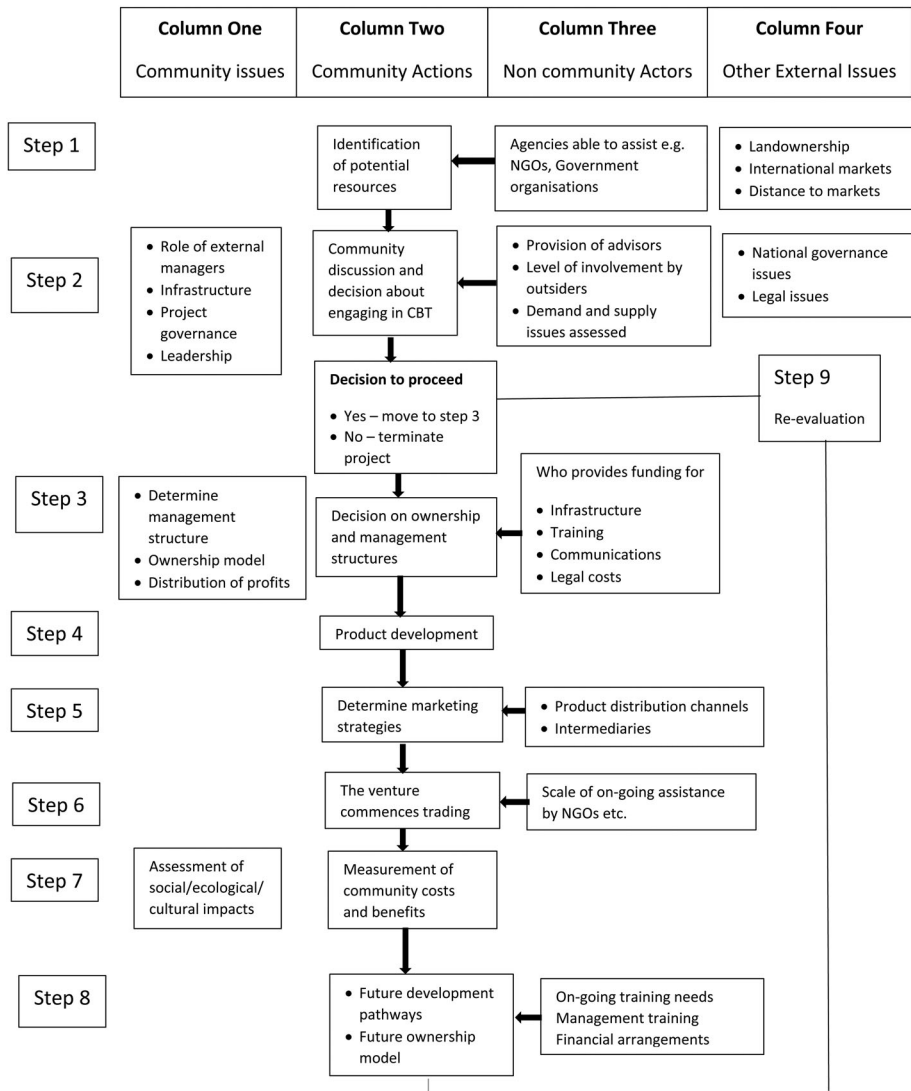


Figure 3. CBT implementation model.

Village and key external stakeholders in this particular venture. Caution should therefore be exercised if generalising the results to other communities where a different set of circumstances may apply. Furthermore, models are only a limited representation of a much more complex, even chaotic world (McKercher, 1999) and for this reason may fail to recognise underlying relationships that may later have serious implications. For model developers, the desire for simplicity must be balanced against the reality of complexity and the need for comprehensiveness if management models are to have a practical value.

4.1. Pesqueiro Village

Pesqueiro is a traditional fishing village located on Marajó Island, the world's largest river island (see Figure 2). The village is inhabited by 60 families of mixed ethnic background. The village is connected to the local electricity system, has piped running water and most houses have septic sewerage. Prior to the establishment of the CBT venture, the community's involvement in tourism was restricted to community members working in beach restaurants and other tourism-related ventures in nearby towns.

