

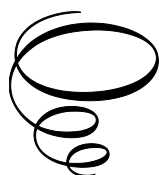
Sustainable Tourism Development in Tanzania

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Edited by

Wineaster Anderson, Lena Mossberg
and Tommy D. Andersson

**Cambridge
Scholars
Publishing**



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This book first published 2021

Cambridge Scholars Publishing

Lady Stephenson Library, Newcastle upon Tyne, NE6 2PA, UK

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

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ISBN (10): 1-5275-6225-5

ISBN (13): 978-1-5275-6225-7

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PREFACE

Tourism is one of the leading economic sectors in Tanzania due to its significant contribution to employment, investments and foreign currency earnings. The sector contributes 30 per cent to the country's export earnings. It also accounts for at least 11 per cent of the total employment and 9.5 per cent of total investments in the country. These numbers underline the importance of tourism research in Tanzania. In this book, we wish to present some of the outcomes from successful collaborative research efforts between the Centre for Tourism Research of the University of Dar es Salaam and the Centre for Tourism of the University of Gothenburg.

The research project is supported by the Government of Sweden through the Swedish International Development Cooperation Agency (SIDA) at the University of Dar es Salaam (Sida-UDSM 2015-2020). The tourism project is jointly implemented in a collaboration between the two universities, and the link was established during the 2009-2015 Sida-UDSM Programme. The programme was triggered by the fact that there is limited research on sustainability in tourism in Tanzania. Hence it aimed to produce a high-quality research output necessary for making informed policy and planning decisions for the sector, improved quality standards of tourism resources and services and an increased understanding of aspects of tourism and sustainable development in Tanzania.

These efforts have, during the last ten years, focused on tourism industry needs in Tanzania with an emphasis on sustainable tourism development which this book reflects. The editors are especially proud to present five chapters by PhDs that have been educated under the two-phased Sida-UDSM programmes. Four of these PhDs (Bahati Mbilinyi, John Johnasy Sanga, Noel Biseko Lwoga and Saliel Joseph Kanza) are the four out of four (100%) who completed their studies during the Sida-UDSM 2009-2015 and they are all now making important contributions in Tanzanian universities and to the tourism sector. The fifth chapter is written by Msafiri Njoroge Ngajeni, educated under Sida-UDSM 2015-2020, and who has successfully defended his thesis before the end of the project.

The book presents different perspectives and views from various disciplines and it gives relevant examples from diverse geographical areas and stakeholders. It comprises thirteen educative thematic chapters which are divided into four themes, namely, sustainability in tourism, tourism potentials and operational challenges, value chain and inclusive tourism development, and responsible tourism development in Zanzibar. It is expected that the contributions will stimulate healthy debate and help inform policy review processes.

The content will be valuable for academics, researchers, students and practitioners working in the fields of travel, tourism and hospitality, not only in Tanzania but also in other developing countries in Africa. Our deepest gratitude goes to SIDA for supporting the project, the chapters' contributors and anonymous reviewers, as well as Associate Professor Michael Andindilile for proofreading the work. The views and opinions expressed are those of the authors and do not necessarily reflect the official policy or position of SIDA, the University of Gothenburg or the University of Dar es Salaam.

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CHAPTER ONE

INTRODUCTION TO SUSTAINABLE TOURISM DEVELOPMENT IN TANZANIA

WINEASTER ANDERSON, TOMMY ANDERSSON
AND LENA MOSSBERG

An Overview

A large section of this introductory chapter covers the conceptual discussion about sustainability and describes its relationship with innovation and tourism development in Tanzania, in order to provide a background to the subsequent chapters of the book. Based on this conceptual discussion, the chapter contributions are suggested in terms of four themes, namely, sustainability in tourism, tourism potentials and operational challenges, value chains and inclusive tourism development, as well as responsible tourism development in Zanzibar. Finally, the contents of all the chapters are briefly presented.

