**Strengthening Farmers-hotel Supply Chain Relationships:
*A Service Management Approach***

by

Kimberly Thomas-Francois

**A Thesis
presented to
The University of Guelph**

**In partial fulfilment of requirements
for the degree of
Doctor of Philosophy
in
Management Program**

Guelph, Ontario, Canada

© Kimberly Thomas-Francois, July, 2016

ABSTRACT

Strengthening Farmers-Hotel Supply Chain Relationships: A Service Management Approach

Kimberly Merlin Thomas-Francois
University of Guelph, 2016

Advisors:
Dr. Michael von Massow
Dr. Marion Joppe

This thesis is an investigation of inter-sectorial linkages between the tourism and agriculture sectors. Tourism presents an innate opportunity to create dynamic service systems that promote sustainable development in both developed and developing countries. The alternative development paradigm promotes tourism inter-sectoral linkages to achieve a more sustainable form of development. Agriculture and Tourism Linkages are generally subscribed to as a means of distributing tourism benefits to host communities in tourism dependent developing countries. The supply of local food to hotels is one channel in which these linkages can be facilitated. For decades, research has found farmer-hotel supply chain relationships to be weak resulting in economic leakages due to high food importation to support the tourism sector (Telfer & Wall, 1996; Torres, 2003). A framework within which these linkages can be strengthened is proposed. Instead of the traditional cost-driven transactional management of hotel supply chains, a service-oriented farmers-hotel supply chain is considered. This approach places greater value on local food as it becomes part of the visitors' service experience. Investigations of two hotels' local food supply chains indicated that the service oriented approach contributes to strengthening agriculture and tourism linkages. Strengthened linkages using local food are expected to contribute to solving socio-economic challenges such as; unemployment among the rural poor, low income of farmers, food insecurity and poverty. This research provides useful insights for development planners, policy makers, service sector managers, academics and futuristic thinkers in the tourism industry who are all in search of practical solutions to the tourism development challenge highlighted.

Dedication

This thesis is in honor of my mother Margaret Mary Joseph for her commitment to ensuring that my siblings and I were educated even though she did not have such privilege.

Acknowledgments

With sincerest gratitude I extend my appreciation to all those who have assisted me towards this end. This program was one of rigor yet excitement and it would not have been possible for me to endure alone. To my colleagues, it was great to have developed such friendships and meaningful engagements.

Dr. Michael von Massow my advisor, your subject expertise, tremendous support, encouragement, and positive outlook in every situation were a source of major motivation to me. Thank you for your invaluable contributions towards this study and my successful completion of this dissertation. Dr. Marion Joppe, my co-advisor, your commitment to excellent research work that makes a difference in the lives of others allowed me the opportunity to pursue this kind of exploration. Thank you for all you have done to ensure my wellbeing and development so that I can complete this task successfully. I was also privileged to have had a very diverse and knowledgeable doctoral committee in the dynamic persons of Drs Elizabeth Kurucz, May Aung and Ed Brooker. Thank you for your reviews and guidance towards this point.

Without research participants and their willingness to contribute, it would have been impossible to gather the wealth of insights for this study. I am therefore expressing my deep appreciation to the management of the two hotels in Grenada who have participated in this study and have allowed me access to their staff and suppliers. Thanks to all the participating farmers, your willingness to share information was greatly valued. Also thank you to all other stakeholders on island including, government's policy makers, micro creditors, agricultural input suppliers, extension officers, and senior representatives of the Marketing National Importing Board. The administrative support from the Inter-American Institute for Cooperation on Agriculture in the person of Merrill Philbert-St. John must also be acknowledged.

I must also express my heartfelt thank you to the administrative staff at the College of Business and Economics who have assisted me over the years. In particular, the administrative staff of the School of Hospitality, Food and Tourism Management and Marketing and Consumer Studies. Special thanks to Ms. Brigid Flucker and Cori Wells.