For a number of years, the private Brazilian tour company and Instituto Peabiru have been actively working with local communities to protect the natural environment of the Brazilian Amazon region. In the case of Pesqueiro Village, both organisations recognised that the village had potential to develop a range of tourism services including homestay accommodation. The owner of the private Brazilian tour company saw there was an opportunity to provide an additional product for the company and as a method of assisting the local community retain its customs and traditions. Following a series of community meetings in 2005, the two organisations agreed to provide assistance to the community to establish the CBT venture. In 2007, the Women's Association of Pesqueiro Village, in partnership with the private Brazilian tour company, and with the assistance of Instituto Peabiru, developed a project entitled Projeto VEM – Viagem Encontrando Marajó, which translated from Portuguese means 'Travel to meet Marajó Island'. The objective of the VEM project was to generate a better quality of life by valuing local culture and traditions.

In 2008, a private non-profit NGO commenced an assistance programme to teach business and hospitality skills in the village. Participants were taught how to operate a tourism business and to organise work groups according to their skills and local experience. At the time the research described in this paper was undertaken, 20 families were actively participating in the CBT venture, while a small number of other families were working to improve their houses to be able to host tourists in the future.

Visitor reception, accommodation, meals and tours are arranged by the community with each participant specialising in one specific function and working as a member of a team. Participants receive a share of the profit based on the service provided. At the current stage of development of the venture, the Brazilian tour company is responsible for allocating tasks to the teams as well as managing the VEM project and payment of profits to team leaders. Community members who agreed to participate in the venture were first trained by SEBRAE and then allocated specific task areas by the Brazilian tour company. Each task group is headed by a leader who receives information on guests from the community coordinator. The community coordinator is responsible for

distributing the profits to each team leader who then distributes profits to his/her team on an equal basis. The various teams that contribute to the venture are:

- Guides: residents who receive the visitors and lead tours in the village.
- Gastronomy: preparation of regional dishes for visitors.
- Hosts: young residents who accompany visitors during their stay in the village.
- Accommodation: residents who provide homestay accommodation.

The majority of visitors are Brazilians who stay on average four to five days. Daily itineraries include story telling by community leaders, guided fishing trips, canoe trips, traditional performances by a group formed by children and adolescents who play a regional style of music known as *Carimbó*, buffalo riding on the beach, watching handcrafts and ceramics production and a tour to Soure town (a small nearby town). While there were no legal or political factors inhibiting community ownership, leadership of the venture continues to reside with the private Brazilian tour company.

5. Understanding community changes in tourism

It was apparent that the Brazilian public sector has had a limited understanding of the role CBT can play in developing tourism although this appears to be changing. For example, community leader 1 stated ‘currently the federal government is starting to legitimize CBT, as this segment was not supported or even recognized by the government in the past’. According to the Instituto Peabiru NGO respondent,

we are doing a lot of communication with the press and forcing the government to invest in CBT in some areas in the Brazilian Amazon. We want to develop CBT and to incentive business and facilitate for local communities to work with tourism.

Unfortunately, the rhetoric of CBT support from the Federal level has not translated into new funding initiatives since 2008. From the community perspective, it was apparent that the venture had generated significant economic and social changes within the community. These changes are outlined in the following discussion.

5.1. Economic changes

Community participants identified a range of benefits generated by CBT including how CBT enabled them to move from a largely subsistence economy based on fishing to a new local economy where they were still able to fish but were now able to earn an income to purchase food and other goods. Community leader 2 stated that ‘before the VEM project my family life was really difficult, we did not starve because we used to fish, but today with CBT my life has improved 99% and we now have more income to maintain our family’.