The Conceptualisation of Sustainability in Tourism

Strategies for sustainable tourism development have different foci. “Green tourism” focuses on environmental issues and the innovation of new products and processes whereas a business-centred focus, such as “corporate sustainability management”, has a stronger emphasis on economic efficiency. “Pro-poor tourism” concentrates on the social impacts of tourism and aims to alleviate poverty by using innovative products and processes that benefit poor people. “Responsible tourism development”, on the other hand, shifts the focus to the responsible behaviour of consumers and producers, working on the assumption that ethical behaviour by tourism stakeholders can lead to sustainable tourism development. As for “inclusive tourism development”, it focuses on social issues and an equitable distribution of economic benefits through the

sustainable use of environmental resources. This book will address two of these strategies: inclusive tourism development, and responsible tourism development.

To begin with, corporate sustainability management is a strategy based on the proposition that without long-term sustainable management in the business sector, there will be no successful sustainable tourism. Sustainability at the firm's level comprises the development of new products and processes for coping with strict regulations imposed on firms in environmentally sensitive areas, which is common in safari tourism, as well as long-term strategies for staff development. Given these restrictions, a sustainable business must still generate sufficient income to meet all the embedded costs both in the short and long run.

Inclusive tourism management, on the other hand, is based on a strong interest in designing new pathways to economic growth and the distribution of wealth in many developing countries (Spence, 2009; UNDP, 2014). Many people are often excluded from development because of their gender, ethnicity, age, sexual orientation, disability or poverty (UNDP, 2014). Many developing countries face poverty as a major development challenge. A policy of inclusive tourism development is, therefore, a core issue for sustainable tourism. Innovation and sustainability will be central tourism concepts for inclusive development, especially in the developing economies of Africa.

Finally, responsible tourism development includes all aspects of sustainable tourism development but has an additional focus on responsibility. Ethical concerns become central to responsible tourism development for consumers as well as for producers. Thus, governance of sustainable development by rules and legislation is secondary to ethical behaviour among tourists, tourist firms and tourist organisations for the benefit of sustainability. Responsible tourists do not necessarily consume less but they consume in a more responsible way. Responsible tourists may be more aware of the economic, social and environmental impacts of tourism and may be more interested in engaging with host communities and more interested in and attached to nature.

Sustainable development is without a doubt a poetic concept. The dominant definition beautifully refers to "sustainable development" as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". In the meantime, "sustainability" is, in itself, a hope that "We will sustain – We

will survive". The prevailing categorisation is threefold (the poetic number three) comprising economic, social and environmental sustainability. In a tourism context, these three categories of sustainable development point to fundamental issues.

Economic sustainability indicates that tourism businesses should be developed for long-term survival rather than short-term profit maximisation. Long-term survival requires balanced relations with the society and the environment. A concern for equitable social policies is also needed for economic sustainability as well as a long-term viable use of environmental resources.

The social sustainability of tourism requires a local acceptance of the phenomenon and positive attitudes towards tourists from most residents. It has long been assumed that an increasing number of tourists will create increasing tension with local residents but recent research also shows that initial hesitance from locals may be overcome and may turn into a positive attitude with an increasing number of tourists. This has been described as a "lock-in" effect when the local economy and local welfare gradually become more dependent on tourism (Lundberg, 2015).

Environmental sustainability is a priority for destinations in possession of natural attractions in high demand that risk degradation from intensive exploitation. As such, the impact of tourism on the environment has to be monitored with the help of tourism stakeholders through the use of innovations and improved practices that are crucial in environmental conservation and protection (Fennell, 2012; Hoarau, Wigger & Bystrowska, 2014). Examples of such practices include energy conservation, water conservation, waste management and utilisation of environment-based or ecotourism products.

Sustainable tourism has various principles which guide destination development and management, including stakeholders' consultations and partnerships; integrating tourism into national and/or local planning; local community involvement (i.e. inclusiveness regardless of *gender, ethnicity, age, sexual orientation, disability or poverty*); maintaining diversity; responsible marketing; reducing over-consumption and wastes; research and development; skills development and training; and supporting local economies and using resources sustainably. It is worth mentioning that sustainability in tourism requires innovation in terms of products, processes, logistics, institutions, etc. on the part of the destination stakeholders (also

see Anderson, 2019). Consequently, the concept of innovation is briefly described.