It would have been impossible to make it through this process without the love and support of my family and friends. My loving husband, I thank you for your many sacrifices. I know it was not an easy journey for you as well but you never complained rather you continuously encouraged and motivated me. For this I am extremely grateful.

Finally, I am grateful to Almighty God for His never changing persona while so many other things changed. You remained my source of courage and strength.

Table of Contents

Chapter 1.....	1
1.0 Introduction.....	1
1.1 Motivation for this study.....	1
1.2 Research Problem.....	1
1.3 Purpose of the study.....	2
1.4 Positioning of the study	4
1.5 Literature Review	7
1.6 Research Propositions.....	8
1.7 Research Context.....	8
1.8 Dissertation Structure	9
Chapter 2.....	11
2.0 Research Strategy & Methodology.....	11
2.1 Scientific Approach	11
2.2 Data collection and methods of analysis	14
2.3 Research Design	15
2.4 Interviews	15
2.5 Data Analysis.....	17
2.6 Evaluation of the study	17
2.7 Validity	17
2.8 Reliability	18
Chapter 3.....	19
3.0 Conceptual Paper: Paper 1	19
Strengthening Farmers-Hotel Supply Chain Relationships:.....	19
A Service Management Approach	19
3.1 Abstract.....	19
3.2 Introduction.....	20
3.3 Alternative Development Paradigm to facilitate Agriculture and Tourism Linkages	20
3.4 Challenges to Agriculture and Tourism Linkages	21
3.5 A New Management Framework for Agriculture and Tourism Linkages	23
3.6 Contribution to Research	25
3.7 Literature Review	25
3.7.1 Agriculture and Tourism Linkages	25
3.7.2 Service Management and the Service Dominant Logic	29
3.7.3 Importance of Tourism in the Caribbean and Possible Benefits from Local Food Agriculture and Tourism Linkages	33
3.8 Conceptual Model.....	37
3.9 Propositions for Strengthening the Farmers-Hotel Local Food Linkages	39
3.10 Future Research	40
3.11 Conclusion	42
3.12 References.....	43
Chapter 4.....	49
4.0 Explanatory Case Study A : Paper 2.....	49

A Hospitality Service Oriented, Sustainable Local Food Supply Chain Making a Difference – An Explanatory Case Study.....	49
4.1 Abstract.....	49
4.2 Introduction.....	50
4.3 Supply Chain Management and the Value Chain.....	52
4.4 Service and Service Dominant (SD) Logic	56
4.5 Grenada.....	59
4.5.1 Tourism Sector.....	60
4.5.2 Agriculture Sector.....	60
4.5.3 Links between Agriculture and Tourism Sectors	61
4.6 The Case Resort.....	61
4.7 Research Method	62
4.8 Results.....	64
4.9 Explanation of Outcomes as Proposed by SD Logic.....	75
4.9.1 Rival Explanations.....	76
4.10 Conclusions.....	76
4.11 References.....	78
Chapter 5.....	82
5.0 Explanatory Case Study B: Paper 3.....	82
Improving Sustainability through a Service-Oriented Local Farmers-Hotel Supply Chain – An Explanatory Case Study.....	82
5.1 Abstract.....	82
5.2 Introduction.....	82
5.3 Valuing Local Food	83
5.4 Lessons from the Fair Trade Movement towards Sustainable Development	84
5.5 Research Methodology	85
5.6 Explanatory Case Study.....	86
5.7 The Hotel’s Local Food Supply Chain	89
5.8 Value Co-Creation and Co-Production with Local Foods for Guests	90
5.9 Valued Relationships in the Hotel's Local Food Supply Chain.....	93
5.10 Intangible Resources in the Hotel's Local Food Supply Chain	94
5.11 Service Support Agencies Perspectives on the Service-Oriented Local Food Supply Chain	96
5.12 Discussion and Conclusion.....	101
5.13 References.....	103
Chapter 6.....	105
6.0 Summary and Synthesis.....	105
6.1 Review of the Findings.....	105
6.2 Contribution of the study	106
6.3 Implications for Managers	107
6.4 Future research.....	107
6.5 Bibliography	108
Appendix A.....	113
Appendix B.....	116
Appendix C.....	130
Appendix D.....	139
Appendix E	141

