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# Managerial Procedures to Increase Curarrehue Communities Revenue Participation in Tourism under the CBT and PPT Frameworks :

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# **Managerial Procedures to Increase Curarrehue Communities Revenue Participation in Tourism under the CBT and PPT Frameworks**

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## Abstract

This study performs a cautious analysis of the Pro Poor Tourism and Community Based Tourism frameworks developed by various researchers and academic institutions around the world that based their findings on empirical and theoretical practices with communities in Latin America, Asia and Africa. This research draws upon the proposition of realistic and attainable managerial solutions in order to increase Curarrehue communities' revenue participation in tourism for the Chilean Community Based tour operator Travolution.org based on the company's resources, capabilities and needs. A careful two months infield qualitative research with Curarrehue's communities was performed by the researcher. Little research has been performed to propose managerial solutions aiming to sustainably increase communities' revenue participation in tourism without imposing a utilitarian economic perception over the Mapuche people and their culture in Curarrehue. This research will provide valuable information regarding the operational, supply chain and B2B2C marketing solutions that Travolution.org can implement to sustainably increase Curarrehue communities' revenue participation in tourism understanding and respecting the Mapuche cosmology and its development conceptualization. However, the main the main findings of this research champion for the respect and understanding of the Mapuche culture as an extremely important culture that does not necessarily comply with the consumerist principles on which economy is based.

## Introduction

Various global and influential institutions such as the World Bank, the World Trade Organization (WTO), the International Monetary Fund (IMF), the United Nations World Tourism Organisation (UNWTO) and the World Travel and Tourism Council (WTTC) have established numerous programs such as the Sustainable Tourism for the Elimination of Poverty Program aimed to promote tourism as an inducement tool for macro-economic growth in less-developed countries (Scheyvens, 2007).

The UNWTO (2004) suggested various explanations on how the tourism industry can relate well to the needs of poor people in less-developed countries and regions (Zapata et al., 2011):

1. Due to the specificity of some tourism services in particular and specific regions, small and micro-entrepreneurs constantly have competitive advantages
2. Tourism can contribute to strengthen the social capital of the poor

3. Because the final product and service is consumed at the point of production, the tourism industry generates a precious occasions for direct interaction between producer and consumer, up-selling or additional purchases, as well as indirect income.
4. Poor communities that live in rural and remote locations have the advantage of living in rich in capital assets areas that have a tremendous value for the industry for their culture, music, art, vegetation, climate, etc.
5. Tourism supports worldwide the development of public infrastructure while promoting the conservation of natural and cultural heritage sites and communities, generating local empowerment and pride in the destination, global awareness of natural an environmental issues, and the sense of belonging and ownership of segregated communities.
6. As a labor intense industry, tourism provides employment opportunities mainly for women and young people as well as new types of jobs and skills.

However, regardless of such official optimistic outlooks, pragmatic studies have been suggesting that even in the best of the cases only “between a fifth and one-third of the total tourist turnover in a destination is captured by the ‘poor’ from direct earnings and supply chain” (Mitchell & Ashley, 2007, p. 2). It was reported that an average of 40% to 50% of the theoretical economic benefits tourism generates to the poor end up as leakages that return to the original investors’ markets (Plu’ss & Backes, 2002). Indeed, a large amount of the western tourism literature and studies suggest that most of the potential benefits of tourism for the poor ‘leak’ out of local economies due to the large foreign tourist companies capital that controls the sector, and that generally are offered governments’ incentives in reward of their tax base and the welfare of tourism workers (Mitchel & Faal, 2008)

Besides the central problem of the economic leaking in the tourism industry, the greenwashing effect occurring in the tourism marketing and communications is generating a concern within the industry. Kotler and Lee (2009) stated that consumer’s product discrimination and commitment to holistic sustainability practices are developed and communicated through a unique selling proposition bundle of values; and that those values are served by the “real” positioning and “total marketing” found throughout the marketing mix. Krippendorf argued that this Unique Selling Proposition (USP) is an ‘added value’ which may secure additional bookings (Krippendorf, 1987), elevating the importance of a righteous marketing of tourism services.

Consequently, it is essential for the wellbeing of the whole tourism industry to have responsible marketing practices. Indeed, responsible marketing is the key on the path towards sustainability due to its influence on consumer demands, misconceptions and consequent implications on the product’s socio-cultural environment (Krippendorf,

1987). The global greenwashing effect that is occurring in the tourism industry affects all the stakeholders, no matter what is their scale, in this industry. As in almost all the other highly competitive industries, in tourism the large enterprises with enormous budgets for research and development, marketing, investments and with vast credit capacity end up impeding small and medium enterprises to establish and succeed.

## **Why this study**

With these problems happening in the tourism industry and knowing that they are extensively suffered by Curarrehue's communities, this project emerged with the intention to counsel and propose managerial recommendations for the community based enterprises in town and Travolution.org, following the Community Based Tourism (CBT) and Pro-Poor Tourism (PPT) frameworks, to avoid them and sustainably increase the community revenue participation in tourism. In order to balance the unfairness suffered by these small enterprises, the goal of identifying theoretical and practical managerial solutions for them with the intention to increase their revenue participation in tourism services in the region and to reduce economic leaks caused by external factors. By increasing the revenue participation of Curarrehue's communitarian small enterprises, a noteworthy and positive economic impact will be generated for Curarrehue's population and will create a multiplier effect in the town's economy.

Moreover, very little research has been done to propose managerial and economic solutions aiming to sustainably increase communities' revenue participation in tourism without imposing a utilitarian economic perception over the Mapuche people and what their culture perceived as social, environmental and economic development. As a result, a general dissatisfaction towards tourism and the modern utilitarian and consumerist economic perceptions that Chilean and international companies implement have been causing problems to Curarrehue communities and creating a social public unrest in the area.

Finally, Curarrehue's communities involved in the tourism industry either as employees or entrepreneurs recognize the need to have policies that change the current situation. Curarrehue municipality's tourism office also recognizes the need to implement policies that create a better and more sustainable environment for all Curarrehue community members. Local and national sustainable and CBT tour operators also recognized this need for change. As a result from this consensus, an adequate environment for this project to take place in Curarrehue was created.



## I. Key definitions

### A. Pucon-Curarrehue Axis

The Pucon-Curarrehue axis is found in Trancura river basis in the southern IX region of the Araucania in Chile. This region is particularly rich in history and culture for the reason that it is the center of the Mapuche indigenous culture (Bengoa, 1996).

Pucon has an estimated population of 33,335 people from whom 6,394 are declared as Mapuche descendants. This spa town is one of the major touristic summer destinations in Chile due to its proximity to natural heritage sites such as Villarica Lake, Villarica Volcano and the national park Villarica and important sports events such as the Iron Man Pucon (BNC, 2012).

Curarrehue has an estimated population of 7,715 people from whom 4,932 are declared as Mapuche descendents. Curarrehue is located 37 km away from Pucon towards the Argentinian border. This small village has the privilege of being located in between few kilometers away from the Villarica national Park and the Villarica and Lanin Volcanoes. The two main economical activities are agriculture and tourism, constituting more than 80% of its economy (BNC, 2012).

*Map 1.1 – Villarica – Pucon – Curarrehue Axis*



### B. Who are the Mapuche?

With nearly a million members in Chile, the Mapuche people are a group of indigenous ancestral residents of southwest Argentina and Central and Southern Chile that share a common social, religious, linguistic and economic structure (Bengoa, 1996). As many other indigenous communities around the world, the Mapuche cosmology is highly connected with and natural resources that surrounds them and with the sustainable management of its environment. Moreover, thanks to their cosmology, the insights of progress and development are not necessarily based on macro economical,

consumption and monetary figures (Ochoa et al., 2013). As almost every indigenous people around the world, the Mapuche people honor their traditional and local economic system ensuring an adequate and sustainable use of natural resources, social responsibility and harmonious relationships through cooperation (Lasimbang, 2008).

The Mapuche Nation has become, in the recent years, a central protagonist in Chile's new democracy politics. Various Mapuche organizations have put emphasis on the lands recuperation, especially in the Araucania region, socio-territorial rebuilding and their collective rights revival. After the dictatorship, in 1993, an indigenous law was passed recognizing cultural pluralism in Chile; however, the Chilean state is far of granting constitutional recognition to the Mapuche nation (Boccaro, 2004). In Chile, indigenous participation in social, economic or environmental policymaking is minimal despite the fact that the CONADI (National Corporation for Indigenous Development) was created to look after the indigenous people. As in many Latin American countries, the indigenous people continue to be the poorest demographic population in society (Boccaro, 2004). As a result, these problems have increased the social tensions between the Chilean state, the Mapuche nation and large national and multinational corporations in Chile.

### **C. What is PPT?**

The development of pro-poor micro and macroeconomic policies by governmental offices around the world is the result of a profound disillusionment with the development paradigm imposed during the 50's and the 60's, which focused exclusively on the pursuing economic growth. Therefore, in order to achieve this pursued economic growth, gigantic levels of investment were placed in less-developed countries, mainly through by the injection of foreign savings (aid). The objective was to alleviate poverty by creating a 'trickle-down' effect to ultimately generate higher employment rates and real wages increase. However, since there were no real pro-poor policies that ultimately led to poverty reduction, but only 'pro-grow' policies, in multiple cases, the process led to rising inequality (Pasha, 2002).

These problems directed governments and institutions to recognize the need to focus on providing jobs and raising incomes for the poorer populations through explicit policy interventions in the process of growth. Countries that have been reducing poverty and inequality more successfully have been the ones implementing public policies that influence the generation and adequate distribution of income in a way that it disproportionately benefits the poor. In other words, they have been focusing on 'pro-poor' growth policy implementation (Pasha, 2002).

PPT scheme is intended to augment the net benefits for poor people from the tourism services offered in a specific area, always guarantying that the tourism practices and services contribute to reducing poverty (Ashley et al., 2001). It is essential to understand that PPT is not a product or service to be offered by any tourism related company, but an approach to create and open opportunities for poor people to participate in tourism and benefit either by participating in decision-making or empowering communities economically, socially, culturally and/or environmentally (Ashley et al., 2001).

#### **D. What is CBT?**

Community Based Tourism (CBT) is a detailed framework under the PPT general scheme. For the aim of this research, CBT is defined as “tourism owned and/or managed by communities and intended to deliver wider community benefit” (Goodwin & Santilli, 2009). On the CBT literature, there is not an exact or unique model to follow as there are multiple successful models (SNV, 2007). CBT can include commercial partnerships and joint ventures with private as well as with small or mid-scale community-run enterprises (Murphy & Halstead, 2003). However, CBT predominantly looks for the participation of the community as a whole in the opportunities tourism offers to a particular area (Armstrong, 2012). As a consequence, the main objectives of CBT are to empower communities sustainably in an economically, socially and environmentally way (Armstrong, 2012). Moreover, most of the contemporary policies executed globally on CBT practices have identified three main criteria for a tourism enterprise to be considered communitarian (Zapata et al., 2011):

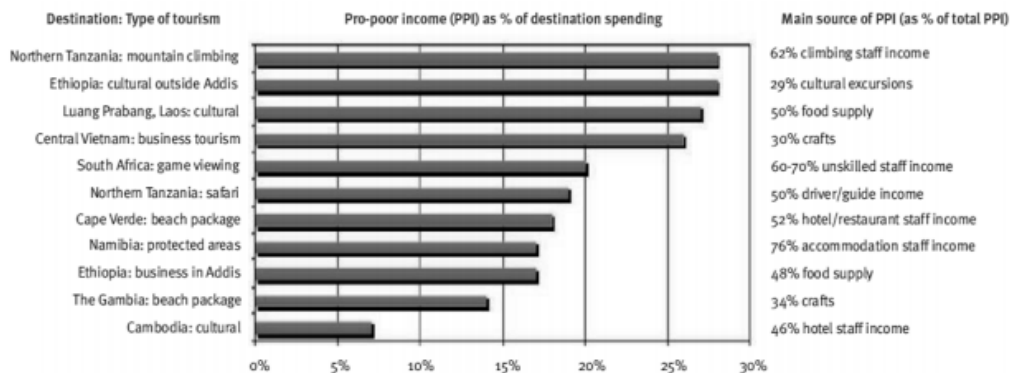
1. The Community Based Tourism Enterprise (CBTE) needs to be located within a community (e.g. on communal land, under communal concession, under communal lease, etc.)
2. The CBTE needs to be owned by one or more members of a community (e. g. the profit generated from the operations needs to be for the benefit of one or more community members)
3. The CBTE needs to be managed by community members (e. g. all or some of community members either take the strategic and managerial decisions or could significantly influence the decision making process of the enterprise).

From the definition of CBT practices for this research, the need of carefully reviewing and defining the term “Community” and “Enterprise” arises in order to avoid future misinterpretations and inaccuracies.

## E. Successful PPT and CBT Example

There is a variety of countries where successful PPT and/or CBT initiatives have fruitfully empowered communities in a sustainable way. Countries such as Kenya, Tanzania, Ethiopia, Vietnam or South Africa are good examples of PPT policy implementation and CBT execution. Table 1.1 shows the percentage of Pro-Poor Income out of the total income generated by PPT initiatives in various African and Asian countries.

Table 1.1 - Pro-Poor Income Generation from PPT Initiatives



In Chile, the Llaguepulli Mapuche community in the Lake Budi is the perfect example of an adequate planning and ideal execution of the PPT and CBT frameworks. Through Lewfu Budi, the community's CBT tour operator, they work towards communal interests and the preservation of their natural and cultural heritage, empowering the Llaguepulli community sustainably by developing PPT and CBT in Lake Budi.