Innovation within Tourism

Innovation can serve as the fuel that fires the engine of progress with innovators carrying the torch leading us into the future. Not all innovations improve life for everyone and there are often winners and losers when an innovation is introduced. However, there is change and life has to adapt to a new situation. Furthermore, what we call innovations are only in a few cases brilliant new inventions. In many cases, innovations mean the imitation of an already existing invention, introduced in a new place, new industry or new market. Although invention sounds more heroic than imitation, both types can certainly be beneficial for a developing society for which particular contexts and operational environments require such innovativeness. Novel and incremental innovations respectively are other concepts used to describe the two types of innovations.

Innovations take place in all parts of society and there is a need for a finer classification when researching the concept. An approach to categorisation in a business context by OECD is closely related to a Schumpeterian view of entrepreneurship and innovation. Five categories of innovation are listed: product, process, management, marketing, and institutional innovations (Anderson, 2019). Tourism development is, to a large extent, driven by these five categories of innovation.

Product and/or service innovations within tourism are innovations visible to the tourist's eye and related to e.g. packaging new combinations of travel experiences such as adventure trips, gourmet travel, walking safaris, etc. The focus on experiences has generated a lot of imagination and creative innovations in lodgings, restaurants and tourism. Process innovations are not necessarily visible to the tourist but more often "backstage". They mainly aim to raise productivity and efficiency in the operations. Computers and IT have provided enormous opportunities for process innovations.

Managerial innovations often appear in human resource management whereby new ways are found to retain, empower, inspire and train staff while maintaining flexibility and controlling costs. Tourism services may be co-created so that managerial innovations also include the "managed customer" (Gupta & Vajic, 2000). Marketing innovations improve communication with prospective customers. In this regard, the Internet has

created a marketing revolution and e-commerce has provided opportunities for tourist destinations and tourist companies all over the world to communicate directly with, and sell their products directly to, tourists. Search engines on the Internet represent another marketing innovation providing opportunities for small firms to compete in the market.

As for institutional innovations, they are collaborative in nature and may be an invention that requires tourism firms to link up (for example, through the use of a credit card system) or abide by new laws and regulations related to e.g. environmental protection. Inter-organisational networking may lead to collaboration and institutional innovations.

Combining Innovation with Sustainable Tourism Development

The categorisations of “innovation” and “sustainability” discussed above are close to the original ideas but have been challenged by a number of researchers. Both innovation and sustainability can be categorised differently which will be discussed in various chapters of this book.

In a study of South African tourism, Booyens and Rogerson (2016) classified 77 per cent of all innovations as addressing economic sustainability, eight per cent social sustainability and 17 per cent environmental sustainability. Examples of social innovations were firms that launched skills and education programmes and medical care for employees in impoverished areas. The study observed that social innovation was mostly driven by public entities and NPOs as part of their core mandate. Examples of environmental innovations were mostly related to energy, waste and water conservation.

In many chapters of this book, various strategies for sustainable tourism development will be discussed. These strategies may be described by the two dimensions of innovation and sustainability. Figure 1.1 illustrates how some strategies for tourism development can be related to different categories of innovation and sustainability by combining the two categorisations into a grid describing how innovations can meet sustainability needs.

