

STAKEHOLDER COALITION: TRANSITIONING TO INCLUSIVE TOURISM BUSINESS PRACTICES AND ITS EFFECTS ON THE COMMUNITY

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Abstract

The integrated travel industry requires an inclusive business strategy to achieve sustainable growth aligned with the Sustainable Development Goals (SDG). This paper assesses the extent of inclusive business practices within Kerala's tourism sector, known as God's Own Country. It examines how revenue sharing and benefit sharing contribute to creating an ideal inclusive tourism model. The study addresses the gap through a mixed-methods approach, combining a qualitative analysis of five case studies involving tourism stakeholders and a quantitative survey. After validating the survey instrument, data were collected from resorts, hotels, and tour operators. The analysis focused on perceptions of tourism professionals in the hospitality sector, highlighting the importance of multi-stakeholder collaboration and the development of meaningful partnerships in building an ideal tourism destination. This research contributes to the literature by developing a tool to measure inclusive tourism practices. It concludes that proactive, inclusive business policies can enhance the livelihoods of local communities and small enterprises.

Keywords: Inclusive Growth; Sustainable Business; Stakeholder Alliance; Business linkages; Revenue sharing; Value Chain development.

COALIZÃO DE PARTES INTERESSADAS: TRANSIÇÃO PARA PRÁTICAS EMPRESARIAIS DE TURISMO INCLUSIVO E SEUS EFEITOS NA COMUNIDADE

Resumo

O negócio de viagens integrado exige uma estratégia empresarial inclusiva para alcançar o crescimento sustentável, em conformidade com os objetivos de Desenvolvimento Sustentável (ODS). O artigo mede a extensão das práticas comerciais inclusivas na indústria do turismo de Kerala, na Índia, que é o próprio país de Deus. Este estudo examina a influência da partilha de receitas e de benefícios na criação de um modelo ideal de negócio de turismo inclusivo. Este artigo aborda a lacuna por meio de um método misto que compreende um estudo qualitativo com cinco estudos de caso de partes interessadas do turismo e uma medida quantitativa por meio de um questionário de pesquisa. Após a validação minuciosa do instrumento, são coletados dados de resorts, hotéis e agências de turismo. O estudo analisou as percepções dos profissionais do turismo do setor hoteleiro e os resultados indicaram o papel da colaboração multilateral e do desenvolvimento de parcerias significativas na construção de um destino turístico ideal. Este estudo contribui para a investigação ao desenvolver um instrumento para medir a extensão do turismo inclusivo. Conclui que uma política empresarial proactiva e inclusiva pode maximizar a subsistência dos habitantes locais e das pequenas unidades empresariais.

Palavras-chave: Crescimento Inclusivo; Negócios Sustentáveis; Aliança de Partes Interessadas; Vínculos comerciais; Participação nas receitas; Desenvolvimento da Cadeia de Valor.

COALITION DES PARTIES PRENANTES: TRANSITION VERS DES PRATIQUES COMMERCIALES TOURISTIQUES INCLUSIVES ET SES EFFETS SUR LA COMMUNAUTÉ

Resumé

Le secteur du voyage intégré exige une stratégie commerciale inclusive pour assurer une croissance durable, en cohérence avec les Objectifs de développement durable (ODD). L'article mesure l'étendue des pratiques commerciales inclusives dans l'industrie touristique du Kerala, en Inde, qui est le pays de Dieu. Cette étude examine l'influence du partage des revenus et des bénéfices dans la création d'un modèle commercial idéal pour le tourisme inclusif. Cet article comble cette lacune en proposant une méthode mixte comprenant une étude qualitative portant sur cinq études de cas d'acteurs du tourisme et une mesure quantitative par questionnaire d'enquête. Après une validation approfondie de l'instrument, les données sont collectées auprès des stations balnéaires, des hôtels et des agences de voyages. L'étude a analysé les perceptions des professionnels du tourisme du secteur de l'hôtellerie et les résultats indiquent le rôle de la collaboration multipartite et du développement de partenariats significatifs dans la construction d'une destination touristique idéale. Cette étude contribue à la recherche en développant un instrument de mesure de l'étendue du tourisme inclusif. Il conclut qu'une politique commerciale proactive et inclusive peut maximiser les moyens de subsistance des habitants et des petites entreprises.

Mots clés: Croissance inclusive; Entreprise durable; Alliance des parties prenantes; Liens commerciaux; Le partage des revenus; Développement de la chaîne de valeur.

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1 INTRODUCTION



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Tourism is generally seen as an exclusive activity. The more exclusive and exotic the destination, the more unique and enhanced the experience. The primary focus is on sharing the benefits of tourism activities with the local community and the less privileged at the destination. Often, the term “inclusive tourism” is associated with the principle of accessibility. Accessible tourism initially concentrated on making tourism facilities and services accessible to disabled or physically impaired customers (Sandbrook & Adams, 2012).