Interviews with community members indicated that income derived from employment generated by the project is widely distributed in the local community. For example, community leader 3 stated ‘as one of my responsibilities is to organize the wages from CBT, I always make sure that the entire amount is correctly distributed to residents who

participated in the operation'. However, some economic negatives impacts were detected during the interviews. For example, residents complained about the impact of seasonality. Community leader 4 remarked that 'in certain times of the year we have fewer tourists which affects those who are involved with CBT, so in fact the community cannot lose fishing traditions'.

5.2. Social changes

Aside from economic benefits, participants identified a range of social benefits generated by CBT including skills developments and encouragement of the community's young people to remain in the village because of the jobs provided by the CBT venture. It was also apparent that the community has been able to master the skills required to build and maintain good guest/host relations. For example, community leader 2 stated 'in the past we had no knowledge or practice of the skills required for CBT and today we know how to host a tourist, we try to offer the best possible CBT experience'. Community leader 3 added 'with the VEM project the community of Pesqueiro Village was empowered in terms of having access to a wide range of tourism and hospitality information'. It is apparent that participants involved with CBT have a clear understanding that CBT gives the local community the ability to make their own decisions in tourism development.

A second social benefit identified was the relationship between tourists and residents. For example, community leader 5 said 'we have a good relationship with the tourists, they are always treated us well and we also treat them very well'. This view was reaffirmed by community leader 3 who stated 'we have a good relationship with tourists, it seems that they are part of our family'. Respondents in the village also spoke about the benefits that have accrued to the local community, in part because the overall number of visitors is low and they do not overly intrude into the daily life of residents.

The third social benefit identified was the improvement of local participation in some, although not all, aspects of the CBT venture. During the interviews, it was apparent that there was significant interaction and involvement of the local community with the CBT venture at an operational level but not at the ownership level. In relation to ownership, the owner of the private Brazilian tour company stated that 'every issue about CBT development is discussed by all the participants, and sometimes even those who are not part of the group participates; the solutions come from themselves'. Currently, the local community has extensive participation based on interactive and participation based on self-mobilisation. Participation at this level appears to have also minimised any negative impacts that tourism may have brought.

While many members of the local community are engaged with the CBT venture, it is clear that the community lacks the confidence to take over the management of the venture. Community leader 4 stated

it is very difficult for us to become independent from the private Brazilian tour company, because than we would have to 'grow up' and fight for government funds, and be responsible for publicity and income from packages sale, which is difficult due to the absence of telephone and internet communications in the village.

The owner of the private Brazilian tour company stated,

I cannot put in their minds that they need to organize themselves to open a bank account for the CBT venture and to appoint someone from the village to be responsible for their finance. Besides selling the packages, I am still responsible to arrange their income, and every month I have to send them money to pay the Womens Association electricity bill. They are still not confident to do things like that by themselves.

Based on these statements, it is clear that the community has yet to progress to the stage where it feels confident enough to assume responsibility for training or other non-operational aspects of the venture.

6. Discussion

A major issue identified during the course of this research was the evolving nature of the CBT initiatives commencing from when ideas for business are first discussed with a range of external bodies. The process of business development that occurred in Pesqueiro Village was identified and used as the basis for the model illustrated in [Figure 3](#). Many of the steps involved have also been identified in the literature but never consolidated into a management model that could be used as a template for future CBT initiatives.

The most significant finding was the lack of confidence shown by the community in becoming more involved in the financial administration of the venture and dealing with the tourism distribution system. It did not appear to be an issue of empowerment in the traditional sense of the community not being given the opportunity to run the venture. It was more of an issue that the community did not feel confident in its own abilities to exercise financial control and become involved in the managerial decisions required in the external operation of the venture such as marketing and pricing. It was also apparent that the local community has a preference for remaining a passive rather than active participant and as a consequence has almost no control over the management of the venture. In part, this situation is a reflection of the low level of formal education of community members, lack of previous involvement in the formal business sector, lack of past engagement with the tourism industry either as participants or service providers and a failure to identify local leaders confident enough to undertake a managerial role. These findings concur with similar findings by other researchers (Sakata & Prideaux, 2013) and points to the need to manage projects around demonstrated community capability and willingness to assume control. Unfortunately, many projects are based on budget driven timings rather than on demonstrated community capacity to effectively manage a project.