## F. Defining Community

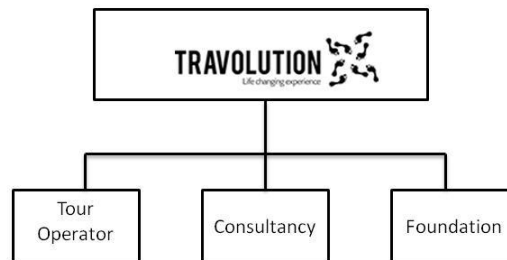
The term community can address different meanings depending on the local context. A community is far more than an environmental or geographical territory or the people encompassed on it (Cole, 2006). Communities are fractured along lines of kinship, gender, age, ethnicity and existing levels of wealth (Crehan, 1997). Due to the harsh historical conflicts between colonists and the Mapuche indigenous people of the Araucania region in Chile, it is essential to understand a community beyond the geographical and anthropological definition, and cover the psychological and intangible as well as the political aspects too (Cole, 2006). Therefore, for the aim of this research, the terms "community" is defined as a group of people, excluding its ethnicity, nationality, educational level, and social status, sharing common values, ideas and objectives about the development of a particular geographical area (McGettigan et al., 2005).

## G. Defining Communitarian Enterprise

Similarly, the term enterprise, under the CBT and PPT schemes, encompasses a collective consideration on it. For the aim of this research, the term enterprise is defined as a venture own and/or managed by a group of members who share a universal interest intending to benefit the group as a whole and all the individuals on it (Armstrong, 2012). Operating a communitarian enterprise is difficult, since the decision making process is slower and more complicated than in private enterprises. In Curarrehue, there are important communitarian enterprises that aim to create a multiplier effect in the local economy; most of them offer tourism services. However they face enormous challenges. Indeed, the major challenge that is affecting CBT communitarian enterprises in Curarrehue is to reduce the tremendous amount of outflow money caused by economic leakages in tourism.

## H. What is Travolution.org?

*Diagram 1.1 – Travolution.org Structure*



Source: Own

Travolution.org is an international CBT Tour Operator that has operates in Chile working with communities in 13 destinations. Moreover, Travolution.org has two complementary departments, a non-profit foundation and consultancy office, which allows the company to effectively advice and guide communities providing tourism services in Chile to have a successfully communitarian enterprise having the support of governmental tourism offices and major tourism companies. As part of their services, Travolution.org hosts the annual Chilean CBT summit.

## I. Defining an Economic Leak in Tourism

An economic leak or foreign exchange leakage is a tourism global industry phenomenon that is present in every single country (Supradist, 2004). Generally speaking, a leak occurs when the revenue generated by tourism in one specific area (town, city, region, country) is lost to other areas' economies (Smith & Jenner, 1992). An

economic leak happens for various and diverse reasons and these reasons cause different impacts on local communities; however, no matter how small the impact caused is, a leak significantly neutralizes the revenue for communities generated by tourism affecting local communities (Supradist, 2004).

Table 1.2 illustrates an economic leak in the tourism industry with real world examples:

*Table 1.2 –Economic Leak in the Tourism Industry*

Scales	Hotels	Carriers	Operators	Power/leakage tendency
<b>Large TNCs</b>	Hilton ITT Sheraton Forté Accor Hyatt	British Airways KLM American Airlines Lufthansa Japan Airline	BA Holidays Thomson Swire Group Going Places Saga	Increases (+) ↑
<b>Medium</b>	Medium-sized hotels	Smaller sized airlines Kenya Air Taca Nepal Air  Other transnational carriers/cruise ships  Carnival Corp. Greyhound Tica Bus	Specialist operators in First World  High Places Africa Exclusive Bales Dragoman	↕
<b>Small</b>	Small hotels Pensions Lodges	Smaller carriers  Car hire firms, taxis, buses, etc.	Service providers caterers, guides, (also in formal economy)	Decreases (-) ↓

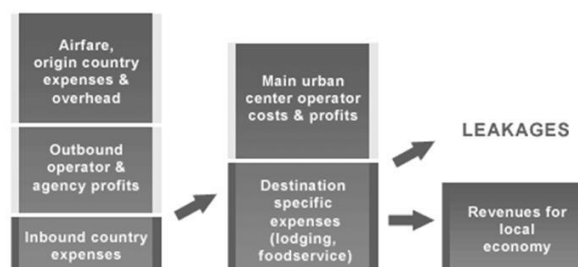
Remarks: This table may not be always the case, it just simply shows that large TNCs generally have higher business power and have higher tendency to involve with higher leakage level. (e.g. Hilton V small lodge in the farm)

Source: Hong (1989; in Mowforth and Munt, 1998: 190)

Leakages in tourism occur in two main ways, import leakages and export leakages. An import leak occurs when tourists demand standards of equipment, food, and other products that the host country cannot supply. On the other hand, an export leak occurs when the significant share of profits that multinational corporations have of import leakages; therefore, an export leakage arises when overseas investors who finance the resorts and hotels take their profits back to their country of origin (UNEP, 2016).

Table 1.3 provides a good graphical summary of the economic leak phenomenon in tourism:

*Table 1.3 - Economic Leak*



Source: United Nations Environment Programme

## J. Defining Greenwashing

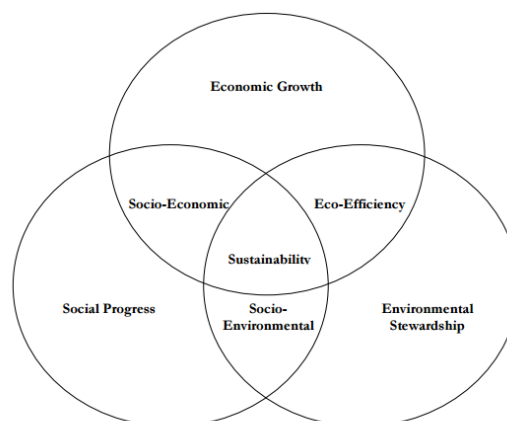
The greenwashing effect in the tourism industry can be defined as the constant misuse of communication and marketing tools which is leading to a distortion of the established academic and theoretical tourism framework. The greenwashing effect occurs when apparently altruistic messages communicated to the final consumers (tourists) mask increasingly commercial operations (Smith & Font, 2014). Therefore, the problem arises in the marketing phase, where marketers irresponsibly use important and trendy terms such as “sustainable”, “ecological”, “natural” or “responsible” to promote not so socially, culturally and environmental responsible practices, creating the mentioned greenwashing effect in tourism marketing, consumer perception and behavior as well as in the industry as a whole.

The global greenwashing effect is also affecting essential frameworks such as sustainability, word that multiple industries have turn into a “fashionable” term due to the constant focus on the environmental aspect that it encompasses (Gatto, 1995).

## K. Defining Sustainability

To guarantee the endurance of processes and systems in macro and micro environments, the sustainability framework was developed. Sustainability’s organizing principle is sustainable development, which is the interconnection and interrelation of the economic, social and environmental aspects present at any environment (Magee et al, 2013).

*Graph 1.1 – Sustainability Visual illustration*



Source: Adler (2002)

Knowing that in today’s economy there is no alternative to sustainable development, it is essential for organizations around the world to start implementing sustainability principles in their operational models. Organizations, especially the ones that have a

communitarian intention, must start making value chains sustainable, designing sustainable products and services, developing new business models and creating next-practice platforms (Nidumolu et al, 2009).

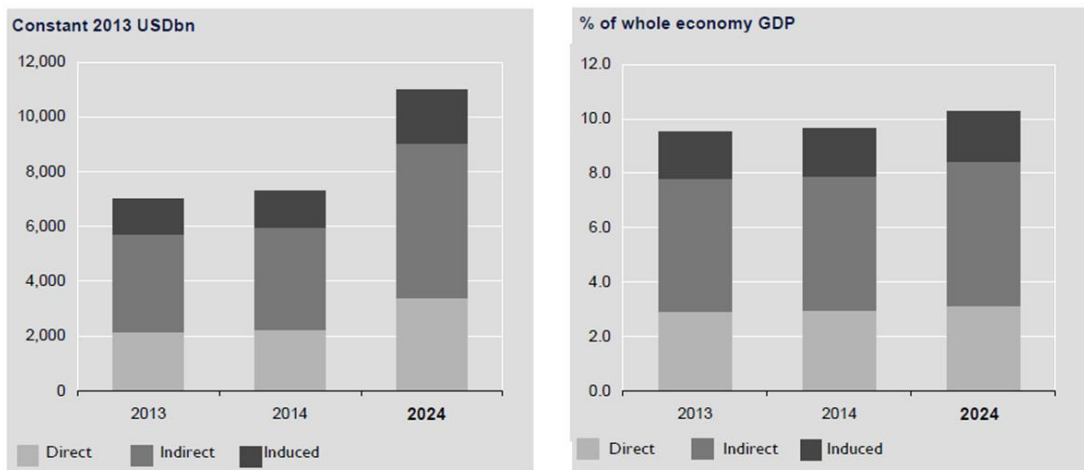
## II. Research Significance

Tourism as an industry has been experiencing a significant, consistent and diversified growth, expanding its services on a global scale. The tourism industry has become, over the past 6 decades, one of the major and fastest-growing sectors of today’s world economy (UNWTO, 2015). As no other industry in today’s economy, tourism has contributed to employ people in need in various less-developed countries, making it a key driver of socio-economic progress (UNWTO, 2015).

Even during difficult global economic periods, such as the 2008 economic recession, tourism has virtually had uninterrupted growth. Indeed, international tourist arrivals have globally augmented from 25 million in 1950 to 1133 million in 2014. Similarly, international tourism receipts earned by destinations worldwide increased from US\$ 2 billion in 1950 to US\$ 1245 billion in 2014 (UNWTO, 2015).

Tourism is expected to be one of the most important industries in a near future. Indeed, the direct contribution of tourism to the global GDP is expected to rise by 4.2% pa, from 2014-2024, reaching a significant 3.1% of total GDP (US\$3,379.3 billion) in 2024. Moreover, tourism is expected to contribute with 126,257,000 direct jobs (3.7% of total global employment) and 346,901,000 indirect jobs (10.2% of total) in 2024 (WTTC, 2014).

*Table 1.4 – World: Total Contribution of Travel & Tourism to GDP*



All values are in constant 2013 prices & exchange rates

Source: WTTC (2014)



Furthermore, the number of global international visitors is forecasted to increase to 1800 million by 2030; presenting a thriving panorama for the less-developed countries which are expected, by 2030, to have 57% market share, equivalent to over 1000 million international tourist arrivals (UNWTO, 2015).

### **A. Why is the project important?**

As in many other less-developed economies around the world, tourism represents a significant potential for economic growth due to the tourism assets such as the indigenous and/or rural communities, the unique environmental scenery or the culture uniqueness present in these countries (UNWTO, 2015).

There is no doubt that tourism is an extremely important industry, especially for less-developed countries in Latin American and Asia-Pacific economies. As a matter of fact, tourism, in countries like Mexico or Dominican Republic, represents 8,6% and 8% of the country's GDP respectively (INEGI, 2016) or 8.6% of Thailand's GDP (WTTC, 2015).

Chile is not an exception. Indeed, tourism contributes significantly to Chile's economy, representing 3,2% of the country's GDP with US\$7,936 million (MMA, 2011). Additionally, the country's tourism 2012-2020 strategy aims to double the participation tourism has in Chile's GDP to 6% by 2020, creating 40.000 new direct and 160.000 new indirect jobs by the same year (MMA, 2011). This constitutes an enormous challenge for Chile, requiring the Chilean Ministry of Tourism Office, Sernatur, to develop multiple destinations around the country organically and sustainably.

Furthermore, multiple Chilean destinations have positioned themselves as iconic internationally known tourism sites. The Atacama Desert, Patagonia, Torres Del Paine and Valparaiso enjoy the benefits of having a strong and well established internationally destination image. New destinations, such as Pucon, are emerging nationally and internationally, creating a bigger challenge for the local government and the private sector to create policies and frameworks that allow these destinations to develop and grow sustainably.

The implications and repercussions of tourism not only affect the main touristic towns but also the surrounded area, so cautious detail has to be taken in order to create a macro regional sustainable development. Including the direct and indirect impact that tourism has in Pucon's economy, it is clear that the town's economy is notoriously reliant on tourism, especially during the summer season between December and March. But this not only affects Pucon directly, it has major implications in Curarrehue, Caburga and Villarica's economies.

For example, in 2012, there were 330 registered hotels and restaurants that employed 4,540 direct workers and generated US\$ 49,515,917 in revenues in Pucon (Sernatur, 2015). However, in the same year, in Curarrehue, just 37 km away from Pucon, there were only 29 registered hotels and restaurants that generated a total of US\$ 365,022 in revenues (Sernatur, 2015). However, from not all of the revenues stayed within the community; indeed, Curarrehue suffers a lot from tourism leaks, due to the lack of financial capacity of local communities in order to start their own tourism business. With such a disparity in revenues and adding the tourism economic leaks in Curarrehue, it is safe to state that tourism in Pucon is generating a bigger harm than benefit for Curarrehue's communities.

The economic leak occurs because there is no local elite in Curarrehue due to its cultural heritage; therefore, national and international migrants moved to exploit new opportunities generating enormous leakages (Hall & Brown, 2006). As a matter of fact, in various communities that are offering tourism services in Curarrehue have, as members of their communities, international members from France, Switzerland, Argentina, Brazil or the United States, which dramatically increment the possibilities of encountering economic leaks in the area. This projects aims to reduce the leaks in tourism in order to increase the revenue participation of Curarrehue's communities, with or without Mapuche heritage, from tourism services in the area. For this town and for the Villarica-Pucon-Curarrehue tourism axis, it is extremely important to increase the communities' revenue participation if it wants to grow sustainably in the short and long term, and if it wants to have a competitive advantage due to its cultural uniqueness.