However, in the modern era, the literature indicates that inclusiveness extends beyond accessibility to encompass the development of meaningful business linkages among tourism suppliers, organizations, and the local community (Abdelhady & Ameen, 2022). Much research has examined the significance of stakeholder collaboration in inclusive tourism (Gilovic & McIntosh, 2015; Michopoulou et al., 2015).

Collaboration is highly complex, as the community's heterogeneous mix of stakeholders holds diverse perspectives and principles (Waligo, Clarke, & Hawkins, 2013). Therefore, it is clear that the development of inclusiveness and accessibility in tourism not only requires the elimination of the physical barriers but also focuses on bringing people, communities, social forces, political systems, and economies together most sustainably and beneficially (Nunkoo, Smith, & Ramkissoon, 2013; O'Neill, & Knight, 2000).

Julie et al. (2018) developed an inclusive tourism stakeholder framework that focuses on key aspects of stakeholder collaboration. The control and coordination of the various activities at the destination by providing the right strategic direction and creating an enabling environment are of utmost importance (Oliver & Barnes, 2012).

Ideal destination management involves knowledge transfer and information sharing among stakeholders, understanding their concerns, and seeking solutions from grassroots to top management levels. Research suggests that such a model ensures ownership, advocacy, and reciprocity (Aguilar & Domasian, 2023).

Spenceley et al. (2017) advocated the principles of meaningful inclusion strategies, such as local community participation in a revenue-and-benefit-sharing model, in natural conservation areas across the African continent. The literature substantiates that such a model of stakeholder engagement and community involvement has been successfully implemented and sustained in various countries worldwide (Ahebwa et al., 2012; Spenceley et al., 2015; Swemmer et al., 2015; Cerrah & Koroğlu, 2023).

The basic premise is that when the local community is clearly educated and informed about the financial or economic benefits, social and cultural benefits, and employment and empowerment opportunities offered by tourism, they are more inclined to contribute positively to the destination and be involved in the entire destination development and management process (Kodaş et al., 2023).

By developing strong alliances among the local community, internal and external stakeholders, and private and public market players at the micro and macro levels, destinations can offer more value-added services to potential customers (Beattie & Smith, 2013). The benefits of alliances can be shared among participants (Wilson, 1996).

1.1 Inclusive Business Practices & Stakeholder Coalition

The concept of Inclusive Business has evolved in recent years. It is considered a purpose-driven business strategy that facilitates value co-creation and shares the benefits directly or indirectly with the stakeholders involved in the business (Porter & Kramer, 2011). An inclusive approach in the tourism industry has evolved to account for societal and environmental factors that contribute to a destination's overall well-being.

The concept has gained wide acceptance among policymakers, as it is an efficient method for alleviating poverty and creating more opportunities for the local community (Bhatia et al., 2024). Tourism businesses practice inclusivity in their operations, as it creates a more human appeal (Sriarkarin & Lee, 2018).

The literature substantiates increased customer engagement and satisfaction through the adoption of an inclusive business model for operations (Van Tulder et al., 2014). Mair and Marti (2009) suggest that inclusive business is often used as a sustainable business strategy. The process includes identifying the destination's social needs and converting them into marketable business ventures (Teyin, 2024).

2 LITERATURE ROADMAP

An extensive review of the literature on the various paradigms associated with the concept of Inclusive Business Management across sectors and sub-sectors has been undertaken and consolidated in Table 1.1, providing a brief overview of the concept.

Table 1. Overview of the concepts.

Source	Theme And Sub Theme	Sector
Ramaano (2022)	Rural communities, Inclusive Businesses, Environmental Sustainability, Entrepreneurship, Ecotourism	Municipality - Local community level
Schoneveld, G. C. (2020).	Sustainable Development Goals, Inclusive business growth, Innovative Business Practices, Financial Stability, Responsiveness, Skill utilisation and capacity building	Private sector - Financial firms
Chamberlain, W., & Anseeuw, W. (2019)	Inclusive Business, Social Partnership, Resource Dependence, Transaction Cost Economics, Knowledge Transfer	Agriculture
Nahi (2018)	Co-creation, Sustainable development, Inclusive business	NGOs
Beattie, V. and Smith, S (2013)	Value creation, Inclusive Business Model, Intellectual Capital Building	Private sector - General firms
Dacin, P. A., Dacin, M. T., & Matear, M. (2010)	Inclusive Businesses, Social Entrepreneurship	Management

Source: own elaboration.

2.1 Inclusive Business Practices

Scheyvens and Biddulph (2017) identified seven basic elements of an Inclusive Business model and defined the benefits of developing such a model. When the marginalized community gains access to tourism through producers' and

consumers' capacities, the physical and psychological barriers can be overcome to a large extent.