The findings also highlight the problems caused for remote communities by poor communications and transportation. As the owner of the private Brazilian tour company noted when asked about problems related to remoteness 'it is really hard for the community to become independent of my company because they do not have appropriated communication systems to operate and to sell CBT by their own'. These issues were also identified by Tosun (2000) as factors that can minimise the opportunities for communities to independently promote their tourist business.

The results show that CBT can provide opportunities to achieve a better quality of life in remote communities in areas such as employment echoing Snyman's (2012) findings that successful projects can help strengthen local families and reduce the drift of the young to larger urban centres. It is also obvious that while CBT has produced significant benefits for Pesqueiro Village, the community continues to believe that it has insufficient

leadership skills or self-confidence to assume an external sales role or become an equal partner with the tour operator. Issues of this nature need not be a major inhibitor to successful CBT outcomes if equitable business partnerships can be built with firms that specialise in retailing and wholesaling travel products and other bodies such as NGOs are able to assist with training.

Based on the detailed analysis of developments in Pesquerio Village since 2005, as well as suggestions from the literature, the key steps required in the CBT process were mapped and incorporated in the CBT implementation model outlined in [Figure 3](#). The model outlines a series of coordinated steps that facilitate the development of a logical and transparent process that enables communities and external agencies to move from a point where the potential for a CBT venture is first recognised (step 1) through to a point where the venture is able to begin trading and in turn make decisions about further developments (step 8) and finally a feedback loop (step 9) that encourages ongoing evaluation of the process. The model also recognises the need for the community and sponsors to discontinue the process if it appears unlikely to achieve desired community and sponsor objectives. While apparently complex, the model reflects the series of steps undertaken by the community and external actors over the period from when the project was first discussed to its ongoing operation.

Based on the findings of this research, it is apparent that community actions (column two) are the core around which elements of the CBT process interact with. Progress through the sequence of actions required to achieve a desirable outcome is represented as a series of nine steps. As a community moves through this sequence of actions from steps 1 to 9, various types of discussion must take place within the community (outlined in column one Community Issues). At various times during this process, non-community stakeholders (column three) may be asked for assistance. In Pesqueiro Village, this included two NGOs and a private tourism operator. Column four (other issues) describes the external environment that may also affect a CBT venture. These might include changing consumer demands, global economic stability, new technologies, empowerment and external governance issues. These factors are not exhaustively represented in [Figure 3](#).

Column one (Community Issues) identifies a range of community-related issues identified from the literature and during field research that need to be addressed during various steps of the model. These factors include how the venture will be organised, profits distributed and outside actors invited to assist (step 2). In step 3, these issues are then pursued to develop agreed mechanisms for profit distribution, etc. Further discussions of this type can be expected in steps 7 and 8.

In column two (Community Actions), the actions that need to be undertaken by the community are outlined commencing with the identification of resources and activities that the community is able to provide to attract tourists. In Pesqueiro Village, this commenced in 2005. Once a decision has been made by a community to investigate the potential to engage in a CBT venture (step 1 Community Actions), discussions need to take place about a range of issues (step 2) that will affect how the CBT venture should operate. It is at this point that advice, often from external actors, will be required to determine if a community has a competitive product able to match its pull factors with tourist push factors. This point also provides the community with an exit point if sufficient support is not present. In the case of Pesqueiro Village, this was affirmed by the private Brazilian tour company which was willing to market the village's CBT venture in the