## **B. What are the research questions?**

In order to properly identify the situations where the economic leaks are occurring and propose adequate managerial solutions to successfully reduce the leaks and increase the communities' revenue participation the following research questions were stated:

1. How do regular and CBT tour operators work in Curarrehue and with the town's communities?
2. What are the situations that are causing economic leaks in Curarrehue?
3. How economic leaks in Curarrehue can be prevented in order to increase communities' revenue participation in tourism services?
4. How can Travolution.org create synergies with other CBT enterprises and regular tourism projects in Curarrehue as well as with governmental tourism offices in the region to increase Curarrehue's communities' revenue participation from tourism?

5. What social and managerial solutions can Travolution.org implement in order to reduce the economic leaks and increase communities' revenue participation based on a CBT and PPT framework?

Providing an answer for these research questions will contribute for the creation of sustainable theoretical and managerial solutions for Travolution to work, together with the municipality and communities, in order to increase Currarrehue's community revenue participation.

### **III. Literature Review**

In order to accomplish the project's objective of proposing alternative social and managerial models to reduce economic leaks and increase communities' revenue participation in Currarrehue, a heedful and thoughtful analysis of secondary data was made. This conscious analysis provided the researcher the necessary tools to better understand the impact that responsible tourism, under the PPT and CBT frameworks, can generate for local underprivileged communities as well as to gather primary data in an unbiased and satisfactory manner during the fieldwork stage of the project.

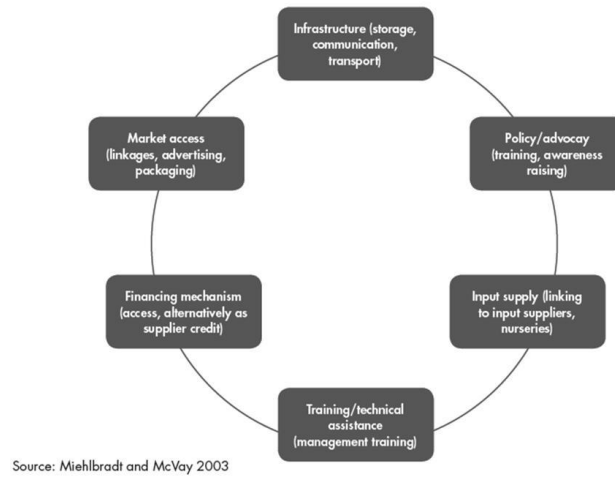
Without a doubt, tourism, as the UNWTO projected, has a tremendous potential to positively influence and affect the lives of people in less developed countries; however, this potential represents an enormous challenge for the industry. Indeed, Chok, Macbeth and Warren (2007) held that tourism faces severe challenges to meeting pro-poor and sustainable development objectives since it operates within a neo-liberal market economy. Additionally, they argued that less developed countries have comparative and competitive advantage as these countries possess "assets" valuable by the tourism industry; wildlife, landscape and unique cultural experiences wanted by a growing number of tourists. Chok et al, concede that tourism, and specifically responsible tourism, systems are dynamic, changeable, unpredictable, and only minimally explainable by linear cause and effect science. Moreover, the authors affirmed that the "fairly poor" are more likely to gather greater net benefits than the "poorest", who do not possess the initial capital and skills to make use of the economic opportunities, but are likely to suffer the negative impacts on local resources. Furthermore, Chock et al argued that CBT, PPT and responsible tourism share the alike crisis as environmental or economic sustainable development; extensive and common acceptance at the general public or academic framework level, but severe political dispute over its actual implementation. The authors also emphasized the fact that is essential to change today's "green capitalism" practices; indeed, the authors highlighted that fact that companies and governments need to work together to change the attitudes

of tourists (at both international and national levels) towards the services they consume in order to make CBT and PPT initiatives commercially viable and sustainable.

This consumer behavior change towards a more responsible marketing proposed by Chock et al has been studied and advocated by a scholars, institutions, entrepreneurs and philanthropist around the world. In fact, Goodwin and Francis (2003) analyzed the relevance of the responsible tourism sector as an important emerging market trend. The study acknowledged the fact that general consumer market trends towards lifestyle and ethical consumption extend significantly to the tourism industry. They argued that tourism heavily relies on 'experiences, fulfillment and rejuvenation' in lieu of physical 'places or things'. They also found that this consumption approach towards more responsible and experiential vacationing drastically affects Destination Management Companies, Tour Operators and Travel Agents. The authors confirmed the need to have responsible marketing and promotion in the tourism industry arguing that a responsible tourism commitment is an 'added value' to companies' portfolio that likely will secure additional bookings due to its unique selling proposition (USP).

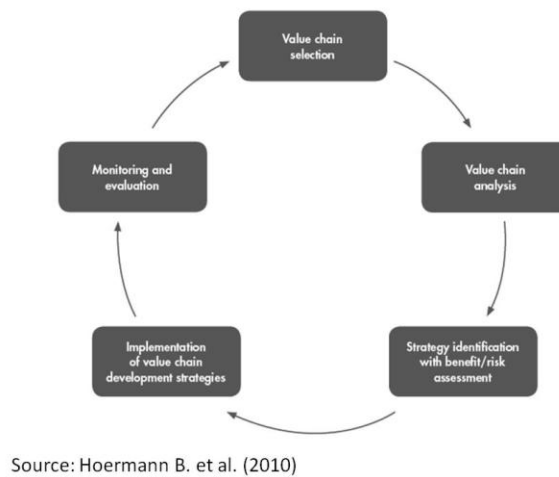
The new consumer behavioral trends analyzed by Goodwin, Francis and Chock et al. need to be accompanied by a supplied focused value chain that integrates vulnerable communities to the productive chain. Hoermann B. et al. (2010) proposed that a value chain characterizes the full variety of activities required to bring a service from notion, through the different phases of production and delivery, to the final consumer. Moreover, they studied and proposed a model that integrates vulnerable people making them serve the productivity of the chain and creating a greater economic impact. The authors identified that markets are frequently secretive and unsystematic, and that small producers and service providers do not have the capability to interrelate dynamically and negotiate with more practiced buyers and traders. Moreover, Hoermann B. et al stated that the lack of value chain organization, poor governmental policy and support as well as limited market capacities are, in general, the main causes of economic 'leakages' of locally generated income on a tourism services value chain perspective. Furthermore, the authors proposed seven essential business services that ease the development for upstream value chain vulnerable stakeholders.

Figure 1.1 - Seven Key Business Development Services for Upstream Value Chain Stakeholders



Finally, the authors proposed five basic steps with the intention to help future researches design and implement a value chain development approach.

Figure 1.2 - Basic Steps in the Value Chain Approach



The new consumer behavioral trends analyzed by Goodwin, Francis and Chock et al and the integrated PP value chain developed by Hoermann B. et al, however, need to be accompanied by a solid framework and by empirical experience studies that analyze and measure the impact that CBT and PPT initiatives have on communities. These types of studies generate trust and reliability for the industry towards responsible tourism. Good examples, yet few, which demonstrate the benefit for communities of having CBT and PPT initiatives can be found in the academic literature. As an example, Dixey (2005) conducted a research and an inventory analysis to investigate the importance as well as the impact of CBT in Zambia. Dixey observed that CBT should be

analyzed as one component of a larger approach that results in amplified net benefits for poor people; PPT. The author also acknowledged how CBT enterprises contribute to generate entrepreneurial opportunities for the poor and operate as a channel for rural progress. Moreover, the author argued that CBT can create a negative socio-cultural and environmental impact if not applied and managed appropriately, not generating wider community gain. Additionally, Dixey made a clear distinction between real CBT and philanthropy/corporate social responsibility (CSR) strategies. Throughout this research, the author identified the main challenges CBT faces to position as a strong approach in the tourism industry. These include: 1) lack of information on potential markets, 2) product quality 3) product marketing mix, particularly promotion, 4) a lack of enabling frameworks, 5) cultural constraints, 6) local governance, and 7) development in marginal areas.

Two research studies, Peláez, A, Pérez, F.J. & Romero, W. (2008) and Barrera, O. & Pérez, F.J. (2008), are extremely relevant and comprehensive studies that evaluate the outcomes that rural CBT has had in Nicaragua and Guatemala after studying and working with nine communities in both countries. The authors studied the impacts of CBT development as an alternative to more mainstream tourist development. During both studies, the authors found that the economic and financial sustainability of CBT initiatives was affected by the inability that communities had to link with the main distribution channels, mainly tour operators even though there was a solid community organization (mainly in forms of cooperatives) as well as good tourism assets (mainly natural landscape and culture uniqueness) present in both countries. Indeed, the authors realized that the main barriers to operate sustainably and achieve sustainable growth the communities are facing are the initial investment costs and the lack of credit access communities' face. Finally, the authors identified the economic impact that tourism has on these communities. The authors identified that despite the poor flow of tourist in the area, the studied communities had benefited and empowered economically and socially by providing tourism services.

For the aim of this research, the need to understand similar cases where mass tourism and CBT tourism initiatives have worked with indigenous communities was needed. Ochoa, F., James, J. and Marquez, G. (2013) performed a careful study in the Amacayacu National Park in Colombia, where they found that the indigenous cosmology generally affects the sustainable development of their initiatives, not because of their lack of willpower, but because of the pillage and abuse that private enterprises have over them. The authors stated that it is imperative for CBT initiatives working with indigenous communities to not limit the benefits of CBT to the direct members of the tourism chain, but that CBT initiatives should extend and amplify the participation of other actors. Even though the monetary benefits reach exclusively to the members of the chain, the greater non-monetary benefits such as quality of life,

education or basic public services, as well as the negative implications tourism can bring, affect the majority of the community members. Moreover, the authors identified that successful CBT enterprises need to go further and develop new economic models, besides the presupposed model of economic profitability and efficiency and that imposes an utilitarian model, that understand that CBT works with local development (not national or global) in a specialized (or niche) market with specialized tourists that seek alternative options to mass tourism, and who respects cultures and local people. Finally, the authors made a call for CBT to work together with the indigenous communities understanding the quandary of economic profitability and quality service. CBT enterprises should not impose economic models to the communities if these models go against the communities understanding and willingness. Therefore, as stated by the authors, the solution is to generate opportunities for the indigenous communities to create, develop and manage their initiatives by themselves and simply help them leverage their assets by generating a conscious and sustainable promotion.

Another extremely important and deeply examined field of study by the academic world concerns the economic impact that responsible tourism can generate on local economies. According to the UNWTO, tourism is the industry that can potentially generate the biggest social impact around the world. Under this premise, a comprehensive framework, PPT, has been discussed by the academia as the pillar for achieving social, economic and environmental sustainability in tourism. Mitchel and Faal (2008) examined the effect of economic leaks and linkages on PPT. The authors identified the importance of having economic linkages between tourism, local economies and local communities as a fundamental principle for the adequate development of PPT strategies. Mitchel and Faal acknowledged that the tourist value chain (flights, plus bed and breakfast accommodation) for the most part by-passes the poor; indeed, it was observed that the only considerable economic linkage were the wages paid to non-managerial personnel. Additionally, Mitchel and Faal stated that the benefits of tourism leak out of local economies due to the vast control large foreign tourism corporations have on the sector, and due to the tax exception incentives offered by governments. Moreover, the authors noticed the multiplier effect – described as either output, income or job multipliers expressed in the total economic impact – linkages generate. The authors argued that local linkages create money circulation in and around the local economy, augmenting the economic impact and benefits tourism generates. Moreover, the authors stated three ways in which the impact of tourism can create linkages and benefit PPT enterprises: 1) expanding the contribution of tourism towards PPT enterprises; 2) upgrading the production capacity of PPT entrepreneurs to create added value; and 3) facilitating the entrance of PPT enterprises to the tourism value chain.

On a more precise focal point, the CBT framework was developed as a complementary framework. CBT provides specific guidance to achieve sustainability in tourism and a greater community benefit. Amstrong (2012) revised the rationale for CBT development around the world, and specifically in less developed countries, stating that CBT develops a more appropriated foundation for achieving sustainability in the tourism industry than mass (regular) tourism. Moreover, Amstrong stated that CBT significantly contributes empowering local by raising pride, self esteem and status as well as contributing to the economic development and poverty reduction of these communities. After analyzing the cases of failed CBT enterprises, Amstrongs proposed the three criteria to identify successful CBT enterprises:

1. Is economically viable, the central part of its operations having been at least break-even for at least two years in the last four;
2. Does not depend on grants or subsidies; and
3. Delivers collective and individual benefits to the community.

As a result, Amstrong stated that a CBT enterprise success on financial results and on social criteria; community cohesion, development and an equitable political and democratic structure are as valuable as good financial performance. However, the author remarked that CBT enterprises are obliged to operate as a regular business in a highly competitive service industry regardless of their scale. Amstrong proposed six conditions for success that are essential to take into consideration when measuring the successfulness of a CBT enterprise: 1) Enterprise attributes, 2) Local Context, 3) Development of enterprise, 4) Market access and product development, 5) External relationships and 6) Operations.

Perhaps one of the most complete and inclusive studies on the CBT conditions for success is Zapata et al. (2011). The researchers identified the main critics made to CBT to propose a bottom-up CBT approach to counter these critics. Zapata et al. identified these 5 factors as the main critic CBT faces:

1. Low economic impact in terms of jobs and income
2. The result of small-scale interventions
3. Its low life expectancy after external funding ends
4. The monopolization of benefits by local elites
5. The lack of business skills to make it operational.

From the results of their study they found that traditional CBT enterprises that have a top-down approach (services created and fully funded by external organizations to the local community) highly reproduce the general criticisms made to CBT. On the other hand, they found that CBT enterprises that have a bottom-up approach (services created as a result of a local initiative) demonstrate a longer life expectancy, faster



growth, and greater and more positive impacts on the local economy. Table 1.5 provides details about the characteristics and effects of both approaches.