The model proposed a self-representation of marginalized communities to improve their confidence levels and encourage their participation in business processes (Çetin et al., 2017). Power relations and other influential societal factors significantly affect the business in the most challenging ways. Another element is the inclusion of local communities in the decision-making process (Santos et al., 2024).

Expanding the boundaries of the tourism business to include more people and places can help bring more communities together (Chamberlain & Anseeuw, 2019). The inclusive business model ideally fosters a learning environment that facilitates mutual respect and understanding between the host community and guests visiting the destination (Rios et al., 2022).

The importance of an inclusive business model in long-term sustainability is an extensively researched area in the tourism context (Mignano & Ishikawa, 2014; Mair et al., 2012; Mair & Marti, 2009; Prahalad, 2004). A comparison of inclusivity in tourism with related concepts such as pro-poor tourism, social tourism, accessible tourism, community-based tourism, and responsible tourism highlights the distinctive and analytical features of the concept.

While Pro-poor tourism includes economically disadvantaged tourists (Goodwin, H., 2009), social tourism focuses more on the host community than on the guests. It is a mirror image of pro-poor tourism (McCabe & Diekmann, 2015).

Accessible tourism is when inclusiveness is defined by providing infrastructure suitable for differently abled tourists, making a destination more accessible. Inclusion of local communities at the destination on a small-scale level to create a much more personalized niche product is community-based tourism (Salazar, N. B., 2012). Responsible tourism is a broadly defined concept that encompasses the economic, socio-cultural, and environmental aspects associated with the development of a tourism product or service (Bramwell et al., 2008).

The concept of inclusive business in a much broader sense involves the participation of the marginalized communities at the destination (Torres, 2002) acting as producers (Butler & Rogerson, 2016) and consumers (Morgan et al., 2015), involving the local communities in the tourism decision-making process (Pingeot, 2014), and developing and remapping destinations to widen the scope of tourism activities (Edensor, 2015).

2.2 Sustainable Business Framework

Sustainability in tourism involves developing long-term mutually beneficial relationships among the various stakeholders directly or indirectly involved in the destination development process (Qian et al., 2017). Sustainable regional growth is achieved through tourism's economic gains, which support community development and well-being (Scheyvens, 2002).

Communities are aware of the destination and its features and possess the skills and knowledge to connect with the natural environment and provide unique experiences

to tourists (Cardoso & Oliveira, 2020).

This capacity can be utilized by destination tourism businesses through strategies such as pro-poor tourism, community tourism, and accessible tourism to facilitate sustainable, holistic growth of the industry and the region as a whole (Dolezal & Burns, 2014).

Destinations and Tourism businesses have slowly adopted a much more sustainable model for growth in recent years. This change is exercised by the United Nations 2030 Agenda, which comprises 17 Sustainable Development Goals (SDGs) and 169 indicators (Rosato et al., 2021).

A sustainable business model is essential for destinations to be resilient and focus on their long-term sustainability and growth (Sriarkarin & Lee, 2018). The literature substantiates the significance of stakeholder involvement in developing a long-term, sustainable business model for tourism (Haukeland, 2011; Waligo et al., 2013; Boluk et al., 2019; Hall, 2019).

Gupta et al. (2020) highlights the importance of creating a sustainable model for tourism by integrating the natural, environmental and social aspects of the destination, i.e. Tourists are to be allowed to explore the natural environment without causing damage to the natural ecosystem (Manomaivibool, 2015); the local community at the destination are much knowledgeable about the area and the resources it can offer (Scheyvens & Hughes, 2019).

Effective community involvement and participation have been added to the SDGs, as they can play a significant role in creating and assuring a unique and personalized experience for visitors and, at the same time, ensuring that the business is conducted most efficiently and sustainably (Boluk et al., 2019).

2.3 Stakeholder Coalition

Stakeholder alliances are considered an essential element in the holistic development of a destination (Beeton, 2006). In an integrated business environment, there are diverse stakeholders from the hospitality business. An inclusive tourism philosophy is a vision driven by a developmental approach that combines the efforts of all stakeholders to achieve inclusive business engagement. In the most ideal and realistic context, inclusive business models ensure equal access to economic prosperity for all (Cakmak & Isaac, 2012).

An inclusive business approach provides a framework for promoting collaborative efforts (Waligo et al., 2013). Since destinations involve a complex network of stakeholders who benefit, directly or indirectly, from tourism businesses, the significance of stakeholder alliances in tourism planning is a widely studied area (Cooper et al., 2009; d'Angella & Go, 2009; March & Wilkinson, 2009; Hawkins & Bohdanowicz, 2011).

Waligo et al. (2013) introduced the Multiple Stakeholder Involvement Management (MSIM) framework for Destination Management Organizations (DMOs) to address challenges in achieving sustainable tourism development goals at destinations (Sastre et al., n.d; Schoneveld, 2020). The study developed an integrated approach to stakeholder involvement and collaboration in destination planning and management, highlighting it as a

key function of DMOs. Increasing awareness among stakeholders is essential to motivate their participation in the process (Ladkin & Bertramini, 2002).