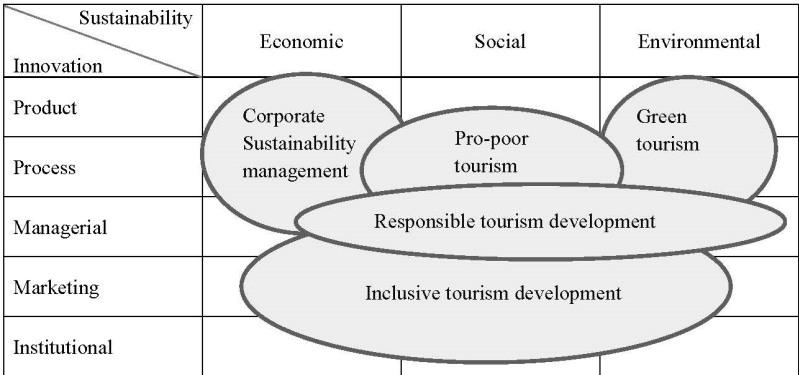


Figure 1.1: The sustainability-innovation matrix

Chapters in the Book

The thirteen chapters in this book can be structured along four themes. Apart from the introduction (this chapter), the first two themes discuss “Sustainability in Tourism” as well as “Potentials and Challenges” on a general level. The third theme, “The Value Chain and Inclusive Tourism” places the focus on the industrial system of Tanzania and how tourism firms can adapt to this system. The fourth theme, “Responsible Tourism Development” illustrates, through studies of sustainable tourism, initiatives from Zanzibar about how future tourism can be developed in a responsible way. Table 1.1 lists the themes, chapters and authors of this book.

Table 1.1 Themes, chapters and authors of the book

Themes	Chapters	Authors
	1. Introduction to Sustainable Tourism Development in Tanzania	<i>Wineaster Anderson, Tommy Andersson and Lena Mossberg</i>
Theme 1: Sustainability in Tourism	2. Tourism Sustainability: Reconceptualisation and Measurements	<i>Msafiri Njoroge</i>
	3. Travel Motivations and Willingness to Support Sustainable Tourism: A case of Inbound tourists to Tanzania	<i>Saliel Kanza, Wineaster Anderson, Lena Mossberg, Tommy Andersson and Ladis Komba</i>
	4. Determinants of International Tourists' Dining Experiences in Tanzania	<i>Bahati Mbilinyi</i>
Theme 2: Tourism Potentials and Operational Challenges	5. Tourism Opportunities and Challenges in Tanzania	<i>John Philemon</i>
	6. The Challenges of Skills Development for the Tourism and Hospitality Industry in Tanzania	<i>John J. Sanga and Wineaster Anderson</i>
	7. Challenges Facing Lodging Operations in Tanzania's National Parks	<i>Francis C. Mhalafu and Dev Jani</i>
Theme 3: The Value Chain & Inclusive Tourism Development	8. The Nexus of Tourism and Industrialisation in Tanzania	<i>Wineaster Anderson, Lena Mossberg and Tommy Andersson</i>
	9. Contextual Differences in Tourism-Agriculture Linkages in Selected Regions of Tanzania	<i>Dev Jani & Winnie Nguni</i>
	10. Sustaining Green eBusiness Adoption among Small and Medium Tour Operators in Tanzania	<i>Juma James Masele</i>
Theme 4: Responsible Tourism Development in Zanzibar	11. Reconciling Tourism Investment and Land Rights in Zanzibar	<i>Godwin Adiel Lema</i>
	12. Women's Empowerment and Tourism Lifestyle Entrepreneurship in Zanzibar	<i>Nelly Maliva</i>
	13. Tourism Employment, Moral Norms and Pro-Conservation Behaviour in Zanzibar	<i>Noel Biseko Lwoga</i>

The first theme of the book, “*Sustainability in Tourism*” consists of three chapters, which discuss conceptualisations, travel motivation and experiences related to sustainable tourism.

Msafiri Njoroge pursues a critical conceptual discussion on tourism sustainability. He suggests a reconceptualisation of tourism sustainability in his chapter, “Tourism Sustainability: Reconceptualisation and Measurements”. The chapter reviews literature on how tourism sustainability has been defined and concludes that definitions typically fail to match stakeholders’ needs with their responsibilities. Thus, a reconceptualisation from a business perspective is suggested which clarifies the dimensions of tourism sustainability from a business point of view.

In the following chapter entitled “Travel Motivation and Willingness to Support Sustainable Tourism: A Case of Inbound Tourists to Tanzania”, Saliel Kanza, Wineaster Anderson, Lena Mossberg, Tommy Andersson and Ladis Komba examine the link between tourists’ travel motivations and their willingness to support sustainable tourism. The aim of the study is to understand tourists’ willingness to support sustainable tourism by analysing data collected by a self-administered survey comprising 1,007 responses. The results indicate that all the thirteen items measuring tourists’ support for sustainable tourism rated high with mean scores of above five on a seven-point scale. Moreover, three major travel motivations (nature, family and accomplishment) partly explained the variation in tourists’ willingness to support sustainable tourism.