*Table 1.5 - CBT Top-Down and Bottom-Up Approaches*

	Characteristics	Effects
Top-down CBT	<ul style="list-style-type: none"> <li>Externally induced</li> <li>Supply-side development</li> <li>Funded by external donations</li> <li>Focusing on international markets: solidarity, volunteers</li> <li>Often bad allocation regarding the mainstreaming markets</li> <li>Organising: larger community-based</li> <li>Moderate growth of arrivals</li> <li>Initial lack of knowledge, skills, social networks</li> </ul>	<ul style="list-style-type: none"> <li>Lower rates of employees and economic benefits</li> <li>High rates of dead CBT or projects that are never born</li> <li>Lower local ownership</li> <li>Dependency on external mediators and knowledge</li> <li>Environmental awareness</li> <li>Actively working with equity issues</li> <li>Equal redistribution of benefits</li> </ul>
Bottom-up CBT	<ul style="list-style-type: none"> <li>Local Entrepreneurship</li> <li>Market-led development</li> <li>Own capital risk, plus external support</li> <li>Focusing on domestic markets</li> <li>Organising: more business-based, lower representation of the community</li> <li>Rapid growth</li> <li>Business based on some initial knowledge and networks</li> </ul>	<ul style="list-style-type: none"> <li>Higher rates of employment and benefits (even if investment-return is not so efficient)</li> <li>Strong ownership</li> <li>Control over the external processes: management, marketing, networking</li> <li>Larger economic indirect impact on the communities by connecting with the local supply chains</li> <li>Environmental and equity issues, including community redistribution, are less integrated</li> <li>Limits to growth and carrying capacity (water, environment ...)</li> </ul>

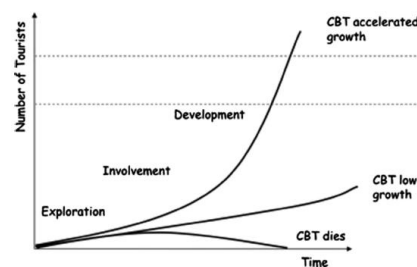
Source: Zapata et al. (2011)

Zapata et al. also analyzed and provided the framework to analyze the three phases of a CBT enterprise’s life cycle. The researchers found that every CBT enterprise has

1. *An exploration phase*: where the business idea and model are conceived;
2. *An engagement phase*: where the tourist supply and infrastructure are developed;
3. *And a growth and development phase*: where in the flows of visitors and new product development occurs.

However, not every CBT enterprise is able to move to the third stage. Many factors might affect the performance and longevity. Graph 1.2 presents on a Cartesian map a visual representation of a CBT enterprise’s life cycle.

*Graph 1.2 – CBT Enterprises’ Life Cycle*



Source: Zapata et al. (2011)

Zapata et al. also proposed the necessary tools that CBT enterprises need to succeed in the tourism industry. The required tools examined by the researches are:

1. Commercial viable Bottom-up communitarian initiatives
2. Profitable yet well priced services
3. Well located and accessible locations
4. And responsible and economic sustainable global promotional platforms

Perhaps one of the most comprehensive reviews of the root causes of CBT failures that encompass the different challenges the industry is facing was made by Canada E. (2015). Canada stated that marketing, especially a good yet cost effective (and affordable) promotion, is the key factor that affects CBT enterprises management model's chances of survival and success. The author identified the three main factors, instruments and strategies that are enabling CBT initiatives' market access:

1. Comprehensive and well developed promotional and marketing CBT strategies.
2. CBT connection with new upward trends in the international tourist market.
3. International marketing B2B structures in both sending and receptive countries that facilitate the development of the emerging market segments.

As stated by the author, based on the growth in demand that CBT initiatives are experiencing, procedures of direct marketing by the communities, as well as by CBT intermediary business structures, are becoming more important every day. This generates an enormous challenge for CBT initiatives to have the know-how and the marketing knowledge to be able to operate in this highly competitive and demanding economy. Finally, the author stated that this new operational and marketing trends are also generating a challenge for pro CBT organizations to train and qualify CBT enterprises accordingly.

Finally, another important source of secondary data for this research was Travolution's operational data in multiple destinations in Chile and, specifically, in Curarrehue. These data provided clear and essential information on Travolution's operations as well as the community revenue participation that Travolution generates in Curarrehue and other destinations in Chile. These data was essential to compare Curarrehue to similar destinations, mainly Budi Lake and Nahuelbuta. The data also helped the researcher to appropriately understand how do regular and CBT tour operators work in Curarrehue, what specific situations are causing economic leaks in Curarrehue, and to analyze the future managerial actions that Travolution could take in order to improve the current managerial situation for increasing Curarrehue's communities revenue participation based on a CBT and PPT framework.

## **A. Literature Review Limitations**

Gathering data on communities or communitarian participation related topics generally requires a qualitative methodology; however, this method might leave various points to the researcher discretion rather than to statistical facts, limiting the scope of the results. Therefore, caution must be advised as all the studies mentioned, excepting Armstrong's (2012) and Zapata et al., followed a qualitative research methodology to gather supportive primary data.

Despite the need for more statistical focused research on PPT and CBT studies, it is clear that a proper application of the PPT and CBT frameworks increase net benefits for poor people, enhances the linkages between tourism businesses and poor people, and contribute to poverty reduction. Nevertheless, these positive social, environmental and economic impacts cannot be achieved if CBT enterprises do not have the tools to successfully operate. It is necessary that the industry helps develop verified and enriching experiences for the visitors as well as commercial viable, profitable, well priced, well located and accessible, and well promoted services for poor people and communities.

Moreover, another important limitation to take into consideration is the limited number of studies that contradict or opposed to the social, economic and environmental benefits that PPT and CBT generate on the communities and in the less developed countries economies. Indeed, few scholars have performed critical studies of the PPT and CBT frameworks, their scope and their benefits to communities' economies.

## **IV. Research Methodology**

The data collection methodology was separated into two different stages in order to successfully answer the research questions and meet the objectives of this project: 1) a Preparatory Field Work stage in Santiago where primary data through semi-structured interviews was collected, and 2) a field work study stage in Currarehue where primary data was collected through observation as a complete observer, observer as participant and participant as observer, and through semi-structured and unstructured interviews. These two stages allowed the researcher to have a responsible approach with the communities.

Moreover, this division allowed the researcher to have a righteous approach with regular tourism businesses and governmental offices in Santiago. Indeed, there was a need to divide the data collection due to the tremendous business and government offices centralization in Santiago. During this period, the researcher had the chance to

perform a cautious secondary data research that provided a fine basis for the previous to field work and field work study stages.

### **A. Preparatory Field Work Stage**

Various foundation meetings were held between the researcher and Tavolution.org's CEO, Juan Ignacio Marambio, to concur and formalize the scope of the project. Additional discussions provided the researcher with a precise demographic profile of Curarrehue's communities, and also alleviated and finalized the field work schedule, in filed primary data collection methodology and results reporting. Additionally, key studies and documents from Travolution.org research database providing data and analysis on CBT, PPT and the mainstream tourism sectors in the world and in Chile were reviewed. The different meetings with Juan Ignacio Marambio, allowed the researcher to have a clear focus on what should be the most important data to be collected while performing the infield data collection in Curarrehue.

Since the researcher was new to the Chilean and the Mapuche Culture, various meetings with Chilean professionals were also needed in order for the researcher to have the proper understanding of these cultures. A clear focus on how one culture perceived the other, what cultural elements should be taken into consideration and which ones should be avoided, and which cultural elements both cultures shared were the main cultural elements the researcher focused on observing during these meetings. Comprehending the Chilean and Mapuche culture was an extremely important step before the researcher was able to understand and relate with the Mapuche communities in Curarrehue.

Another important variable the researcher took into consideration was the demographic data in Curarrehue. Once the researcher had an accurate demographic profile of Curarrehue's communities, and knowledge of the CBT, PPT and mainstream tourism framework used in the industry; the collection of primary data through semi-structured interviews with relevant people in the Chilean and global tourism sector was performed. The Preparatory Field Work stage encompassed meetings with Chilean government tourism office Sernatur and CBT agents with whom semi-structured interviews were conducted. Moreover international CBT specialists and sustainable tourism enterprises were consulted through and semi-structured interviews. Finally visits to various mainstream tourism businesses in Santiago were performed to deeply and clearly understand the situation in Chile's capital and economic tourism hub as well as in Pucon (Annex 1).

Non-standardized, semi-structured interviews were preferred by the researcher during this stage due to its lack of experience performing structured interviews. The notion

used by the researcher to select this method over alternative ones was to benefit from the adjustment and modification margin that this type of interviews provides to the researcher during the meeting. In semi-structured interviews the researcher needs to have a clear and specific list of questions and subjects to cover during the interview, but may omit or include questions depending on the interview, change the order to a specific organizational context and explore the nature of events at its discretion (Saunders et al, 2009).

## **B. Field Work Study Stage**

A two months field work research study was conducted in Curarrehue, collecting significant primary data through several semi-structured and unstructured interviews, as well as a complete observer, observer as participant and participant as observer situations in communities' events, fairs and meetings (Annex 1). The study was undertaken during the high season in Pucon, between the months of January and March, 2016. Throughout the two months the researcher spent in Curarrehue, multiple situations progressed in diverse circumstances; enriching the quality of data collected, but drastically changing the research methodology initially intended and designed.

The need to adjust the initially intended research methodology happened on account of the Mapuche communities' culture, history and economic situation. Nearly 67% of Curarrehues' population is Mapuche or descendent of this group of indigenous inhabitants; all the communities with whom the researcher had the privilege to work with share a common set of values based on their history, traditions and cosmology.

Therefore, due to the multiple, culturally sensitive and varied situations encountered by the researcher during this study, *complete observer* role, where the researcher does not take part in the activities of the community and does not reveal the objective of the research to those it is observing; *observer as participant* role, where the researcher attends to observe without taking part in the activities in the same way as the 'community members do; and especially *participant as observer* role, where the researcher reveals the objective of the researcher to gain the trust of the community having a good field work relationship with community members were chosen as the preferred data collection methodology combined with non-standardized semi-structured and unstructured one-to-one interviews (Saunders et al, 2009).

## **V. Field Work Data Collection**

During a first short 3 days visit to the area in December, 2015, the researcher established relationship with six families of the Walung Mapuche Fair thanks to the

connection and a recommendation of Travolution.org made to an external advisor of this fair. During this short visit, the project's objective was briefly presented to the communities to identify the members interested in participating and who also shared valuable information about other communities and how to contact them.

During these three days, the researcher was able to obtain valuable information from the Mapuche members of the Walung community. The Pacheco family provided valuable historical information about Curarrehue's change over the last 30 years as well as their current perception on how tourism is affecting the town's economy and its people's lives. Moreover, they shared their future predictions on the (positive and negative) impact tourism will have in Curarrehue based on their perception of the current situation. Doña Juanita's family provided the researcher with invaluable information about the Mapuche situation during Pinochet's dictatorship period and shared their future plans of building a small Bed & Breakfast in their land. The Epulef family, on the other hand, helped the researcher to identify, based on their perceptions, what are the community's and the Walung Fair current situation, issues and problems. Chiquilin's family, composed by a German and a Mapuche couple, provided the researcher with invaluable information about Sernatur's requirements and certifications to operate a tourism business in Curarrehue. The other two families, briefly expressed their future perceptions to the researcher, but provided substantial information about the cultural difference existent between the Mapuche and the Chilean people.

With this information, the researcher returned to Santiago to perform a cautious comparison with the data he had acquired during the Preparatory Field Work stage and cross check if the methodology for the Field Work Data Collection was planned appropriately. Between the initial 3 days short visit in December 2015 and the two months infield data collection research that started in January, the researcher spoke with several professionals in Central and South America that provided the researcher with information and opinions about the situation in Curarrehue.

In January 2016, the researcher moved to Curarrehue in order to perform two months infield data collection research. During these two months, valuable qualitative data and extremely valuable life lessons were acquired by the researcher. During these months, the researcher made a great presence in the community, and had the chance to talk with various Mapuche, non Mapuche and international expats living in Curarrehue. Uncertainly, the Mapuche members of Curarrehue community were the ones that provided the most valuable data for the researcher.

Thanks to their rich culture and cosmology, the Mapuche communities requested a level of loyalty from the researcher; any information was given until they trusted the researcher, its intentions, and the project's objective. In addition, as part of their

splendid and genuine culture, to be considered a member of the community a sort of work or spiritual retribution was expected from the researcher.

*“A lot of students come, study us, ask us questions, and then leave without even saying good-bye. We are tired of that. Why there some many anthropology studies, is because they are helping them (the government) build the hydro-electric power plant? We do not want to be studied, we want to be appreciated”.*

*Edith Cumiquir – Community Leader*

The data collection process with each community took longer than expected due to the loyalty requested by the communities. Therefore, the researcher was not able to collect the best qualitative data from interviews. Indeed, the best pieces of data were collected from working in the kitchen, garden, fairs etc. hand to hand with the community members. The researcher tried to be a friend, not a researcher while interacting with the communities. That way, unbiased responses were obtained by the researcher and a level of trust or loyalty was gained.

The researcher had the chance to work in a community restaurant during the welcome of a group of 50 national tourists from Santiago. Moreover, the researcher was present during the welcome of a group of 20 French tourists or the welcoming of two British tourists that were coming via Travolution.org. Participation ranged from helping making juices in the kitchen, washing dishes or guiding tourists from Puerto Varas.

Moreover, during the whole field work study, the researcher had to be extremely watchful and cautious in order to not affect its relationship with Mapuche communities and its members. Since this was a completely new culture for the researcher, he had to be careful to not offend or misbehave by acting inappropriately towards their cultural values. In various situations, though, the researcher benefited from not being Chilean. This fact, gave an allowance to the researcher that, being Chilean, would had been impossible to obtain. In several situations, the researcher was able to ask deep questions about the Mapuche cosmology to Curarrehues' Mapuche members without being perceived as a critic to their culture. Being Chilean, that would have been harder. On top of that, the nationality fact also allowed the researcher to have good and unbiased qualitative data.