A multi-level stakeholder engagement strategy through an interactive network helps develop and maintain long-term relationships with stakeholders and consolidates the sustainability objectives (d'Angella & Go, 2009; Telles et al., 2024). Increasing stakeholder involvement in key decision-making and planning processes can raise stakeholder motivation and engagement (Cooper et al., 2009).

2.4 Business linkages

Developing meaningful collaborations and partnerships among stakeholders and tourism businesses at both micro and macro levels supports destinations in achieving long-term sustainability and growth. Strong linkages and alliances can be established between large and small businesses within the travel and tourism industry to effectively share the benefits gained (Telfer & Wall, 2000).

Linkages can be built through direct involvement, contracts and sub-contracts, outsourcing, and other collaborative methods (Sari & Yüzbaşıoğlu, 2024). Major firms in the tourism sector can work together with local small and medium enterprises to create mutually beneficial relationships and strengthen the SME sector in conducting tourism activities (Kristen & Rogerson, 2002).

Meaningful linkages not only enhance business capabilities but can also significantly improve the quality of services offered at the destination (Maracajá & Monticelli, 2024). Product diversification, enhanced human capital, higher-quality products and services, improved management policies and strategies, financial and technical collaboration benefits, etc., are among the common benefits of developing meaningful business linkages (Kristen & Rogerson, 2002).

2.5 Revenue sharing & Value Chain development

B. Adiyia et al. (2015) investigated the benefits of fostering stakeholder collaborations at both the micro and macro levels by involving local communities in the tourism development process and sharing the revenue as well as economic gains derived from such partnerships. As the tourism industry spans multiple sectors and operates at various scales, careful stakeholder integration is vital to creating valuable and meaningful products and services (Spenceley & Meyer, 2012).

One key challenge faced by developing countries is the creation of tourist bubbles by empowered and established stakeholders (Ahebwa, 2008). Developing local linkages alongside effective governance and monitoring can help overcome these issues. Spenceley and Meyer (2012) emphasize the tourism industry's effectiveness in bridging the gap between wealthy and less affluent businesses and in facilitating wealth creation and transfer across the supply chain (Erkılıç & Aydın, 2022).

Bramwell et al. (2008) emphasized the importance of developing an efficient multi-level planning and governance system that includes all sub-sectors, Government and non-governmental agencies, local participants, communities, private and public financial institutions, and all tourism-

related stakeholders in wealth maximization and superior value chain management.

3 METHODOLOGY

The study employs a mixed-method qualitative approach, with thematic analysis conducted among hospitality stakeholders comprising Homestay owners, Budget Hoteliers, and other localities. The research questions addressed are:

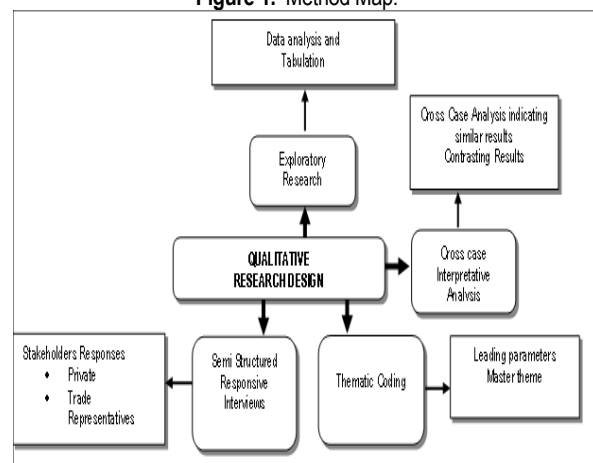
- *What are Inclusive business practices and sustainable business continuity plans?*
- *How do hybrid tourism businesses develop an inclusive value chain for small-time stakeholders?*

The study framework primarily establishes a link to value propositions through the literature review and thus considers primary debates. The second section describes the quantitative and qualitative scales measured with the methodological framework. Purposive sampling is used because the data sets are intentionally selected (Creswell, 2007).

3.1 Data collection

The research team conducted executive interviews in the domain of Inclusive Business Practices, who are well-trained in data handling and in developing theoretical models. The interviewees were contacted in line with inclusive business practices, but the respondents were not provided with definitions of terms such as Inclusive Approach, Stakeholder Alliance Business linkages, etc.

Figure 1. Method Map.



Source: own elaboration.

The in-depth interviews were conducted in Malayalam- the local language. The interviewees were primarily owners and operators who played a significant role in decision-making. The sampling framework was a purposive sampling technique, and the data was collected in August 2022. The interview process with each case was 30-120 minutes.