Appendix F 146

List of Tables

Table 1.1 Key concepts of the study	3
Table 1.2: Showing Research Propositions	8
Table 2.1: Philosophical Commitments of Pragmatism	13
Table 3.1 Summary of Challenges in Building Agriculture and Tourism Linkages	22
Table 3.2 Showing Overall Tourism Leakage Rates (%) in the Caribbean, 2006.....	34
Table 4.1: Differences between a traditional supply chain and a value chain.....	54
Table 5.1: Showing perspectives of service support agencies on the service oriented local food supply chain.	97

List of Figures

Figure 1.1: Illustrating positioning of the research study	5
Figure 1.2: Showing Conceptual Model of the Farmers-Hotel Supply Chain from the Transactional Management Perspective based on the Agriculture and Tourism Local Food Linkage Literature	7
Figure 1.3: Illustrates dissertation structure.....	10
Figure 3.1: Main SD Logic Perspectives	31
Figure 3.2: Proposed Conceptual Model of the Service Oriented Farmers-Hotel Supply Chain from the SD Logic’s Service Management Perspective	38
Figure 4.1: Proposed Conceptual Model of the Service Oriented Farmers-Hotel Supply Chain from the SD Logic’s Service Management Perspective	59
Figure 4.2: Case Study service oriented supply chain model	77
Figure 5.1: Proposed Conceptual Model of the Service Oriented Farmers-Hotel Supply Chain from the SD Logic’s Service Management Perspective	87

Chapter 1

1.0 Introduction

1.1 Motivation for this study

Tourism remains the economic sector that is depended upon by several developing countries. This dependency has been evoked due to the perceived benefits such as export earnings, income generation, employment and opportunities for countries to generate revenue from taxes and foreign exchange (Pratt, 2011; Sinclair, 1998). Governments continue to invest significant sums of their national budgets in tourism related capital projects and destination marketing with the assumption that their countries' economies will gain from the resultant benefits of tourism (Pratt, 2011). Despite these efforts, the debate on the pros and cons of tourism as a development tool continues since not all tourism has been seen as economically viable (Copeland, 1991) and so many theorists argue the necessity for a more sustainable development approach in the marriage of tourism and development (Hummel & van der Duim, 2012; Scheyvens, 2007, 2012; Telfer, 2009; Telfer & Sharpley, 2007).

Inter-sectorial linkages, in particular, the linkage between tourism and agriculture have been identified an avenue for sustainable tourism. Enhanced linkages between tourism and agriculture can result in higher levels of economic retention and contribute significantly to the ethos of sustainable tourism (Pillay & Rogerson, 2013, p. 49). Research that pursue detailed situational analysis on the extent to which the use of local food exist at the hotel is sparse in many countries (Ashley, De Brine, Lehr, & Wilde, 2007). The main motivation for this study is to investigate agriculture and tourism linkages from the sustainable tourism perspective with the intent of advancing the theoretical and practical knowledge currently lacking in this area. This type of investigation should therefore provide insights on approaches that are likely to contribute more to the ideals of tourism in its role as a development tool.

1.2 Research Problem

Scholars investigating agriculture and tourism linkages in the Caribbean over the decades considered this inter-sectorial linkage to be weak (Belisle, 1983, 1984; Brohman, 1996; Gomes, 1993; Torres, 2003). As the most dependent tourism region in the world, Caribbean economies reliance on tourism as its main sector to generate economic activities (Clayton & Karagiannis, 2008) stipulates proper linkages with other sectors in the economy so that the anticipated benefits in the economy can be realized. Theoretically this represents tourism development that is truly sustainable (CTO, 1999). Unfortunately, the small open island economies of the Caribbean lack the synchronistic linkage between tourism and other sectors. These linkages require deliberate planning and execution (CTO, 1999). In the absence of inter-sectorial linkages, economic leakages occur. Leakages exist when revenue leaves the destination as profits to non-local businesses or for the purchase of external goods and services (Sandbrook, 2010, p. 21).