Furthermore, during the two months infield data collection research, besides having to be careful to have a proper work or spiritual retribution for their hospitality and information, the researcher also needed to understand the moments where he was allowed to participate and ask questions during especial congresses, specifically during Mapuche Longko (Chief) congresses and reunions. Understanding when and how to

approach, talk and ask questions to a Longko was a challenging, yet enriching, experience for the researcher.

There were multiple situations the researcher needed to understand, take into consideration and be careful with. Perhaps, one of the most important, and certainly most enriching, situations the researcher needed to consider was the different perception about development and economic progress that Mapuche people have. In various situations, the researcher had to listen and understand that profitability and economic efficiency is not a universal concept, and that the term “progress” has different meanings for different people in different cultures.

*“Mapuche means the people from the earth. We are Mapuche. Our ancestors thought us to appreciate what the mapu (earth) provides us. We do not have a fixed menu in our restaurant; we just use what the garden provides us. Nowadays that is called organic food, and is labeled as such, and commercialized as such, and priced as such. For us is food, regular food, because that is how we have been eating for centuries”.*

*Ana Epoulef- Community Leader*

Understanding the different perceptions about the economy and how progress, growth and development is perceived, made the researcher have a more comprehensive understanding of the CBT and PPT frameworks studied and analyzed during the Preparatory Field Work stage. Also, the exposure to these new approaches and cosmology made the researcher have a better understanding on how to apply the managerial and business knowledge acquired during his first year of master studies ethically and responsibly, without imposing any model or interfering with the Mapuche cosmology.

Likewise, it was essential for the researcher to hear and understand the perceptions of non-Mapuche members living in Curarrehue. During the two months field work data collection period the researcher was provided with valuable and creditable primary data from a variety of members of different communities in Curarrehue and Pucon that had not Mapuche heritage. Indeed, during the field work data collection period the researcher met and interviewed Chielan and international expats living in Curarrehue, which provided him with significant and important primary data.

Also, the researcher met with members from private tourism enterprises in Pucon, in addition to tourism government offices in the Araucania region. During the field work, genuine primary data was provided by non-Mapuche and foreigners Curarrehue



residents, all of whom were related to the tourism industry in the area. The primary data collected certainly gave an unbiased and steady standpoint for further data analysis.

Understanding and acquiring all the different perspectives, cosmologies, economic desires, etc. allowed the researcher to become aware of the difference in the awareness and interest that national compared to international tourists have on the Mapuche people and their culture. The researcher, in multiple occasions, perceived the disinterest that Chilean tourists have on the Mapuche people.

*“Bring me a Coke instead; I do not want to try the Maqui juice”;*

*“You don’t have beef or chicken meat? I do not know what the quinoa cake is”*

*“I came here because this land is beautiful not because of the Mapuche people or their culture”*

*“There is nothing to see here (in Curarrehue)”*

These were recurrent ideas expressed by the Chilean tourists that were visiting Curarrehue. The researcher also identified that RTTO- mainly Ati Viajes a mass tourism travel agency based in Santiago - are promoting the destination in their service portfolio, but are not empowering the communities environmentally or socially.

On the contrary, international visitors or expats living in the area had a remarkable level of appreciation for the Mapuche culture. Indeed, the Mapuche culture represents one of the most important tourism assets that Chile has. All the international visitors interviewed by the researcher visited Curarrehue looking for an experience that showed them the Mapuche culture. The need of a translator, usually an international expat living in Curarrehue, has to articulate the communication between the communities and the international visitors.

Due to language barriers, Curarrehue's communities, especially the Mapuche members, have problems articulating their message to international visitors. The general disinterests of Chilean people towards the Mapuche culture plus the communication problem with international visitors generate an important problem for the Mapuche members. Curarrehue's Mapuche community members do not realize the incredible potential they have for being Mapuche. Tourism in Curarrehue, as it is today, is certainly not empowering communities in the social aspect.

Moreover, during the two months field work research, another important remark observed by the researcher was the preference that Curarrehue's Municipality has for private regular tourism enterprises over CBT enterprises.

*“Curarrehue’s Chamber of Tourism failed to execute their plans and went to bankruptcy, which generated a bad reputation for the*

*Municipality's image among the community. If you take this and add the fact that the (tourism) businesses need to be registered with Sernatur to be on our database, it is fair to say that the Tourism Office works with the few businesses that approach us to advertise themselves here, and in most of the cases they are private”.*

*Mauricio Fonfach- Curarrehue Municipality Tourism  
Manager*

This preference notoriously, and negatively, affects the positive points that tourism, especially CBT, can bring to Curarrehue's communities. Most of the community, Mapuche and non-Mapuche, with the big exception of the community based group Artesania Viva, perceived Curarrehue's Municipality Tourism Office as a useless, unnecessary and highly bureaucratic office. The bad image the Tourism Office has affects Curarrehue image as a destination because there are not tourism spaces and events created or supported by the Municipality.

## **VI. Research Methodology Limitations**

### **A. Previous to Infield Research Limitations**

As it happens in almost all research, there are some limitations in this study. The main limitation in this phase of the research was the difficulty of contacting and arranging meetings with government officials from Sernatur to be available and provide time for an interview. Thanks to Travolution CEO's counsel and assistance, the researcher had the opportunity to meet with a couple of Sernatur officials. However, it was hard for the officials to be cooperative and freely express their perceptions and thoughts in regards of critical issues affecting tourism in Curarrehue, the Araucania region and Chile. As it was stated by one of Sernatur's officials, the Fedetur (The Chilan Federation of Regular Tourism Enterprises) sponsors and supports Sernatur's operations nationwide, limiting the scope of the work to regular tourism frameworks only. Fedetur power, in multiple cases, limits or destroys any dialogue with non regular tourism enterprises and the communities this alternative businesses support. Therefore, the evaluation and examination of Chile's policy and planning processes by Sernatur officials was limited and biased.

Another limitation this research faced during the different stages was the limited scope and awareness that sustainable tourism has by the Chilean tourism professionals and the general public. In Chile, CBT is, generally, a notion to respect the environmental of rural communities. The notion of volunteer tourism is also included in CBT as a concept.

Therefore, the views and responses provided tend to overlook and misunderstand the real essence of CBT and PPT framework. Moreover, there are very limited organizations looking to promote and maintain sustainable tourism practices in Chile. While asked by the researcher, seven out of ten tourism enterprises treated sustainable tourism as having recycling policies in their offices or offering “Eco” accommodations in rural destinations.

Furthermore, an important limitation in this study is the lack of participation in the research by major tourism private enterprises. Since the project was based on a CBT and PPT framework, major tourism enterprises in Santiago and Pucon refused to cooperate and provide information to the researcher. These organizations, though, have a tremendous power and lobby in policymaking related to tourism in Chile. Not being able to complete any interview with major tourism private companies in Chile limits this research.

## **B. Infield Research Limitations**

The researcher’s association with Travolution.org, a well known CBT tour operator in the area, may have affected perceived impartiality and respondents’ contribution. In fact, some members of the Walung Mapuche Fair community stated that they did not want to give any information or have any relationship with tour operators. Additionally, as an outsider to the communities and the area, the researcher may not have received honest responses towards the situation in the area. Due to time limitations it was impossible to perform gatherings with the wider Curarrehue community to assess the general impression, sights and perceptions.

Two key communities were not visited due to time constraints and their lack of interest to participate in the research. These were Ruka Trankura and Ruka Ngen. These communities were contacted different times, but never responded (Ruka Ngen) or responded that were not interested in participated in the research (Ruka Trankura).

Due to the timing of the research study, it was not possible to visit the area during the winter low season when the flow of tourists and the revenues from tourism decreases dramatically. Therefore, all the data collected corresponds to the researcher and the communities’ perceptions of tourism in Curarrehue during the high season.

The secondary data documentation reviewed on the Araucania region was very limited as relevant information gaps currently exist on the tourism sector in this region. Moreover, Travolution.org does not have relevant data on tours performed in Curarrehue because it was added to the company’s portfolio recently.

Budget constraints limited the time the researcher spent in the area as well as with Curarrehue's communities. It is certain that with more time spent in Curarrehue, the researcher would have had an even better relationship with the communities, especially the Mapuche communities, and would have gathered further data from additional communities in Curarrehue and in surrounding municipalities.

Perhaps one of the main limitations of this research is the fact that all the primary data was gathered following a qualitative approach. By gathering data following a quantitative and qualitative approach, the researcher would have had a bigger representativeness and more data could have been collected by the researcher from multiple communities in Curarrehue and their members of all status, not only the community leaders and members that accepted interacting with the researcher.

## **VII. Data Analysis**

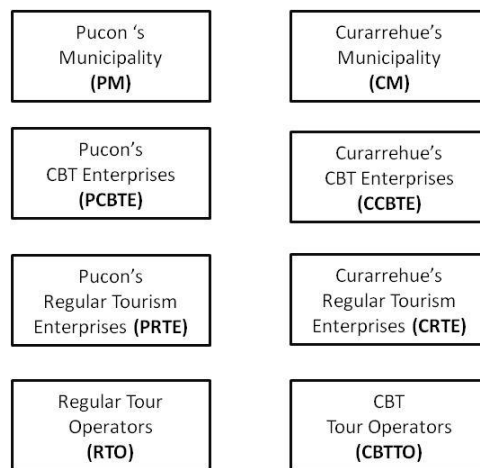
From the primary data collected during the two months field work stage a practical and useful summary was prepared and used by the researcher to analyze the collected data. With this summary, the main ideas of what communities, government and private enterprises have expressed or pointed were identified in compressed for further categorization (Kvale, 1996).

Since the qualitative results were collected in a non-standardized manner, the data requires a further classification into categories and an analysis conducted through the use of conceptualization to adequately obtain relevant information to answer the proposed research questions (Saunders et al, 2009).

### **A. Data Categorization**

Eight categories were identified in order to recognize relationships between the different groups of actors involved in tourism in the Pucon-Curarrehue axis. Subsequently, these categories were attached to unitizing data collected. Moreover, further analysis and development of the categories was completed. Figure 1.3 shows the categorization of the different groups of actors involved in the development of the tourism industry in the Pucon-Curarrehue axis.

Figure 1.3 - Categories of Pucon-Curarrehue Tourism Actors



Source: own

The data analyzed provided comprehensible evidence that there was modest communication and relationship between PM with CBTTO and PCBTE, with the exception of Hostel Ecole; however, there was a good communication and relationship between PM and RTO. PM also had a solid communication and relationship with PRTE, thanks to the importance of major enterprises. In addition, PM and CM did not have, until the time the research was performed, shared short or long term objectives due to the lack of good communication and relationship. The data analyzed provided clear proof that major regular tourism enterprises had a tremendous influence in the development of Pucon as a tourism destination. When most of these major enterprises were asked to be interviewed for the benefit of the research, a negative response to participate was obtained.

Furthermore, PCBTE members stated that PM was not interested in hearing their impressions and thoughts about the future development of the city as a touristic destination. This complaint is evident in Pucon's Pladetour, where communities are not mentioned in the tourism development strategies established by PM. Numerous members of PCBTE expressed their displeasure with the way PM treats PCBTE in the area. During a Longkos assembly that took place on February 2<sup>nd</sup>, 2016 in the Walung Fair, a Longko expressed his repudiation on the way PM is working with the communities in Pucon; "They (PM and PRTE) are ignoring our requests... private investors will always decide Pucon's future". This miscommunication and lack of relationship between PM, communities and PCBTE evidences a clear problem for a sustainable *Social Progress*, impacting the *Socio-Economic* and the *Socio-Environmental* development of Pucon as a tourism destination, which, without a doubt, will not let the city and the region develop on a sustainable way.

In addition, the poor relationship, almost inexistent, between PRTE and CCBTE was evidenced after a cautious data analysis. All the interviewed entrepreneurs, tourism business owners and managers (PRTE) from Pucon, saw Curarrehue as undeveloped destination that with a tremendous lack of infrastructure. Moreover, all the PRTE interviewed members mentioned the fact that for them it was extremely hard to work with CCBTE. A hotel owner said about the PRTE and CCBTE relationship: “I tried once to send my customers to visit Curarrehue, but I did not have a good experience... I cannot risk the goodwill of my business that is why I do not send my customers to Curarrehue”.

Another important fact analyzed by the researcher that substantially affects the PRTE and CCBTE relationship, is the general, and exceptionally subjective, poor image the PRTE have about the Curarrehue’s Mapuche people. This poor image has been traditionally present in Chile’s history (Bengoa, 1996). Nowadays, this bad image PRTE have about the Curarrehue’s Mapuche is, in general terms, causing Curarrehue’s community members to be seen and left as unqualified labor making difficult for Mapuche entrepreneurs to succeed.

Another important conclusion obtained from the data categorization was the fragile relationship between CRTE and CCBTE. It was evident that CRTE do not have a solid commercial relationship with CCBTE nor an interconnection between the different CRTE operating in the area with CCBTE. Indeed, most of CRTE do not acknowledge the existence of communitarian enterprises and end up establishing relationships with only one or two CCBTE.

## **B. Data Sub Categorization**

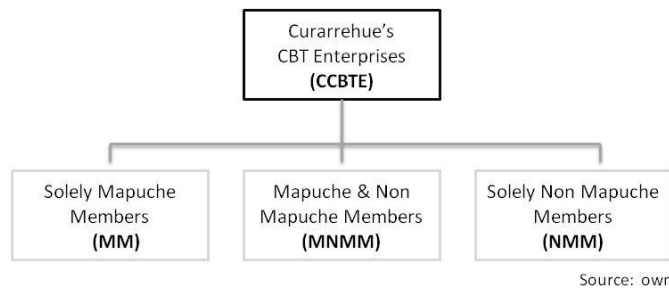
Due to the size and demographic complexity of Curarrehue’s population, relationships between community members, families and tourism enterprises are extremely delicate and vulnerable to face problems. As in all small communities around the world, third parties’ perceptions are extremely significant to one’s image and “status”; therefore, rumors and gossips have an incredible influence in people’s day-to-day relationships. As a result, the community perception of neighbors is extremely important in Curarrehue, and it is vital to have a good name and reputation in order to be taken into consideration when doing businesses with other parties. In addition, the ethnicity of community members as well as their religion and economic status play a fundamental role in the interrelationship among Curarrehue community. Therefore, a further sub-categorization was needed in order to perform a good results analysis and understand the results appropriately.