After the initial interviews, the scientific research team identified several themes. Still, after diagnosing the data saturation level, the research team opted for a confirmatory data analysis to reconfirm the themes through executive interviews.

4 RESULT ANALYSIS

4.1 Data analysis and interpretation

Well-structured examination and scrutiny of the datasets were conducted to derive the subthemes, and a close assessment of the collected responses identified key pointers in an inclusive approach to tourism business among small-scale business operators. Further, based on the key responses, the broad themes and data sections were coded (Cakmak & Isaac, 2012).

The last stage Integrates the responses to present the master theme, substantiating the context. In-depth interviews were conducted with the operators or owners of the accommodation units (Homestay operators) aligned with supplementary accommodation units- who practice inclusive business settings (Yang & Mattila, 2020).

The research team is well-equipped to handle the transcribed interview datasets, and the authors identified a blended approach that included inductively oriented data analysis. Despite the availability of many Computer-Aided Qualitative Data Analysis (CAQDA) tools, the researchers adopted manual analysis of the datasets.

The authors preferred an Interpretative approach to data analysis over a CAQDAS-based method, based on their personal experiences and engagement. The analysis comprised a three-stage process. In the first stage, we created a table of paragraphs directly from the transcripts, in tabular format.

After that, the discussions focused on the indicative frameworks, examining the participants' transcripts and aligning with the research questions to address the gaps. In the second stage, the authors collectively developed codes from this data table.

The quantitative analysis primarily examines the validation process of the items in the inclusive business model scale and predicts the wellbeing of the local stakeholders. Table 2 describes the demographic

characteristics of the respondents. The majority of the respondents have less than 50 employees and have been in existence for up to 10 years. The prominent types of organizations are Resorts & Boat Houses (37.8%), Hotels & Restaurants (33.8%) and Travel & Tour (21.6%). Most of the respondents are proprietors (43.2%), followed by partnerships (27.7% and corporate businesses (23.0%).

Table 2. Demographic Profile.

Code	Designation	Managerial Experience (Years)	Gender	Age Group	No. of Employees	Type of Service	Location
Respondent 1	Owner	20	Male	46 - 55	5	Resort	Chathurthyakary
Respondent 2	Owner	7	Female	46 - 55	4	Homestay & Houseboats	Nedumudy
Respondent 3	Owner	20	Male	46 - 55	28	Service Broker	Munnar
Respondent 4	Owner	25	Male	56 - 65	24	Hotel	Moncompu
Respondent 5	Owner	17	Male	36 - 45	32	Houseboats	Alappuzha
Respondent 6	Owner	18	Male	36 - 45	40	Homestay	Ernakulam

Source: own elaboration.

Twenty-four items measured various inclusive business practices among tourism operators. Table 3 presents the descriptive statistics. Offering reasonable working hours (3.01), job security (3.01), offering pension, insurance and financial support (3.07), helping small-scale tourists (3.10), using items sourced from local people (3.12), and using local contractors (3.02) are some inclusive practices that are followed to some extent. Other practices are lower. Providing training to residents (2.61) and allowing local businesses to sell in the establishments (2.74) is very low.

The skewness and kurtosis of the items are assessed in Table 2 to verify their normality for further statistical tests. All skewness values are negative and within the threshold range of -1 to +1, indicating normality. Similarly, the kurtosis values are negative and less than -1.5, indicating normality conditions.

Table 3. The Coding Process.

The Coding Process	Code	Theme
"Extension of existing business and thereby, ventured into houseboats." "Opportunities for home-based business and House has a location advantage of waterfront" (Respondent 1)	Operational and Functional Operations	Operational and Functional Operations
"Destination is in demand and has got a house which is converted into a homestay." "Existing property / ancestral home converted to homestay" (Respondent 2) "As an investment purpose, invested in houseboats" (Respondent 4)	Rationale of Business Owner Engagement Community engagement	Business Pre-Conditions and Inclusive settings
"Attractive option for guests, local food, local culture and highly rewarding during the season" (Respondent 3) "USP is Quality Service and Traditional Lifestyle." "Marketing, travel agents support & networking works. Airbnb is a great opportunity" (Respondent 6) "Coordinating stakeholders and trade associations are effective in building business" (Respondent 1)	Stakeholder Collaborations	Stakeholder Alliance
"Subsidies from Govt to develop tourism...Financial assistance from Govt" (Respondent 2) "Tourism Dept has to push & promote tourism in International & Domestic markets to attract tourists" (Respondent 3)	Value Chain Community Engagement- Internal Tourism	Business Linkages

Source: own elaboration.

Table 5. Descriptive Statistics of Inclusive Business Variables.