The lack of linkages between the agriculture and tourism sector results in the high dependence on imported food to meet the food needs of the visiting populations (Clayton & Karagiannis, 2008; Meyer, 2007). This practice stymied the destinations opportunity for tourism receipts to stimulate economic activities therefore forfeiting the multiplier effect of the tourism dollar in local economies (Meyer, 2007). Further this hinders the opportunities for tourism to contribute to socio-economic benefits for countries such as poverty reduction, reduced unemployment and stimulation of growth and development in rural communities (Britton, 1982; Lacher & Nepal, 2010).

Strengthening linkages between the tourism and agricultural sectors through greater sourcing and use of local foods is identified as one critical 'best practice' for responsible tourism (Pillay & Rogerson, 2013, p. 53). Moreover, since approximately one-third of tourism expenditure is spent on food, this linkage is of critical importance to host destinations (Torres, 2003) especially high level tourism dependent regions such as the Caribbean. In addition, not only does tourism development contributes to increased demand for imported food and the consequential leakages of foreign exchange but the excessive importation of food creates an atmosphere of competition to local production and in some cases has been faulted for a decline in local agriculture production (Torres, 2003) hence a threat to national food security in host destinations.

1.3 Purpose of the study

The overall purpose of the dissertation is to identify the solution to the problem of weak agriculture and tourism linkages in developing tourism countries. The **main research question** of this dissertation is 'How can the local food supply chain relationships of farmers and hotels be strengthened within a service oriented goal throughout the supply chain?' This research commenced with the proposal of a new framework for strengthening agriculture and tourism linkages with emphasis on the use of local food at hotels. The proposed conceptual framework is grounded in the service management literature specifically the Service Dominant (SD) Logic. Within the context of the conceptual framework three sub-questions inquired;

- 1) whether value creation and co-creation within the local food supply chain between farmers and hotels with a customer centric focus is likely to cause strengthened local food linkages with a hotel and ultimately strengthened agriculture and tourism linkages;
- 2) whether strong and valued business relationships between farmers and hotels but also service support agencies is likely to cause strengthened local food linkages with hotels and ultimately strengthen agriculture and tourism linkages;
- 3) whether acknowledgement and use of intangible resources embedded in local food and possessed by farmers and hotels is likely to cause increased use of local foods with hotels and ultimately strengthen agriculture and tourism linkages.

In order to validate this conceptual model a qualitative case study methodology was employed to explore causal explanations as they relate to the research question. The farmers-hotel local food supply chains for two independent accommodation properties (a luxury resort and a 3-star hotel located in Grenada, a tourism destination in the Caribbean) were then investigated as individual case studies from the perspective of the service oriented conceptual framework for farmers-hotel local food supply chains. The second and

third paper therefore constitutes the individual case studies (See figure 2).