Bahati Mbilinyi draws attention to the importance of the dining experience for the total tourist experience in her chapter, “Determinants of International Tourists’ Dining Experiences in Tanzania”. The dining experience is more than just food. It also relies on the nature of the dining place, encounters and the level of engagement in the dining activities on offer. Surveys of 371 international tourists were conducted in four regions in Tanzania to describe and analyse the relationship between the dining quality components and tourists’ dining experiences with the help of structural equation modelling. The results of the study show that food quality, service quality, environment quality, price offered, cultural/traditional aspects and other guests were important elements in an optimal dining experience.

The second theme of the book, *“Tourism Potentials and Operational Challenges”* contains three chapters that look ahead and outline issues for future tourism in Tanzania.

John R. Philemon discusses opportunities and challenges in the industry. In the chapter, “Tourism Opportunities and Challenges in Tanzania”, Philemon reflects on the abundant resources that Tanzania possesses without being able to overcome the challenges that the country continues to face. Based on a review of recent research conducted in Tanzania, Philemon deals with some issues that hamper tourism development and recommends ways for addressing the challenges that Tanzania is facing.

John Sanga and Wineaster Anderson highlight the challenges associated with the provision of tourism education and training for the tourism and hospitality industry. Their chapter generates insights that can help to address the established quantitative and qualitative mismatch between the skills supplied and the employers’ demands. Aiming to move Tanzania to a position that matches the success of, or outperforms, its competitors, especially destinations in its neighbourhood, the chapter makes some suggestions on what to improve for the sustainable provision of a higher quality education and training system in the country.

Francis Mhalafu and Dev Jani describe the sustainability challenges that firms, working in a national park, have to contend with in their chapter, “Challenges Facing Lodging Operations in Tanzania’s National Parks”. The authors carried out fourteen in-depth interviews in seven parks, which were analysed in terms of thematic content. The study concludes that the business climate for the lodges is unpredictable with a number of taxes, regulations and licensing in place. Poor human capital, transportation and infrastructure also present challenges. Coping strategies include forming associations, good stock management, strict observation of the rules and motivating the employees. The chapter ends with a discussion on the implications for park authorities, local authorities and lodging firms.

The third theme of the book, *“The Value Chain and Inclusive Tourism Development”* is composed of three chapters.

Wineaster Anderson, Lena Mossberg and Tommy Andersson analyse inclusive tourism development in terms of supply chain linkages between tourism and industrial sectors in the chapter, “The Nexus of Tourism and Industrialisation in Tanzania”. The analysis shows how tourism generates effects in many sectors of the economy such as agriculture, agro-

processing, ICT facilities, and transport and retail trade. In this regard, more tourism will generate more stimuli for consumption. Anderson et. al end their chapter by recommending strategies for inclusive tourism development as a way to nurture industrialisation.

In the following chapter entitled “Contextual Differences in Tourism-Agriculture Linkages in Selected Regions of Tanzania”, Dev Jani & Winnie Nguni look for situational factors that lead to differences in tourism-agriculture links within a given destination. In-depth interviews and focus group discussions with tourism and agriculture stakeholders were used in a case study of three tourism and agriculture-based sites in Tanzania. The results suggest that tourism-agriculture links are context-dependent based on the nature of supply and demand, the hotel owner’s place of residence and hotel size, as well as types of attractions and tourists. In areas with high agricultural output relative to tourism development, the supply chains are shorter and farmers perceive the tourism industry as offering fewer opportunities. Smaller tourism accommodation facilities, on the other hand, promote more local dishes with most of the ingredients sourced locally.

In the chapter entitled “Sustaining Green eBusiness Adoption among SMEs in Tanzania”, Juma James Masele investigates the economic, social and environmental potentials of green eBusiness using a qualitative technique in selected cases in Kilimanjaro, Arusha, Dar es Salaam, and Zanzibar. The objectives were to assess the extent to which firms have restructured ICT in order to achieve ecological goals; the extent firms are economising ecology by green eBusiness practices; and the extent of integration of environmental policy goals and regulations. The study concluded that economic concerns often come before environmental ones. Thus going green with ICT should emphasise economic gains first.