	Valid N	Missing N	Mean	Std. Deviation	Skewness	Kurtosis
The hiring of local residents for unskilled jobs	148	0	2.96	1.087	-0.563	-1.057
Provide training to the local residents on the job.	147	1	2.61	1.011	-0.232	-1.019
Hiring of local residents for management positions	146	2	2.99	0.990	-0.492	-0.948
Offer reasonable wages to local residents at par with others	145	3	2.95	1.145	-0.609	-1.118
Offer reasonable working hours to local residents at par with others	146	2	3.01	1.117	-0.675	-0.993
Offer job security to local residents at par with others	145	3	3.01	1.133	-0.681	-1.024
Offer reasonable pensions, life insurance, and other financial support services to local residents	147	1	3.07	1.098	-0.873	-0.627
Help other small-scale tourist product and service providers	147	1	3.10	0.975	-0.778	-0.468
Promote goods and services of locals	148	0	2.89	1.044	-0.581	-0.837
Use local products in the décor and inform the guests about their source	148	0	2.89	1.089	-0.456	-1.152
Allow local businesses to sell under our establishments	148	0	2.74	1.057	-0.379	-1.055
Establish contracts with local cultural groups to attract guests to cultural events or workshops.	147	1	2.97	1.040	-0.538	-0.989
Sell food, furnishings, guest amenities and various other items for local people	147	1	2.83	1.149	-0.457	-1.247
Using furnishing, guest amenities and various other items sourced from local people	105	43	3.12	0.829	-0.547	-0.535
Services like laundry and gardening are contracted from local companies.	148	0	2.83	1.231	-0.449	-1.437
Used local contractors during construction phases	148	0	3.02	1.109	-0.768	-0.813
Provide mentoring and training for small firm workers to improve their skill	144	4	2.89	0.983	-0.446	-0.854
Do more philanthropy work for the local economy	146	2	2.96	0.982	-0.582	-0.698
Provide Direct ownership or partnership for the localities in the Venture	145	3	2.78	1.044	-0.437	-0.970
Create full-fledged joint venture agreements, community-based foundations and trust funds.	146	2	2.84	0.983	-0.459	-0.781
Tourism facilities have been created with joint ventures, with a share of the profits to local communities	146	2	2.85	0.978	-0.410	-0.847
Established appropriate profit-sharing structures and fair allocation of funds within the community itself.	145	3	2.83	0.936	-0.488	-0.572
Distribution of opportunities among different income and ethnic groups	145	3	2.80	1.004	-0.422	-0.875
Management and operational staff profiles reflect the diversity of surrounding areas.	146	2	2.87	1.039	-0.446	-1.004
Individuals' social backgrounds often play key roles in bidding	146	2	2.88	1.099	-0.494	-1.114

Source: own elaboration.

The outcome variable of wellbeing measured using four items should have mean values higher than 3.0, showing a moderate outcome. The normality conditions are also established from the skewness and kurtosis values within the threshold levels.

To reduce dimensionality and establish the construct's dimensionality, a principal component analysis with varimax rotation is performed.

The results are presented in Table 4. Seven items are deleted due to lower initial loading. The remaining 17 items were loaded onto three components, accounting for 67.43% of the total variance. We label them as employment practices, business linkages and revenue sharing.

We further assess the validity of the constructs using Average Shared Squared Variance (ASV), Maximum Shared Squared Variance (MSV), and Average Variance Extracted (AVE) values, and the reliability using composite reliability (CR). The results are presented in Table 5.

The CR values for all constructs exceed the threshold of 0.7, indicating the reliability of the constructs. The AVE values are greater than 0.5 and lower than the CR, showing a good convergent validity. Because AVE values exceed MSV and ASV, discriminant validity is achieved (Hair, Black, Babin, & Anderson, 2010).

Table 4. Demographic characteristics.

		Frequency N = 148	Percent
Type of organisation	Travel & Tour	32	21.6
	Hotels & Restaurants	50	33.8
	Resorts & Boat Houses	56	37.8
	Destination Managers	7	4.7
	Missing	3	2.0
Size (Number of employees)	Less than 50	78	52.7
	50 to 100	33	22.3
	100 to 250	17	11.5
	Above 250	19	12.8
	Missing	1	.7
Number of years of existence	Less than five years	38	25.7
	5 to 10 years	48	32.4
	11 to 15 Years	27	18.2
	Above 15 Years	33	22.3
	Missing	2	1.4
Ownership structure	Public Sector	8	5.4
	Proprietor	64	43.2
	Partnership	41	27.7
	Corporate	34	23.0
	Missing	1	.7

Source: own elaboration.

Table 6. Descriptive statistics of well-being.

	N	Mean	Std. Deviation	Skewness	Kurtosis
Economic opportunity of the local community has been enhanced	147	3.18	.842	-.905	.344
Human capital assets have increased.	147	3.08	.888	-.757	-.116
Local communities' appropriate skills have increased	147	3.14	.907	-.903	.060
The financial assets of the local community have improved.	147	3.18	.892	-.959	.205

Source: own elaboration.

Table 7. Results of Factor Analysis.

KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.869	
Bartlett's Test of Sphericity		Approx. Chi-Square	1535.089	
		df	136	
		Sig.	.000	
Rotated Component Matrix			Extraction	loading
Employment Practices Total Var=4.598 % of Var= 27.050 Cumulative Var %=27.050	@5_EP5 Offer reasonable working hours to local residents at par with others		.823	.848
	@4_EP4 Offer reasonable wages to local residents at par with others		.770	.777
	@6_EP6 Offer job security to local residents at par with others		.753	.776
	@1_EP1 Hiring of local residents for unskilled jobs		.690	.761
	@7_EP7 Offer reasonable pensions, life insurance, and other financial support services to local residents		.563	.719
	@2_EP2 Provide training to the local residents on the job.		.554	.708
	@3_EP3 Hiring of local residents for management positions		.583	.674
Business Linkages Total Var=3.993 % of Var=23.489 Cumulative Var %=50.539	@10_BL3 Use local products in the décor and inform the guests about their source		.753	.816
	@9_BL2 Promote goods and services of locals		.682	.788
	@8_BL1 Help other small-scale tourist product and service providers		.652	.702
	@17_PRO5 Provide mentoring and training for small firm workers to improve their skill		.636	.687
	@12_BL5 Establish contracts with local cultural groups to draw more guests to cultural events or workshops.		.638	.654
	@11_BL4 Allow the local business to sell under our establishments		.558	.604
Revenue Sharing Total Var =2.872 % of Var=16.894 Cumulative Var %=67.433	@21_RSS3 Tourism facilities have been created with joint ventures, with a share of the profits to local communities		.794	.868
	@22_RSS4 Established appropriate profit-sharing structures and fair allocation of funds within the community itself.		.729	.831
	@20_RSS2 Create full-fledged joint venture agreements, community-based foundations and trust funds.		.670	.810
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 5 iterations.				

Source: own elaboration.

Table 8. Reliability and Validity.

	CR	AV E	MS V	AS V	RS	EP	BL
Revenue Sharing (RS)	0.863	0.681	0.262	0.146	0.825		
Employment Practices (EP)	0.910	0.599	0.518	0.274	0.174	0.774	
Business Linkages (BL)	0.899	0.560	0.518	0.390	0.512	0.720	0.748

Source: own elaboration.

We use the constructs of inclusive business to predict well-being. The regression test results are in Table 6. Employment practices (B=0.253, P=0.001) and Revenue sharing (B=0.293, P=0.000) significantly impact wellbeing.

Business lineages were found to not influence wellbeing (P=0.599). The R-Square indicates a 16% predictive power for the outcome.

Table 9. Regression results.

Dependent Variable =Wellbeing	B	Std. Error	Beta	t	Sig.	R Square
(Constant)	.035	.077		.460	.646	R Square = 0.160
Employment Practices	.253	.077	.260	3.283	.001	F=8.527
Business Linkages	.041	.077	.042	.527	.599	Sig = 0.000
Revenue Sharing	.293	.077	.302	3.811	.000	

Source: own elaboration.

4.2 Discussions

Inclusive business in the tourism sector helps expand economic opportunities through employment, business linkages, and revenue sharing. The tourism industry in Kerala is the leading sector contributing to both the state and the country. Ten percent of the state's GDP and 23.5% of employment depend on tourism (India Today Insight News, n.d.). The study aimed to measure the extent of inclusive business practices and revealed a lower level of inclusivity in Kerala's tourism industry. Creating employment opportunities for local people is also found to be limited. Choy (1995) previously expressed concerns about the quality of employment in the tourism sector. Wages and career advancement opportunities for residents need improvement. The United Nations SDGs 8 and 10 focus on economic growth, decent work, and reducing income inequalities.

Tourism mainly employs unskilled labourers in the food sector for cleaning and support roles. The industry does not prioritize educating or training these workers, resulting in limited on-the-job training provided by the industry for residents. The hiring of residents for unskilled positions is notably lower in the tourism sector in Kerala. One reason is the presence of migrant workers willing to accept lower wages. Kallungal (2021) reported that migrant workers could make up more than 16 percent of the native population in a few years.

Even hiring residents for management roles remains limited. Professional recruitment practices are necessary to fill management positions with residents, and tourism institutions should promote leadership skills (Kronenberg & Fuchs, 2021). Kerala is known for its trade union activism and labour rights awareness. However, the study found that offering residents fair wages, pensions, life insurance, reasonable working hours, job security, and other financial benefits is still insufficient. This is again due to the high availability of migrant workers.

Moreover, the native population of Kerala is the main migrant group from oil-rich Middle Eastern countries. Over 4 million Keralites are employed in the Gulf Cooperation Council (GCC) countries, contributing nearly 30% of the state's income (IANS, n.d.). Due to the prosperity from foreign remittances, which are mainly used for personal consumption by families, residents tend to be reluctant to take up menial jobs (Ghosh, 2020; Oommen, 2016). As a result, the responsibility of creating employment opportunities for residents does not primarily lie with the tourism sector.