Table 1.1 Key concepts of the study

Research Concepts	Explanation
Agriculture and Tourism Linkages	Agriculture and tourism linkages represent and can be understood in many different forms and dimensions, including agro-trade – also known as backward linkages which connotes the use of local foods and products by the tourism sector – and forward linkages which are related to farm based and agro-ecotourism, community tourism, health and wellness tourism, culinary tourism and agro-heritage tourism (CTO, 2010).
Inter-sectoral Linkages	From an economic perspective, Larson and Shaw (2001, p. 204) define linkages as the ability to develop productive relationships through exchange of information and resources. The researchers also cited Miler and Blair's (1985) explanation of backward linkages that include the interconnection of a sector by those sector(s) from which it purchases inputs, whereas forward linkages indicate interconnection of the sector(s) to which it sells outputs. In summary, backward linkages represent the demand side (e.g. for agricultural products) while forward linkages represent the supply side (e.g. tourism services on farms) (Pratt, 2011).
Local Food	Food produced in a geographic location; within state boundaries or a metropolitan area (Inwood, Sharp, Moore, & Stinner, 2009).
Service Management	The application and extension of management methods and tools to service systems and service activities, including capacity-and-demand management that integrates insights from service operations (supply capacity) and service marketing (customer demand) (Spohrer, Gregory, & Ren, 2010, p. 701).
Service Dominant Logic	A service management perspective (Ostrom et al., 2010) that is pre-theoretic in nature (Lusch & Vargo, 2011). The 10 fundamental premises of the

	SD logic (Vargo & Lusch, 2004) are starting points of reasoning (axioms) upon which theory can be built (Lusch & Vargo, 2011). This new perspective emphasizes the co-creation of value, relationships and intangible resources (Vargo & Lusch, 2004).
Supply Chain	A complex system which involves multiple entities encompassing activities of moving goods and adding value from the raw material stage to the final delivery stage Hwarng and Xie (2008, p. 1163).
Supply Chain Management	The Global Supply Chain Forum defines supply chain management as the integration of the key business processes from end user through original suppliers of products, services, and information that add value for customers and other stakeholders (Lambert, Cooper, & Pagh, 1998, p. 1).
Alternative Development Paradigms	A contemporary development paradigm which embraces tourism as an opportunity for sustainable development. It encourages local participation, equity, gender sensitivity and empowerment in tourism development (Scheyvens, 2007). This paradigm have contributed to the escalation in notion of utilizing tourism as a practicable tool to reduce poverty (Scheyvens, 2007, 2011).
Sustainable Tourism	The Organization of Eastern Caribbean States (OECS)'s definition of sustainable tourism "as the optimal use of natural and cultural resources for national development on an equitable and self-sustaining basis, to provide a unique visitor experience and an improved quality of life through partnerships among governments, the private sector and communities (CTO, 1999, p. 1)

1.4 Positioning of the study

Tourism and Development

This research is positioned in the development literature, more specifically, the observance of tourism as a tool for development (*See figure 1*). Tourism's role in development increased dramatically after the Second World War when mass international tourism started to contribute to the world's economy. This was particularly true in developing countries (UNWTO, 2008). During that time, countries began to recognize tourism as a strategy for development (Telfer, 2002). The newly found industry generated foreign

exchange, employment, and investment capital, and brought economic independence to third world countries (Britton, 1982). Telfer (2002) identified and classified the development paradigms that influenced the thinking on tourism over the years as modernization, dependency, economic neo-liberalism and alternative development. The different paradigms are believed to be focused on positions taken for or against tourism as a form of development (Harrison, 2010) based on political ideology (Telfer, 2002).

Figure 1.1: Illustrating positioning of the research study

The relationship between tourism and development began with the modernization theory during 1950s and 1960s (Scheyvens, 2007; Telfer, 2002). This development paradigm endorses tourism as a development strategy that can contribute to modernizing societies through economic growth, increased employment, ideas exchanges, technology transfers and eventually trickle down economic benefits to impoverished groups in countries (Britton, 1982; Scheyvens, 2007). The theoretical approaches included minimal state role and open market strategies. As a result, modernization development theory was criticized mainly as a form of neo-colonialism since the limited state control of the tourism industry allowed the rapid outflow of capital from the periphery to core countries situated in the developed world (Enríquez, 2010; Telfer, 2002; Timms, 2006). The expected trickle down benefits to impoverished groups did not occur (Scheyvens, 2007).