Another important sub-categorization performed by the researcher concerns tour operators. Curarrehue communities and the Mapuche people in general are very skeptical and cautious with the relationships they have with foreigners including international expats and Chileans. This mistrust is reflected in their business relationships with tour operators. Therefore, there is a significant difference in the relationship between communities and tour operators depending on the tour operation headquarters location and its proximity with communities.

## 1. CCBTE Enterprises

An additional sub categorization of three of the eight initial categories (CCBTE, RTO, and CBTTO) was needed in order to have a further thoughtful analysis of the data collected. CCBTE was sub categorized in three different categories depending on the Mapuche contribution to the communitarian enterprise, resulting in three sub categories Solely Mapuche Members (MM), Mapuche and Non-Mapuche Members (MNMM), and Solely Non-Mapuche Members (NMM). Figure 1.4 shows the sub categorization of the CCBTE initial category.

*Figure 1.4 - Sub Categories of Curarrehue Community Based Tourism Enterprises*



The further data sub categorization provided important information relative to the relationships between the different sub categories that are present in Curarrehue. It was clear that between the three of sub categories there are notorious communication and relationship problems.

### **Solely Mapuche Members (MM) Enterprises Analysis**

Even though Curarrehue's population is predominantly Mapuche descendent, there are a small number of MM enterprises or initiatives in town. Indeed, most of the enterprises interviewed by the researcher have either an international expat or a non Mapuche Chilean member. In fact, during the infield study period, the researcher only had the chance to identified two MM initiatives. Furthermore, the two MM enterprises the researcher identified and interacted with were on the exploration stage of the CBT life

cycle. The fact that there are few MM enterprises in a town that is predominantly Mapuche descendent creates a huge cultural disparity that impedes the town to clearly position as a Mapuche culture destination. Moreover, it was evident that a lack of proper enterprise development, market access, external relationships, and efficient operations existed in the MM enterprises. Lastly, it was hard for MM entrepreneurs to obtain appropriate financial tools such as credit to accomplish their objectives and create greater communitarian benefit in a successful way.

Both of the MM enterprises had good communication and relationship with MNMM and NMM enterprises, but did not have a commercial or collaborative relationship with them at all. One MM entrepreneur expressed to the researcher that MNMM and NMM were too bureaucratic due to their demographic complexity, making it hard to partner and work with them.

*“It looks like all of them (members of MNMM and NMM enterprises) want to run for mayor, they sound like politicians, I do not want to get involve, let them talk, I am cool where I am”.*

### **Mapuche and Non-Mapuche Members (MNMM) Enterprises Analysis**

Three main MNMM enterprises were experiencing a common problem, a tremendous lack of leadership. The three main MNMM enterprises did not have a clear leader or any leadership figure to guide the community towards working for achieving a common set objective. This lack of leadership created conflicts within the communities, and debilitated, hindered or impeded the relationship with other CBT and regular tourism enterprises especially TO. Moreover, the lack of leadership present in these enterprises made the decision making process virtually impossible and extremely time consuming.

Furthermore, all MNMM enterprises in Curarrehue suffer from poor development of the enterprise, good participation and consultation from the community, adequate planning for the enterprise's viability, and satisfactory business planning and development. Moreover, these enterprises presented poor operational and financial management strategies, and a notoriously weak use of marketing mix tools such as promotional strategies. These difficulties MNMM are facing represent a big challenge for managing the social and environmental impacts of tourism. Moreover, due to Curarrehue's size and demographic complexity, MNMM enterprises see each other as opponents rather than competitors, which prevent them to link and/or collaborate towards the common goal of managing the destination sustainably.



## **Solely Non-Mapuche Members (NMM) Enterprises Analysis**

MNMM enterprises can be sub divided into two further types; the MNMM that have only international (non Chilean) non Mapuche members, and the MNMM that have Chilean non Mapuche members. The MNMM enterprises with international members have the peculiarity of not having good relationships with MNMM enterprises with Chilean members. In fact, MNMM enterprises with international members seem to reject any initiative or collaboration with most, but not all, private or communitarian Chilean companies. The Feria Walung, being the most know MNMM enterprise with international members, is perceived by MNMM enterprises with Chilean members as a restrictive organization with whom, for Chilean non Mapuche citizens, it is almost impossible to work, even for Curarrehue's municipality. This evidences the national relationship problem between Mapuche people and Chilean non Mapuche people. Specifically for Curarrehue's development, this represents an enormous challenge on the town's sustainable development, and on increasing the economic linkages in order to generate a wider social and economic impact.

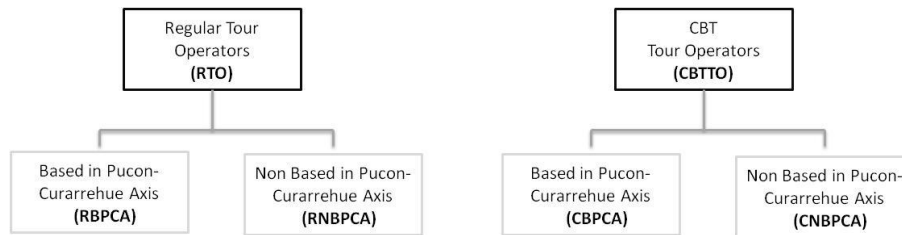
On the other hand, NMM entrepreneurs, as expected, moved to the area looking for opportunities bringing financial resources with them. What is more, these enterprises have the human capital that allows them to operate efficiently, and promote their businesses in the appropriate channels. NMM enterprises perceive MNMM enterprises as small and inefficient service suppliers of handcraft or Mapuche cultural experiences, but not as well positioned partners. In addition, MM and MNMM enterprises perceive NMM enterprises as "invaders", even referring to them as sects, with whom MM and MNMM do not wish to have any type of commercial or partnership relationship.

In general terms, it is extremely hard to find commercial or partnership bonds between the different types of enterprises present in Curarrehue. Curarrehue's municipality, an important player that should ease and encourage the proper commercial articulation between all the tourism enterprises is failing to do so. Few networking events and spaces are created or supported by Curarrehue's municipality to promote good and solid relationship between tourism enterprises.

## **2. RTO and CBTTO**

Due to the differences between the levels of interaction that tour operators have with Curarrehue's communities an additional sub categorization of RTO and CBTTO was needed. Figure 1.5 shows the sub categorization of RTO and CBTTO depending on the location where they are headquartered.

Figure 1.5 – Sub Categorization of Tour Operators



Source: own

It was notorious that CBPCA tour operators have a better relationship with communities and tourism enterprises in Curarrehue since their personnel coexists and interacts with the communities regularly, even on a daily or weekly basis since they live and work in the area. This good relationship generates trust and good communication with Curarrehue's communities and enterprises. For any tour operator working in Curarrehue, it is essential to have a good relationship with communities and tourism enterprises if it wants to assure efficient operations. Mapuche communities and Curarrehue's tourism enterprises in general, demand trust and financial deliverables from tour operators in order to enter into a commercial relationship with them.

In general, tour operators have a bad reputation between communities, excepting some members especially community leaders, due to the unsustainable and careless way in which RNBPCA and RBPCA tour operators work in the area. All the RTO contacted by the researcher contribute to the environmental problems by not managing waste properly, social disruption by bringing big tourist groups that are not willing to interact with communities, and economic problems by encouraging economic leaks as well as by not paying the adequate price for the services communities provide.

This situation embodies a giant challenge for CNBPCA tour operators since they do not have a steady relationship with communities. In fact, the perception that some members of MM and MNMM enterprises have about CNBPCA tour operators is the same that they have about RTO. This blatantly complicates the commercial relationship between CNBPCA tour operators and MM and MNMM enterprises. In fact, the researcher evidenced this difficulty when some members of the Walung Fair rejected contributing to the project because it would benefit a tour operator, not understanding and differentiating between a CBTTO and a RTO. Moreover, this demonstrates the need for CBT tour operators to have a constant and strong presence in the communities to have good communication and a solid relationship in order to ease the operations with them.

## VIII. Current Curarrehue’s Communities Revenue Participation

From the tours that Travolution has operated in the Curarrehue, the company has contributed \$732,180 CPL to communities. On an average tour operated in Curarrehue, Travolution guarantees a community revenue participation of 55%. As can be seen in table 1.6, the major economic leaks that Travolution is facing are: 1) transportation (20% on average), 2) translator (7% on average) and 3) regular lodging (7% on average). Moreover, the commission that Travolution charges for their services is 11%, way under other responsible tour operators that charge, on average, a 20% profit margin, and regular tour operators that charge, on average, a 40% commission.

*Table 1.6 – Travolution’s Tours Costs Break Down*

Tour Name	Duration (days)	N° pax	Total Price (CPL)	% Communities Revenue Participation	Communities Revenue Participation (CPL)	% Regular Transportation	Regular Transportation (CPL)	% Regular Lodging	Regular Lodging (CPL)	% Translator	Translator (CPL)	% Travolution's Margin	Travolution (CPL)	% Extras	Extras (CPL)
Quinquén Paik	8	1	\$ 1,338,000	20%	\$267,600	40%	\$ 535,200	14%	\$ 187,320	13%	\$ 173,940	13%	\$ 173,940	0%	\$ -
Curarrehue	4	2	\$ 516,200	90%	\$464,580	0%	\$ -	0%	\$ -	0%	\$ -	9%	\$ 46,458	1%	\$ 5,162

Source: Travolution.org

## IX. Results

### A. General Main Root Causes of the Problem

It has been recorded thought extensive empirical and academic work that the main barriers to the success of CBT initiatives around the world have been their lack of commercial viability and integration into the general market. Commercial feasibility is necessary to deliver short and long term results to local communities, and requires the consideration of three aspects: market, product and links with the private sector (Garcia V. & Font X., 2013).

Indeed, the lack of business skills of local communities as to how to promote and commercialize their product, and the barely existence of global, organic and cost efficient public or private promotional platforms that help communities advertise their initiatives have all been factors that make it complicated for CBT enterprises to access the local or global market (Epler Wood, 2008, Scheyvens, 2007).

These skills become essential due to their relevancy in product development and the sustainability of the initiatives. Undeniably, appropriate market knowledge is central for evaluating the commercial viability of CBT initiatives. In general terms, the market

consists of tourists already visiting the destination, as these are latent buyers of tourism goods and services. Moreover, market size and seasonality as well as visitor's length of stay are vital to CBT initiative success, as certain level of visitor numbers is required for CBT enterprises to be profitable (Garcia V. & Font X., 2013).

All the benefits that economic linkages bring to local economies where there is few or no interconnection between CBT enterprises. Some of these benefits are: money circulation around in a way that generates a multiplier effect in the local economy. Generating linkages on the B2B side between CBT enterprises is also essential in order to create multiplier effect in the local economy (Garcia V. & Font X., 2013).

Finally, another important root cause factor that should be considered is visitor expenditure. Expenditure is also imperative as smaller markets can be very profitable if the level of expenditure is high. This concept applies very well for CBT enterprises in developing countries, where the inflow of visitors is relatively low compared with major tourism destination countries (Garcia V. & Font X., 2013).

## **B. Curarrehue's Main Root Causes of the Problem**

Curarrehue's Mapuche communities have understood the tremendous potential that tourism has to positively significantly improve their lives. Therefore, it is extremely important for Travolution to bring this improvement applying a bottom-up approach, helping Curarrehue's communities to create, develop, manage, promote and grow their initiatives sustainably. All the community based and responsible tourism initiatives in Curarrehue are in the exploration face of the CBT enterprise life cycle (Zapata et al., 2011), which allows them to easily incorporate new approaches, ideas, concepts and/or methods. This flexibility is fundamental to have a proper and successful enterprise involvement and development (Zapata et al., 2011).

In addition, Curarrehue's Municipality has to actively contribute to the amount of visitors that arrive to the destination, and should have an influence on Curarrehue's perceived image as a destination. Curarrehue, thanks to the Municipality, was named a "Zona de Interés Turístico", ZOIT (Tourism Interest Area), which will give more funding to the Municipality for it to work on improving Curarrehue's general perception as a tourism destination. The Tourism office must create and/or support events such as cultural fairs, congresses, etc. as well as spaces such as treks, markets, etc. to attract more national and international tourists. Furthermore, Curarrehue's Municipality should create a Pladetur (tourism development strategy), as many other Municipalities in Chile do, hearing the communities' perceptions, ideas, needs and wants in order to sustainably and strategically develop Curarrehue as a well know tourism destination.

## C. Managerial Solutions

Travolution, as a well established national CBT tour operator, foundation and consultancy firm, has the resources and capabilities to bring new and innovative structures and models to these communities to help them develop the Curarrehue as a touristic destination sustainably. In order to accomplish this objective, six main action points and several sub points were proposed after a careful analysis was performed:

1. **Community's Capacity To Deliver Services:** It is essential that a well established responsible tourism private enterprise as Travolution assists Curarrehue's communities in the following 4 points in order to provide a high-quality service:
  - i. Recognize what are the community's and the whole destination availability of tourism assets as it is a key component of its capacity to deliver, a high quality service.
  - ii. Understand the willingness to engage in tourism by community members and generate trust in the tourism activity performance.
  - iii. Understand the existing skills within the community in order to assess the community's capacity to deliver and in identifying capacity building requirements.
  - iv. Assist CBT entrepreneurs access the available funding and microcredit opportunities that CORFO and similar institutions have for them, as costs can exceed the capacity of a community or CBT enterprise.
  