Brazilian domestic market. Step 3 is important and includes marshalling the resources needed to produce successful outcomes and importantly, agreement about ownership issues. The process then moves forward to step 4 where product development commences. In Pesqueiro Village, Instituto Peabiru offered to assist with product development and SEBRAE was able to assist with training. As the process moves into stage 5, advice about markets becomes critical. In many cases, this will require the assistance of external actors including marketing organisations and professionals such as accountants and lawyers. While shown as two separate steps, steps 4 and 5 will often occur concurrently. Step 6 describes the point where the venture commences trading and represents the make or break point for the venture. At this point, the venture will need to attract a market that is prepared to pay for the experiences offered at a level that generates a reasonable profit. This is an important consideration and unfortunately, often ignored in the literature. Once a venture commences operations, it is desirable that the sponsoring community undertake an audit of ecological, social, economic and cultural impacts to measure the benefits/costs to the community (step 7) of the type reported in Sakata and Prideaux (2013). At this point, future development strategies should be assessed leading to step 8. Issues considered may for example include expansion of the business or new investments. The next step that should be undertaken is a re-evaluation (step 9) with issues discussed in step 3 reappraised if necessary.

In the action pathway outlined previously, there are many points in time where external actors including the public sector and private NGOs may be asked to assist. While external actors of this type are able to assist with funds, advice and training, it should not be assumed that these actions are solely aimed to assist the community reach its own goals. As a number of researchers have observed (Goodwin, Kent, Parker, & Walpole, 1997; Hanisdah-Saikim, Prideaux, Mohamed, & Hamzah, 2016; Honey, 2008; Stone, 2015), many CBT ventures failed because assisting NGOs did not recognise the interests of the host community or failed to provide adequate training (Lenao, 2015). In some circumstances, this occurred because NGOs have specific objectives such as conservation that had little if anything in common with the objectives of the assisted community (Mitchell & Muckosy, 2008). In the case of Pesqueiro Village, the private Brazilian tour company also has an interest in improving the welfare of Amazonian communities as well as making a profit, while Instituto Peabiru was interested in community development as well as achieving better environmental outcomes for the Brazilian Amazon. In both cases, the aims of the external actors are broadly parallel to those of the assisted community.

It is apparent that the Pesqueiro Village community continues to rely on external actors to determine how the CBT venture operates and training is conducted. For a local community to exercise control of the type discussed by Rocharungsat (2008), it needs to feel empowered to the extent that it can assume managerial control and determine how tourism experiences are delivered and is able to negotiate prices. However, empowerment of this nature requires confidence in the organisation's ability to: operate independently; possess a high degree of business skills with an ability to operate in a global sector; have the potential to generate a profit and understand the need to set aside funds for reinvestment and refurbishment. The development of this level of skills takes time and considerable training on the part of NGOs, investors and the public sector. If investors and other external actors withdraw too quickly, there is always a chance the project will fail. Step 7 of the model is therefore a critical point where benefits can be measured and decisions of the type outlined in step 8 are considered.

Without the control of the nature that comes through empowerment, it is difficult but not impossible to achieve socio-economic objectives that are commensurate with the specific needs of the community. In the case of Pesqueiro Village, it is apparent that the community was happy with the outcomes of the venture but was not ready to manage external operations (step 8). While Scheyvens (2002) noted that it is difficult for communities to feel empowered if an external stakeholder has the ultimate authority to determine price and the form of tourism experience that is delivered, it is also apparent that empowerment is more than the community being able to exercise control. The community must also have the skills, knowledge and importantly the confidence to exercise power. Empowerment is more than participation and as Okazaki (2008) noted, it is the process through which individuals, households, local groups, communities, region and nations shape their own lives and the kind of society in which they live. However, for the community to achieve this level of expertise, there must be a recognised management team, an understanding of how profits and losses will be apportioned, a commitment to financial governance, a general upskilling of the community and a clear understanding to the domestic and international business environments. In tandem with the need for upskilling within the community, there is a need for continuous access to communications networks that can be used for marketing and bookings. Issues of this nature may be significant hurdles for remote communities that until recently had relative little contact with or even the need to participate in international business operations of the type that are common place in the twenty-first century tourism industry.