The fourth and final theme of this book is “*Responsible Tourism Development in Zanzibar*” with three chapters that suggest paths to follow in order to arrive at a responsible tourism development.

The conflict between traditional life and tourism investments is exposed by Godwin Adiel Lema in his chapter, “Reconciling Tourism Investment and Land Rights in Zanzibar”. International trade and investment in Zanzibar is presently nearly totally dependent on tourism. Tourist hotel investments are concentrated along the coastline occupying large tracts of land while local people rely on the right to land for their livelihoods as well as for their identity. Government seems to be unable to protect the

rights of local people and Lema discusses strategies to reconcile the needs of hotels with the land rights of the local population. A political ecology of tourism is suggested as a possibility to guarantee customary rights to land.

In the chapter, “Women’s Empowerment and Tourism Lifestyle Entrepreneurship in Zanzibar”, Nelly Maliva links women’s empowerment and tourism lifestyle entrepreneurship in Zanzibar. Through in-depth interviews with women, the study found that women have been creating spaces by choosing to be entrepreneurs who either produce items or sell products directly to tourists. Female lifestyle entrepreneurs in the tourism industry have to choose a pathway to follow whether it is tradition, income or growth.

Heritage tourism is the topic of a study presented by Noel Biseko Lwoga in the chapter, “Tourism Employment, Moral Norms and Pro-Conservation Behaviour in Zanzibar”. Heritage tourism is a rapidly growing segment that generates local employment and income in addition to alleviating poverty in the process. The preservation of heritage resources, therefore, becomes a critical factor. In this regard, Lwoga studies factors behind pro-conservation behaviour in the local population. Using a rich source of data, Lwoga shows that awareness of the heritage value for the local population strengthens moral norms and pro-conservation behaviour. Furthermore, the study contributes to the body of knowledge by showing that altruistic moral norms are reinforced by economic incentives, such as employment, to influence pro-conservation behaviour. The study demonstrates how skilful structural equations modelling can disentangle quite complicated motivational structures behind pro-conservation behaviour.

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THEME 1:
SUSTAINABILITY IN TOURISM

CHAPTER TWO

TOURISM SUSTAINABILITY: RECONCEPTUALISATION AND MEASUREMENTS

MSAFIRI NJOROGÉ

An Overview

Though sustainability remains a major subject of inquiry in tourism research, its exact definition and conceptualisation are still highly contentious and debatable. Some scholars have even predicted that a universally acceptable interpretation of tourism sustainability is unlikely to be forthcoming. A critical literature review reveals that most definitions of tourism sustainability emphasise the demand to address the needs of various stakeholders; however, they fail to explicitly attach the “stakeholders’ needs” to the respective “responsibilities” in a bid to maintain the tourism industry for an indefinite period. Moreover, other studies have examined residents’ and tourists’ satisfaction with sustainable tourism development. This approach, however, still ignores the assessment of the businesses’ responsibilities in sustaining the tourism industry. Thus, to contribute towards filling the research gap, this chapter conceptualises the construct of “tourism sustainability” through a tourism business lens. In so doing, the chapter clarifies tourism sustainability dimensions as endogenous variables. It further defines tourism sustainability and summarises its measurement criteria from a tourism business point of view.

Tourism Sustainability: A Concept

For decades, the tourism sector—both globally and nationally—has recorded a remarkable performance in terms of employment creation, contribution to GDP, export earnings and growth in international tourists (UNWTO, 2015; WTTC, 2015). However, evidence suggests that this encouraging performance often comes with unsustainable production and

consumption practices that endanger both ecosystems and natural resources (Reuland, 2008) if not well-managed (UNEP and UNWTO, 2005). Similarly, research and practice reveal that tourism activities are associated with considerable environmental degradation, depression of socio-cultural resources, and habitat destruction (Berno & Bricker, 2001; Choi & Sirakaya, 2006; Majid & Koe, 2012). Moreover, the territorial nature of the tourism sector is often connected to low or lacking linkages with other sectors (Anderson & Juma, 2011; Rogerson, 2014). Thus, tourism development should not be permitted to progress in an ad hoc manner (Hall, 2008). This calls for a sustainable tourism paradigm to strike a balance between economic, environmental and socio-cultural sustainability goals (Harris et al., 2002; UNEP & UNWTO, 2005).