2. **Curarrehue's General Image:** Curarrehue has remarkable and unique tourism assets thanks to the Mapuche culture and heritage of the majority of its population. However, there is little and poor knowledge of Curarrehue's existence in the Temuco-Villarica-Pucon axis; indeed, most of the visitors that visit this axis end up visiting Caburga due to its recognition, even though Caburga does not offer a high-quality experience. The town's activities are not promoted in the region which makes the town itself to be hardly known by people.
  - i. Travolution needs to sustainably promote Curarrehue, not only focusing on the tours they offer, but also promoting the whole town as a unique Mapuche tourism destination in the Araucania region. The promotion should be emphasized in Temuco, Villarica and Pucon.
  - ii. Curarrehue's communities want must consent and dictate the visitor's profile as well as the maximum number of tourism they are willing and capable to receive, so that the general promotion of the town is done accordingly. Travolution should, since it has the knowledge, create the space to understand the communities' needs and wants.

3. **Tourism Enterprises Linkage:** It is notorious that there are poor linkages between tourism enterprises of all kinds (CBT, mass tourism enterprises, governmental tourism offices, private enterprises, etc) in Curarrehue.
  - i. Help is needed to encourage tourism enterprises linkages. Networking spaces and events are needed in Curarrehue so that tourism enterprises can understand and assess the value that collaborating with other enterprises bring. Communities need to work together in a collaborative way and stop seeing each other as a rival competitor.
  - ii. Travolution, through its consultant branch, should advise and help Curarrehue's municipality tourism office to create these spaces and events. Also, it should help the municipality to assist and small CBT entrepreneurs so that their initiatives can get recognized and certified by Sernatur as tourism enterprises.
  
4. **Advice CBT Enterprises:** All tourism enterprises in Curarrehue need to be advised on how to better manage and operate their businesses sustainably.
  - i. Heavily work on the development of CBT enterprises as suppliers (service providers) focusing in: 1) Business planning and development 2) Skills and training 3) Enterprise decision making and control 4) Community's participation and consultation process.
  - ii. Travolution, as a well known CBTTO, should guide the CBT enterprises on how to operate, manage and grow their businesses sustainably by controlling and correcting on a regular basis the operations of their suppliers.
  
5. **Incentive New Entrepreneurs:** Throughout Curarrehue, there are various entrepreneurs that would highly appreciate if a CBTTO starts working with them and promoting their services sustainably.
  - i. Existent enterprises need counsel for improving their existent products and services. New entrepreneurs definitely need advice in new product development, so that their initiatives become sustainably, especially economically. For that a conscious market research for is needed in Curarrehue.
  - ii. Travolution, as a CBTTO, should partner with new entrepreneurs and responsible tourism enterprises so that it can extend its offers and portfolio covering a bigger audience. Various enterprises (bike-riding, rappel, rafting, horseback riding, etc.) will definitely aid Travolution to cater to multiple audiences in a sustainable way, improving its brand image and value.

6. **Develop CBT Enterprises' Image:** A good number of responsible tourism agencies, tour operators, destination management companies, etc would find irresistible to work with CBT Mapuche enterprises in Curarrehue due to the tourism assets these communities possess; however, these enterprises' brands are not well known or are hard to work with.
  - i. CBT enterprises need help to establish commercial relationships with multiple PPT, CBT, responsible tourism enterprises so that Curarrehue's tourism enterprises can expand the channels, customers and partners with whom they work.
  - ii. Travolution, through its foundation, should facilitate the communities the entrance and development in local, regional, national, and international tourism networks, so that the communities can operate directly with these costumers avoiding commissions and reducing economic leaks. The araucania government is promoting the region nationally and internationally, Curarrehue's communities should create packages linking various communities and their services to be promoted in these events.
  
7. **Train CBT Enterprises Business Skills:** Forecasting demand to plan accordingly is an unknown concept for most communities. Promoting their business rely on third parties donations or initiatives. Almost all, excepting few enterprises that have international member on their communities, CBT enterprises in Curarrehue have deficient management, marketing, accounting and strategy business skills.
  - i. A comprehensive and organic promotional platform of CBT initiatives is needed, not only in Curarrehue, but in the industry as a whole. This platform needs to understand the communities cosmology, wants and needs, and allow them to manage all the grow scenarios sustainably.
  - ii. Travolution, through its foundation and as a CBTTO, should help CBT enterprises to have a minimal, yet high-quality, business education, especially in setting outcomes, books record keeping, management and monitoring tools, and promotion. These tools will help communities evaluate and manage the social and environmental impacts that tourism is having, and will have, in Curarrehue sustainably.

Travolution has been working very close with Mapuche community members in multiple destinations in the Araucania region in Chile. This experience gives Travolution a magnificent capacity to understand and articulate the message that Mapuche communities have to say in Chile, and, most importantly, help them grow in a sustainable way, understanding that economic and social progress can have different

meanings besides the materialistic general perception that overconsumption has on the economy, communities and people lives.

## **X. Managerial Implications**

It is widely known that conscious consumers will expect the suppliers they buy from to offer economically, socially and environmentally responsible products. But these consumers will not be expecting to pay any price for responsible products. Indeed, they will pay a greater or smaller premium based on what they can afford and the priority which they agreed to the ethical dimension for their purchasing. Therefore, there is a trade-off between economics and aspirations for CBTTO as well as for visitors. “Where the responsible tourism elements make for a superior product it will attract consumers predisposed to purchase. The responsible tourism product has one particular advantage over many other ethical products — the consumer will often experience the difference” (Goodwin & Francis, 2003).

The discussion and viability of CBT understands that marketing and operational costs are the key factors that affect responsible tourism’s management model and its chances of success. As a result, for any CBTTO operating tours with rural and/or indigenous communities, it is fundamental to have a member of the operational team present sharing with the community on a weekly basis. This person needs to build and maintain trust among the community members, so that the CBTTO can benefit from smooth operations and good communication with communities. This member increases the operational costs of the tours, which end up increasing the final price to consumers, but it is a cost that guarantees excellent and sustainable operations.

This increment in price goes along with the trends observed in the industry. Generally, responsible tourism services are significantly more expensive than mass tourism services due to the difficulty of operating in alternative locations and in a niche market. Since responsible tourism does not benefit from achieving economies of scale, as mass tourism does, it is essential to have good B2B and B2C marketing strategies that communicate the expectations for the end consumer efficiently and adequately (Goodwin & Francis, 2003).

Moreover, since CBTTO work in a niche market, it is indispensable for them to know each other and work together referring customers. It is fundamental to establish and use B2B networks in order to create opportunities for having economic linkages not only locally but internationally. For example, Travolution work together with other CBTTO in Chile that work in areas where it does not operate, so that the whole country can be covered and multiple routes can be presented to the travel agencies around the world



and ultimately to the end customer. Also, Travolution should diversify its travel agencies group (mainly Sumak Travel) and work with responsible tourism travel agencies in the entire world.

## **XI. Limitations**

### **A. Limitations in Tourism Services Supply**

Curarrehue has an important lack of infrastructure to receive visitors. For example, in Curarrehue, there is no main plaza or town center that attracts visitors. Therefore, while driving through the main road, Curarrehue looks like a hamlet rather than a 7,000 habitant's town. When the researcher visited the area, a main plaza was being built by the municipality. Curarrehue also suffers from a lack of public spaces where people can spend some time; there is any public space in Curarrehue besides a market behind the municipality, which is rented to private parties. In addition, there are few or no parking areas specified for vehicles, especially for tourist travelers which complicates the access for national tourists, which generally visit the area on their private cars.

Moreover, another important limitation concerns the number of hotels or hostels on town. The capacity to host visitors is very limited, which makes the tourists not stay in Curarrehue, losing a tremendous economic opportunity to increase the amount spent by them. Furthermore, another limitation present in Curarrehue is the mobility. There are no transportation services to move people from one part to another, which causes a huge difficulty for visitors to explore the town. Finally, there is, to the researcher knowledge, only one tour operator from Curarrehue, Turismo Kir. The lack of tour operators from Curarrehue generates opportunities for external operators to easily work there, which, at the same time, generate economic leaks.

### **B. Limitations in Tourism Services Demand**

Although Curarrehue has different kinds of natural, cultural etc. attractions, and despite the fact that there is a good number of tourists visiting the area (Pucon-Villarica-Caburga) during summer (December to February), unfortunately there are a lot of limitations regarding the cultural offer in Curarrehue. Besides the Walung fair, there are not major events happening in the town during these months. Also, there are a lot of limitations in installations such as residential, hospitality, and entertainment facilities for tourists on town. The lack of public tourism services and installations certainly affects the demand by tourist to go to Curarrehue, leaving the destination's image and development in the private initiatives and businesses hands exclusively.

Another limitation that hinders the demand of national and international tourist for Curarrehue is the little pride that the town shows for the Mapuche culture. Is the visitor the one in charge of digging into the Mapuche culture by asking locals or tour operators; the town itself does not generate spaces for informing tourists about the magnificent Mapuche culture and cosmology.

## **XII. Suggestions for Future Research or Application**

It is essential for further CBT research in Curarrehue that the researcher has a professional marketing approach in order to guarantee that CBT is regarded as a valid option for visitors to Curarrehue. This approach will allow the researcher to not only study the CBT operations in the tow, but also provide adequate tools for the community to promote their initiatives in a comprehensive way. Also, it is essential for further research that a PPT supply chain knowledge and understanding is adopted by the researcher. With this knowledge, the establishment of a B2B2C strategy and its execution can be accomplished, connecting and interrelating suppliers (communities) with travel distributors and wholesalers in source markets.

Furthermore, future research in Curarrehue should focus on innovative and effective methods to measure the impact that CBT induces in the socio-economic development of the communities. It is essential to measure the societal and non monetary value that CBT enterprises have in Curarrehue.

*“Future research on CBT impacts might adopt a more holistic vision by focusing both on the monitoring of benefits from a community-based perspective and on the synergies of CBT with other productive sectors to which tourism complements and strengthens such as agriculture/gardening. Although in terms of employment and income, the impact of CBT was still low, regarding the strengthening of social and cultural capital for women, young people, and the community are significant and might justify by themselves the investments made by donors, NGOs, and the communities, when they are sustained and embedded in the local societies”(Zapata et al., 2011).*

Another important recommendation for future research is to identify how the participation in tourism by Curarrehue’s communities is affecting people’s living as well as the equitable sharing of socio-economic benefits. Therefore, in order to have wide-ranging and adequate results, this study must be done in more than one of Curarrehue’s communities.

Also, in order to be able to generalize the findings about CBT research in the area, mainly the Villa Rica –Pucon-Curarrehue axis, it is compulsory that more destinations in this axis or affected by tourism in this area are studied. Comparing the results found in Curarrehue with similar and close destinations will give a general perspective of the socio-economic impact that CBT and mass tourism has in the area.

### **XIII. Research Conclusions**

This project contributes to CBT studies by understanding and clarifying key core concepts about sustainable tourism; proposing managerial solutions to increase Curarrehue communities' revenue participation in tourism; and recommending directions for future successful CBT research and development. It is hoped that the researcher findings can be generalized in the Araucania region; however, further studies about CBT impact in the area is needed. The research findings include the identification of core concepts fundamental to CBT meanings; the proposal of managerial steps that should be implemented by Travolution in order to increase Curarrehue communities' revenue participation in tourism; and the criteria for evaluating success.

Although similarities are present among rural communities in Chile, and around the world, the study of Curarrehue communities' perspectives, ideas and cosmology revealed that the uniqueness that each community has must definitely be contemplated when implementing development strategies and managerial processes that impact them. This is very much linked to the findings of Ochoa et al. (2013) in their studies of the communities' vision of benefits derived from ecotourism in the Amacayacu National Park in the Amazon region in Colombia, and the findings of Sirakaya et al. (2002) in their studies of communities support in the development of tourism in Ghana. In both of these studies, it is clear that the inclusion of local communities' thoughts about how to develop a tourism destination is needed to have a sustainable approach. It was also concluded that each destination has unique and decisive conditions that increase or decrease communities support for tourism development.

3 major steps are needed in order to successfully implement managerial tools for sustainable tourism development in Curarrehue. First of all, an understanding of the social, economic and historical context of Curarrehue and the Araucania region is needed. Then, a careful study of the town's resources needs to be performed. In addition to these, the cost and benefits of tourism should be socialized with communities developing educational programs for the different communities, providing them with expert support and assistance in the creation of CBT initiatives. Therefore, it

is essential to include communities' involvement in the creation and development of tourism in the managerial actions taken by CBT enterprises in order to guarantee that a proper communitarian perspective is being applied.

Greenwashing constitutes a tremendous problem for sustainability affecting communication in multiple sectors. Responsible tourism is, perhaps, one of the most affected industries by this grave problem. Local policies are needed to counteract the damage that wrong communications performed by companies and marketers. The Chilean government and its tourism office, Sernatur, should develop policies that verify that claimed responsible tourism enterprises are indeed creating societal value, and punish the irresponsible enterprises that are generating greenwashing.

Moreover, Sernatur should help CBT entrepreneurs around the country to access credit and seed capital to start their business and register with Sernatur. Many entrepreneurs are discouraged by the difficulty and hardness of registering as an official tourism company. The problem arises when these entrepreneurs do not have the initial investment capital to register and operate. Therefore, an important number of entrepreneurs fail. It is essential that Sernatur partners with CORFO to bring initial capital to CBT entrepreneurs.

Another important remark this project aims to confirm is the importance of balancing the economic performance and development with local empowerment. As Blackstock (2005) suggested, it is essential to value non-monetary takings from the development of CBT initiatives. Results on social and environmental empowerment aspects must be equally important as economic results. Therefore, Curarrehue CBT stakeholders' standpoints and reaction should be measured on a regular basis to generate a consensus that allows the sustainable development of Curarrehue as a tourism destination.