7. Conclusion

The CBT implementation model is able to provide a roadmap of the actions that need to be undertaken and the sequences that need to be followed, if local communities are to firstly become involved in CBT projects and secondly be empowered to the extent that they are able to be treated as an equal by other firms operating in the tourism industry. In its current form the model is designed for use by external agencies such as government departments and NGOs. Once a community decides to embark on a CBT venture, the model may need to be modified to suit the circumstances of a particular community and explained to them so that they can modify where appropriate and take control of the process. Outcomes of this nature support earlier calls by Garrod (2003) and Rocharungsat (2008) for meaningful community participation. In ventures such as the one considered in this paper, there is a strong case for allowing external stakeholders to initially manage the CBT venture to enable it to grow to the point where it has an established market and is able to operate as a profitable commercial enterprise. If support is withdrawn too early, there is potential for decline of the nature predicted by Zapata et al. (2011) and Sebele (2010) and reported by Hanisdah-Saikim et al. (2016). Once the community has developed the requisite skills set and management structure, the next step should be an opportunity for the community to take over full control, if that is what the community desires. Much of course depends on the venture being able to trade profitably. It can be envisaged that when the venture is able to operate viably and under local control, there will continue to be a need for external assistance in a manner that most established companies seek advice from a range of external sources including legal and tax advice, marketing advice and general business advice.

The CBT implementation model provides a more detailed, and operationalisable, outline of the processes required for a successful CBT venture than those previously suggested by Zapata et al. (2011) adaptation of Butler (1980) earlier TALC model, and other models suggested by Novelli and Gebhardt (2007), Scheyvens (2002) and Tosun (2000, 2006). Moreover, the model illustrates the points at which the various problems identified by Tosun (2000) including lack of community participation, lack of trained human resources, etc., can be identified and addressed before the venture moves to the next stage of development.

It was also apparent that limitations imposed by seasonality, the lack of modern transportation and communications systems and access to markets are major structural inhibitors for CBT ventures of the type typified by Pesqueiro Village. This finding concurs with previous research by Stronza and Gordillo (2008) on seasonality and Tosun (2000) in relation to transport. While it is difficult to deal with seasonality issues, construction of essential infrastructure may go a long way to assisting Pesqueiro and other village CBT ventures. As Jamal and Getz (1995) have previously stated, the destination community has to ensure the presence of attractions, suitable accommodation, restaurants, communication system and adequate transportation and health services to be able to satisfy tourists.

While Figure 3 encapsulates the major factors identified in the CBT process undertaken in Pesqueiro Village, it is necessary to remember that models are only a limited representation of a much more complex, even chaotic world (McKercher, 1999) and for this reason may fail to recognise underlying relationships that may only later become apparent and have serious implications. For model developers, the desire for simplicity must be balanced against the reality of complexity and the need for comprehensiveness if management models are to have a practical value.

The findings of this study may not apply in all developing countries; however, it is apparent that there are a number of lessons that can be learned. One particularly important observation is the meaning of ownership. A number of authors (Ap, 1992; Scheyvens, 2002) have previously identified ownership as a major issue in the success or failure of CBT projects. In the case of Pesqueiro Village, members of the community own their houses and cooperated in a collective sense to provide visitor services. The community had not established a trading company to deal with the tourism industry, preferring instead to leave that aspect of the business to a private company, and in doing so, provide another option for a CBT ownership structure. Given their lack of experience in the global tourism industry, this is an understandable decision.

There are a number of possible avenues for future research that emerge from this research. For example, future research could include testing the robustness of the model in circumstances where a community is in the early stages of deciding if they will invest in a CBT venture and in a range of counties.

Postscript

In later 2016, the private tour company continues to work actively with Pesqueiro Village through the promotion and sale of the CBT programme for domestic tourists. Social media networks such as Facebook have greatly assisted the village in the promotion of its tourism experiences.

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