Critiques of the modernization approaches led to the emergence of the dependency paradigm (also during the 1950s and 1960s) which was developed to advance protectionist measures that enhance local control of the tourism industry (Telfer, 2002). Major structural strategies of the dependency theory included a focus

on domestic markets, import substitution and state-led tourism projects (Telfer, 2002, 2009). The dependency paradigm was condemned for the level of state involvement in tourism development, erosion of local culture due to commoditization, and exploitation of developing countries by multinational entities (Telfer, 2009).

The economic neo-liberalism theoretical framework followed (from the mid-1970s to 1980s) with the objective of limiting state control and advocating free market approaches (Telfer, 2002). Major structural strategies included the drive for free market competition and privatization of state-owned business entities and assets (Hawkins & Mann, 2007; Telfer, 2009). The thinking of a new global economy then emerged (Telfer, 2002). “Globalization as a development ideology implies the growth of a world market that increasingly penetrates and dominates ‘national’ economies throughout the world” (Hettne, 2008, p. 9). “Excessive government involvement was considered a system fault and, therefore, good governance was defined as less government” (Hettne, 2008, p. 9). This neo-liberal economic structure for international tourism favored multinational corporations resulting in significant net loss to host destinations (Sindiga, 1999; Telfer, 2009). During the era of neo-liberal economic dominance (1970s-1980s), critical perspectives on the development was held responsible for “a tourism industry that is associated with enclave development, dependence on foreign capital and expertise, growing social and economic disparities, repatriation of profits and the undermining of local cultures, social networks and traditional livelihoods” (Scheyvens, 2007, p. 237).

The weaknesses of the modernization, dependency and neo-classical economic paradigms led to the emergence of the alternative development paradigm. These former paradigms principally ignored the concept of sustainability (Telfer, 2002) while the alternative development paradigm incorporated sustainable tourism development. The United Nations World Tourism Organization, the World Travel and Tourism Council and the Earth Council defined sustainable tourism development as:

meeting the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems (UNWTO, 1996, p. 30).

The alternative development paradigm therefore emphasizes the integral role of linkages to local communities (Sharpley, 2000; Telfer, 2002). In particular it stresses the importance of strengthening backward economic linkages which can increase the multiplier effect and reduce high levels of leakages documented in the tourism literature (Telfer, 2002, p. 76). The paradigm also promotes: the fulfillment of basic needs of host communities, local involvement and control in tourism planning, empowerment of minority or dispossessed groups, corporate social responsibility by business entities, community based tourism, equity, relationships between tourist and host and minimal harm to the environment (Krippendorff, 1989; Scheyvens, 2007; Sharpley, 2000; Telfer, 2002).

1.5 Literature Review

Many of the studies on agriculture and tourism linkages were found to be conducted in developing countries in particular, the Caribbean, Latin America, South West Pacific, and Africa (Belisle, 1983, 1984; Pillay & Rogerson, 2013; Rogerson, 2011; Telfer & Wall, 2000; Torres, 2003) although there were also studies from developed countries as well (Green & Dougherty, 2008; Telfer, 2000). Particular focus was given to the literature related to the Caribbean Region in order to identify gaps in the literature and also to solve the research problem. As a result this research was able to trace some of the pioneer studies in the region over the decades of introducing tourism to the region as a primary economic sector beginning with research by Lundgren (1973) followed by Belisle (1983) and Belisle (1984).

The review of the literature on agriculture and tourism linkages and service management brought forth the idea that the apparent gap in the literature is the absence of a service management response to the challenges in agriculture and tourism linkages. It became clear that over the decades, scholars have been attempting to address the issue of the supply of local food to the tourism industry by local farmers from a transactional approach. Taylor's (1911) transactional approach of business processes focuses on transactions being more effective and efficient (Lambert & Garcia-Dastigue, 2006) not considering services *see Figure 3*.