Espino-Rodríguez & Ramírez-Fierro (2018) suggested that outsourcing within the tourism sector is an effective strategy for firms to focus on core activities, thus boosting efficiency and profitability (Nor et al., 2021). Outsourcing also significantly supports the SDG by creating local job opportunities and ensuring a stable cash flow (Kuhlmann, 2020). Measures of inclusive growth in Kerala tourism reveal much lower levels of business linkages among tourism companies. Activities such as promoting local goods and services, using local products in the décor, informing guests about their sources, and outsourcing services like laundry and gardening to local companies were all reported as lower.

Similarly, the sale of food, furnishings, guest amenities, and other items made by local people was also limited.

Moderate outsourcing of cultural groups to attract more guests to cultural events or workshops, and the use of furnishings, guest amenities, and other items sourced from local people, were also common.

Local contractors were also employed to some extent during construction. However, allowing local businesses to sell within the establishments was much less frequent. Espino-Rodríguez & Ramírez-Fierro (2018) argue that outsourcing is primarily driven by cost considerations rather than by resources and capabilities. The benefits of outsourcing are less significant in the Kerala tourism sector due to labour dynamics.

Revenue sharing directly supports local entrepreneurs through joint ventures, partnerships, and the sharing of spillover clients during peak demand, or by catering to different customer segments. The study revealed that the practice was much less common in the tourism sector in Kerala. Helping other small-scale tourist products and service providers was reported to a moderate extent. However, involvement in community-based foundations and in creating trust funds or philanthropic initiatives was not as widespread.

Due to poor business networks, even mentoring and training for small-firm workers to improve their skills are limited. Wakil et al. (2021) recommend co-flourishing for tourism development to meet the capital needs of the local community.

5 CONCLUSION AND IMPLICATIONS

The United Nations highlighted that people should be considered at the centre of a destination's sustainable ecosystem (United Nations Conference on Sustainable Development, 2012). Therefore, the role of an inclusive tourism business model in promoting sustainable and balanced development is vital and must be adopted by destinations aiming to succeed in the global market.

Despite extensive literature on Inclusive tourism, practical implementation strategies at destinations must be further explored to better understand the complexities involved in integrating such a model into destination systems. Hence, it is essential to clarify the roles of multiple stakeholders, including local communities at the destination, develop meaningful associations and business linkages, and create a sustainable framework for tourism development.

Future research directions point to integrating multiple stakeholders and allied sub-sectors within the tourism and hospitality industry to develop a sustainable model for the tourism business.

The study's implications aim to clarify the concept of inclusiveness in tourism businesses. This chapter describes the practices and innovative strategies that destinations implement to embed inclusiveness into their business models and create value for stakeholders, both directly and indirectly involved in the tourism industry. The advantages of an inclusive business model are assessed to inform the development of an effective revenue-sharing mechanism among various participants. The level of inclusiveness in tourism businesses contributes to establishing and integrating a sustainable model for long-term growth and balanced regional development.

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CRedit author statement

Term	Definition	Author 1	A2	A3
Conceptualization	Ideas; formulation or evolution of overarching research goals and aims.	✓	✓	
Methodology	Development or design of methodology; creation of models.	✓		✓
Software	Programming, software development; designing computer programs; implementation of the computer code and supporting algorithms; testing of existing code components.			✓
Validation	Verification, whether as a part of the activity or separate, of the overall replication/ reproducibility of results/experiments and other research outputs.	✓	✓	
Formal analysis	Application of statistical, mathematical, computational, or other formal techniques to analyze or synthesize study data.			✓
Investigation	Conducting a research and investigation process, specifically performing the experiments, or data/evidence collection		✓	
Resources	Provision of study materials, reagents, materials, patients, laboratory samples, animals, instrumentation, computing resources, or other analysis tools.		✓	
Data Curation	Management activities to annotate (produce metadata), scrub data and maintain research data (including software code, where it is necessary for interpreting the data itself) for initial use and later reuse.			✓
Writing - Original Draft	Preparation, creation and/or presentation of the published work, specifically writing the initial draft (including substantive translation).		✓	✓
Writing - Review & Editing	Preparation, creation and/or presentation of the published work by those from the original research group, specifically critical review, commentary or revision – including pre-or post-publication stages.	✓		✓
Visualization	Preparation, creation and/or presentation of the published work, specifically visualization/ data presentation.		✓	
Supervision	Oversight and leadership responsibility for the research activity planning and execution, including mentorship external to the core team.	✓	✓	
Project administration	Management and coordination responsibility for the research activity planning and execution.	✓		✓
Funding acquisition	Acquisition of the financial support for the project leading to this publication.	✓		

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