During the two months infield research, it was unquestionably clear that all the communities, private tourism enterprises, governmental offices and visitors interviewed and analyzed by the researcher desire the proper and successful development of Community-Based Tourism in Curarrehue. Despite some small divergences on how to develop CBT in the area, a general compromise and aspiration for CBT was shown by the communities and their members.

Finally, it is hoped by the researcher to have proposed adequate managerial procedures to increase Curarrehue communities' revenue participation in tourism as well as to have established an appropriate framework towards the development of a more integrative Community-Based Tourism research approach in the area.

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## Annex 1 – Interviews

1. Ana Epulef – Restaurante Ana Epulef - Curarrehue, Chile
2. Richard Pacheco – Ciclo Turismo El Pewen - Curarrehue, Chile
3. Consuelo Morales Epulef – Walung Community - Curarrehue, Chile
4. Mauricio Fonfach – Curarrehue Tourism Office - Curarrehue, Chile
5. Edith Cumiquir – Francisco Cumiquir Community - Curarrehue, Chile
6. Ulises Caamano – Turismo Kir - Curarrehue, Chile
7. Sonia Hermosillo – Artesania Viva - Curarrehue, Chile
8. François Barreau – Rutas Ancestrales - Curarrehue, Chile
9. Pablo Quintun – Turismocurarrehue.net - Curarrehue, Chile
10. Rosario Qulipi – Curarrehue Community – Curarrehue, Chile
11. Martina Lingue - Curarrehue Community – Curarrehue, Chile
12. Alejandro Trancura - Curarrehue Community – Curarrehue, Chile
13. Patricia – Francisco Cumiquir Community – Curarrehue, Chile
14. Iris Lopez – Walung Community – Curarrehue, Chile
15. Eliseo Epulef – Arborismo Curarrehue - Curarrehue, Chile
16. Dana Stockar - Walung Community – Curarrehue, Chile
17. Annette Le Guennan – French tourist – Curarrehue, Chile
18. Barry and Karen – Wales tourists - Curarrehue, Chile
19. Stephanie Carmody - Travolution.org – Pucon, Chile
20. Ismael Huaquifil – Pucon Community – Pucon, Chile
21. Romà Marti – Rutas Ancestrales – Pucon, Chile
22. Sarina Hinte – Elementos Chile – Pucon, Chile
23. Gerardo Acuña – Pucon Municipality – Pucon, Chile
24. Carlos Briceño – camina Sostenible – Pucon, Chile
25. Marco Ossandón - Cóndor Blanco – Pucon, Chile
26. Javiera Pérez - Condor Blanco – Pucon, Chile
27. Alejandro Espinoza – Hostal Patacon – Pucon, Chile
28. Luna Gonzales - Hostal Patacon – Pucon, Chile
29. Angela Maria Bermudes – Hotel Pucon Sur – Pucon, Chile
30. Javier – Freetourpucon.comGuide – Pucon, Chile
31. Valesca – Hostal Patacon – Pucon, Chile
32. Vincent Baudin- aguaventura.com – Pucon, Chile
33. Pablo Retamal – 3baysover.com - Santiago de Chile, Chile
34. Juan Ignacio Marambio – Travolution.org - Santiago de Chile, Chile
35. Beatriz Roman – Sernatur – Santiago de Chile, Chile
36. Militza Aguirre – Sernatur – Santiago de Chile, Chile
37. Carlos Cruz – Cara&Cruz – Santiago de Chile, Chile
38. Nicolas Rojas – Ati Viajes – Santiago de Chile, Chile

39. Mauricio Reyes - Nattour.cl - Santiago de Chile, Chile
40. Carolina Schwerter - Suntravel.cl – Santiago de Chile, Chile
41. Paula Alvarez – Paulatravel.cl - Santiago de Chile, Chile
42. Víctor Opazo - nomadesdelsur.cl - Santiago de Chile, Chile
43. Marcelo Muñoz – Evoluziontravel.com – Santiago de Chile, Chile
44. Giorgina Jorquera – Andesnativa.com – Puerto Varas, Chile
45. Pablo Calfuqueo – Lewfu Budi – Teodoro Schmit, Chile
46. Emilie Couillard – Visit.org – Lima, Peru
47. Violaine Pierre – Visit.org – New York, NY
48. Michal Alter - Visit.org – New York, NY
49. Lucas Moraes – Mundo a Volta – Porto Alegre, RS
50. Jessemin Sheyda-Losick- SustainableTourism Consulter – San Francisco, CA
51. Javier Orellana – Visit.org – Quito, Ecuador
52. Ernest Canada – Alba Sud – Barcelona, Spain

## Annex 2 – Data Collection Summary Notes

Curarrehue tiene una cierta protección cultural, un escudo. El tema mapuche lo hace un destino más autóctono – como pocos en la Araucanía – todavía hay ancianos vivos y una nueva generación Mapuche propia. Para mi Pucón es más preocupante como destino. Por ejemplo, Ramón Guiñes de la escuela de escuela comunidad sacrifica su comodidad en el verano para arrendar su casa a visitantes. La educación es el motor del cambio social y del empoderamiento en Pucon. Diferencias sociales - un almuerzo en un restaurante de la Bernardo O’Higgins de Pucon vale una semana de sueldo de una persona de Curarrehue.

A los niños les gusta el turismo y tienen conexión de con la tierra y quieren ser como el turista que viene, el problema es que no dejan el mejor ejemplo los turistas que vienen a Pucon, por eso los niños Mapuche pierden el amor por la tierra. Otro problema es la educación estatal. Las escuelas privadas no tienen curriculum en mapudungun - 12 escuelas particular y 2 privadas en Pucon.

Pucon ha crecido mucho, todos aprovechan para ganar plata en el verano, literalmente viven del verano, en invierno no hay nada. Pucón se ha vuelto un Viña del Mar, beber, fumar, cada vez más gente y menos consciente. Además, Pucón cada vez está menos capacitado para recibir gente. Necesita muchísima más capacidad en infraestructura, pero, por ejemplo los sellos de certificación Sello Q y S de Sernatur valen entre 600,000 y 1 millón de pesos, son muy caros, es imposible. Si sigue como va Pucon no tiene muy buenas perspectivas, no es sostenible (no hay cultura medioambiental). Además hay que mejorar la poca inversión pública o privada en infraestructura. Como destino en la Araucanía tiene muy, muy poca oferta de cultura mapuche, y ellos no se preocupan por que la municipalidad genere espacios de expresión Mapuche en Pucon.

Pucón está saturado, es una porquería. En el volcán es asqueroso y al cubo en el lago. Ya es muy masivo. Pucón va a ser un pueblo muerto si no se reinventa, donde van las aguas servidas de Pucón? Al lago. El futuro de Pucon lo veo cada vez más colapsado, mas estrés, no hay vías, cada vez la gente se preocupa más por la plata y menos por hacer un turismo con identidad, solo buscan beneficios económicos. El perfil de los visitantes Chilenos a Pucón es de clase media y alta, solo 10% se interesa por lo mapuche mientras que los extranjeros es más del 60% que me preguntan por los Mapuche. Es triste.

Malestar con Conaf - Congreso loncos comunidad Walung. El lonco lloró por lo que el progreso trae a la zona y por la tala de araucarias para hacer carreteras. Enorme malestar por prte de la comunidad con la Conadi, las municipalidades y Parques

Nacionales. Especialmente con el Parque Nacional Villarrica - inversión turística privada al crear un centro de ski. Lonco Rodrigo de Pucon es líder de su comuna, tiene una pésima percepción de los efectos del turismo en la zona.

En la Feria Walung preguntan: tienen comida mapuche? Responden: No. Porque no tienen comida mapuche - solo empanadas, carne a la olla, etc? No tienen zopaipillas? No, la gente prefiere esta comida. Visitante Americano de visita a la Feria Walung guiado por Sarina: We are looking for something local, indigenous ideas and people. By ourselves it would have been hard to come here and communicate, we are lucky to have someone that explains to us.

Tenemos miedo de terminar como Pucon - solo concreto, hidroeléctrica y minería, eucaliptos, poderosos pueden destruir territorio sin problemas - comunidad fraccionada y encontrada - habilidad de diálogo de los actores. Me gustaría que Curarrehue siguiera como esta - Pucón es patio de esparcimiento de los ricos - lleno de eucaliptos la zona cercana - juventud sin sentido viene a Pucón a fiesta solamente. Para mí lo ideal sería involucrar la parte humana de los proyectos - los buenos no se quiebren - empoderar a las comunidades en un proyecto común. La Municipalidad de Curarrehue debería invertir en infraestructura pública, es un corredor vial únicamente.

El turismo expone valores ancestrales Mapuche, juegos ancestrales, cocina, no es turismo masivo lo que buscamos, el dinero queda en la comunidad, bien repartido, en toda, eso es lo que queremos. Cuesta que la gente lo entienda, la agroecología tiene un nombre hoy ya tiene un nombre pero ancestral y cotidiano de la vida. Necesitamos también educación para el turista. En Curarrehue, el emprendimiento cultural es un proceso educativo que requiere constancia. Las comunidades trabajan separadas, sin un mismo horizonte. Walung, Cumiquir, etc, es la misma iniciativa pero círculos separados, en Curarrehue no hay vínculos entre comunidades, solo por el territorio. Vivimos en una eterna competencia. La Municipalidad depende del alcalde, y allá son muy corruptos. No todos seguimos el ritmo, muchas comunidades cerraron. El tema político, estamos muy desinformados y nos usan, cada alcalde tiene su gente, donde más vota la gente ahí ponen la plata, pero no es lo mejor para Curarrehue. Falta mucha educación y colaboración entre las comunidades. Deberíamos mantener la idiosincrasia Mapuche, ayudarnos entre vecinos. Servir a los turistas pero sin turismo masivo. Que la gente entienda que es un destino alternativo, sin químicos y natural, con gente más educada, educada también en su cultura Mapuche.

Me preocupa que la gente se venda por "nada" y regale la tierra por un carro. Nos estamos convirtiendo en un pueblo más, sin idiosincrasia. Curarrehue ahora tiene la misma maqueta de la plaza de Curacalque. Aquí hacen consultas ciudadanas, se hacen

pero no se escucha a la gente. Las araucarias es el alimento en invierno y las talan por hacer carreteras. La iglesia católica hace misa de hermandad pero ayuda a que talen los arboles, no tiene sentido.

Ser mapuche era tener una gran conexión con la tierra, eso se ha ido perdiendo. Se pierde por la plata y la falta de liderazgo. Toda esta zona está sin liderazgo. Era una cultura, ahora o se rescata o se pierde. La educación es muy mala, no hay educación Mapuche. La historia cultura/indígena, volcán es lo que interesa a los turistas extranjeros, pero nadie lo ofrece además de los extranjeros que viven acá. Falta organización para exponer, explicar y promover la cultura Mapuche explicada por Mapuches.

Me dolería si el futuro de Curarrehue se parece cada vez más parecido al de Pucón, capitalizado, vendido, sin identidad. Se necesita con urgencia definir objetivos comunes y crear un plan de trabajo para el desarrollo sustentable, empoderamiento cultural de Curarrehue.

Walung es también un encuentro no sólo un asunto comercial. Como lo ves, Curarrehue tiene un incremento de oferta turística poco articulada, no muy masivo, una diversidad de oferta. Para mi seria espectacular tener un crecimiento sostenido, articulando los programas comunales, la economía local y evitando la estacionalidad sin tener un turismo masivo.

Las comunidades se preocupan por vender la comida y no mucho en conversar con los visitantes. Eso deja mal al destino, no hay interacción sin un extranjero que articule. Enjoy (hotel) tiene un poder inmenso económica y políticamente. Además, falta ayuda de Sernatur, postular a fondos públicos requiere mucho trabajo y tiempo.

En 2013 hubo un quiebre de la cámara de turismo y la municipalidad. Ahora solo quedan Walung y Artesanía viva como comunitarios y el resto son particulares o familiares. La municipalidad necesita hacer talleres con los actores claves de Curarrehue. La articulación es muy difícil de lograr acá, la experiencia en otras comunas podría la mejor guía. En Curarrehue, el emprendedor espera que se llegue a él, pero hay muchos déficits de transporte y recursos. Hay que enseñar a ser más proactivo. Son muy pocos los que se acercan a la municipalidad a buscar oportunidades. La municipalidad crea las oportunidades y el emprendedor quien las agarra. Tienen que estar registrados en Sernatur para estar en la oficina de turismo. La mayoría de los emprendimientos tienen que primero ser formales. La motivación del turista que llega a Curarrehue no es clara, debería ser el aspecto cultural lo que más interesa.

Crear una red de operadores locales responsable alineadas que influyan en las comunidades sin ser CBT. Empoderar económicamente a los actores estableciendo precios. Formalizar los actores prestadores de servicios turísticos. Enseñar la ventaja de trabajar con factura y formalizados. Para los restaurantes hacer un mapeo y sistemas de rotación comunitaria creando redes de apoyo, enmarcando y promoviendo con tour operadores locales. Poner en valor lo ecológico (orgánico) conociendo las huertas. Tener claro el relato de vida, vivir la cultura articulando el mensaje. Se necesitan talleres culturales Mapuches para visitantes y locales. También, identificar por comuna los mejores emprendimientos con potencial para que se conozcan entre ellos y generar redes de conocimiento. Los Mapuches son chilenos, pueden ir a trabajar a Australia un año como guías y además aprender inglés.

La municipalidad debería ser más activa y el articulador de las comunidades. El desarrollo de Curarrehue está en el turismo. El paisaje y el medio ambiente. No queremos que el turismo sea invasivo, por ejemplo Salta. Necesitamos asesoría micro financiera, es fundamental. También educación medioambiental y refuerzo en la cada casa por educarse. En Curarrehue es a través de la Agricultura como se empoderaría a la gente. Mapuche no conocen su cultura en general, toca potenciar a los pocos que si conocen su cultura y darles valor a sus ancestros.