The concept of tourism sustainability emerged in the late 1980s (Budeanu et al., 2016; Liu, 2003) through the assimilation of sustainable development and tourism development paradigms in the seminal Brundtland report (Hughes et al., 2015). The Brundtland report asserted that, sustainable development is “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland et al., 1987). In fact, tourism sustainability originated from the concept of sustainable development (Azizi et al., 2011) and, as such, tourism sustainability is a subset of sustainable development (Hall et al., 2015). The United Nations Environment Programme (UNEP) and the World Trade Organisation (WTO) define tourism sustainability as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”. In accordance with the theory of sustainable development, tourism sustainability (or simply sustainable tourism) hinges on four dimensions: three of which are classic dimensions: economic, socio-cultural, and environmental aspects (Kahn, 1995; UNEP and WTO, 2005). A recent addition in tourism literature is the institutional dimension as the fourth pillar (Cottrell et al., 2013; Hussain et al., 2015). Whereas addressing all three sustainability objectives (economic, societal and environmental) supports a process towards sustainability (Pryn et al., 2015), the institutional pillar tends to serve as a key factor influencing the implementation of the three classic dimensions of sustainability (Pfahl, 2005; Xu et al., 2014; Pasape, Anderson & Lindi, 2015b).

From a business point of view, the current trend is that the public, governments, customers and other stakeholders have become increasingly aware of the social and environmental impacts of business operations in various industries including hospitality (also see Pasape, Anderson and

Lindi, 2014; Pasape et. al, 2015a, 2015b). Likewise, tourism businesses across the world are accountable for the impact of their actions on society and the environment (Porter & Kramer, 2006). Moreover, tourists globally are becoming more concerned about and motivated by sustainable travel and consumptions (Dodds, 2008). In this regard, the stakeholder theory (Freeman, 2004) suggests that firms investing in stakeholders' management can outperform those that do not do so. The source of such superior performance, according to the stakeholder theory, is a fair distribution of benefits between the firm's legitimate internal and external stakeholders (Porter & Kramer, 2011).

Generally, sustainability remains a major subject of inquiry (Ruhanen, 2008; Dodds, 2010; Hall et al., 2015; Hughes et al., 2015; Zolfani et al., 2015) in tourism research. Both public and private tourism sectors have attracted criticism for their slow progress in applying the concept (Ruhanen, 2008). Similarly, researchers and academics are criticised for paying little attention to this evolving area of inquiry (Wyness et al., 2015) on a number of issues such as stakeholders' contribution towards tourism sustainability. Roberts and Tribe (2008) contend that little is known about the role of tourism enterprises in making progress towards attaining sustainability objectives. Although tourism sustainability research is of vital interest to researchers, managers, service providers, and policymakers (Hall et al., 2015; Ruhanen, 2008; Harris et al., 2002), its exact definition and conceptualisation remain highly contentious and debatable. For example, for more than three decades after the Brundtland report, evidence still indicates that there is little progress on tourism sustainability practices as well as on what exactly this construct entails. As such, Moscardo and Murphy (2014) argued that this contradiction between theory and practice is attributable to the problems regarding how tourism academics have conceptualised the term "tourism sustainability".

For more than 20 years, the concept of sustainable development has endured rhetorical survival and academic criticism (Aall, 2014). Based on a literature review, this paper conceptualises tourism sustainability through a business lens. Specifically, the review centred on the meaning and measurement of tourism sustainability, and the appropriateness for empirically modelling the dimensions of tourism sustainability as endogenous variables. Similarly, there is consensus in research that the progress, implications, and practicality of tourism sustainability remain an open and largely unresearched area for tourism scholars (Fernández et al., 2015; Hall et al., 2015; Hughes et al., 2015; Budeanu et al., 2016). Some researchers even predicted that "a universally acceptable interpretation of