Figure 1.2: Showing Conceptual Model of the Farmers-Hotel Supply Chain from the Transactional Management Perspective based on the Agriculture and Tourism Local Food Linkage Literature

A detailed review of the literature which includes these insights is therefore presented in paper one, the conceptual paper. The explanatory case studies which are based on the conceptual framework presented in

the conceptual paper also consist of their individual literature reviews which are coherent to the individual research findings. The conceptual paper presents the main theoretical framework for the overall research and has been accepted by the Journal of Tourism Planning and Development for publication.

1.6 Research Propositions

The following table identifies the three research propositions enquired by this study based on the research sub-questions aforementioned.

Table 1.2: Showing Research Propositions¹

SD Logic Tenants	Research Propositions
Value co-creation and co-production	1. A consumer-centric supply chain that purposes value co-creation and co-production throughout the supply chain will contribute to strengthening farmers-hotel food linkages.
Valued relationships	2. Strong and valued business relationships among stakeholders – farmer, hotels and service support agencies – in the supply chain contribute to strengthening farmers-hotel food linkages.
Intangible resources	3. Intangible resources embedded in local food and possessed by operants of the supply chain contribute to the strengthening of farmers-hotel food linkages.

1.7 Research Context

Grenada, a Caribbean island, known as the Spice Isle of the West was the destination selected for this study. The tropical lush green volcanic island is dependent on both tourism and agriculture for its economic development (Thomas-Francois & Francois, 2014). Over the past two decades the economy has shifted from being driven by the agriculture sector to one dominated by services with tourism being the leading foreign exchange earner (MoA, 2008, p. 6).

This country had an unemployment rate estimated in 2014 at 33.5% of which 55.6 % was among youths aged 15 - 24 (GoG, 2014). Similarly, poverty rates (i.e. the share of the population that cannot afford to buy a basic basket of goods) increased from 32.1% in 1998 to 37.7% in 2008 (NSAP, 2012, p. 47). Both the agriculture and tourism sectors are considered as tools to address the socio-economic challenges. However, the Ministry of Agriculture embraces the agriculture sector as the sector with greater potential to

¹ Propositions originally presented in the conceptual paper merged valued relationship with intangible resources; however, the two were separated as two distinct areas for enquiry in case studies.

distribute wealth which is necessary for poverty eradication and rural development (MoA, 2008, p. 7).

The agriculture sector plays a critical role in the livelihoods of rural communities often as the lone source of income for community members (MoA, 2008, p. 7). While the island possesses many comparative advantages in agriculture production, it remains a net food importing country. Some of the advantages from anecdotal data includes; favorable climate and relatively good soil for fruit, vegetable and root crop production, diversified fruits, vegetables and root crops subsectors and high interest in vegetable production by producers, many who are located in watershed zones, good pest and diseases quarantine systems, unpolluted natural environment, diversified forage for grass-fed livestock production, export crops, cocoa and nutmeg, internationally recognized for health benefits and fine flavor among several others (MoA, 2013). However, the main threat of food production on the island is the consequences of food importation (MoA, 2009, 2013) *See Appendix E on food importation in Grenada.*

The tourism sector is highly depended on for the economic activities it brings to the island. It generates income, foreign exchange and employment. As the primary export sector it is expected to be linked with agriculture and other sectors in the economy to maximize its contribution to economic development (MOF, 2006). Travel and tourism's direct contribution to Gross Domestic Product was recorded at 6.4% and the *total* contribution to the economy was 21.8% of GDP in 2012 (WTTC, 2013). The sectors contribution to direct employment was 2500 jobs which represent 5.9% of employment with a total employment contribution of 20.2% which represents 9500 jobs (WTTC, 2013). The largest tourism business segments is accommodation which totals room stock of 1968 with 28 resorts and hotels, 19 apartments, 16 guesthouses, 9 villas and 8 cottages (CSO, 2016).

The stakeholders of tourism in developing the 1997 Grenada Tourism Master Plan conceded that while tourism's impacts on economic, social and environmental issues are generally positive, it is apparent that there has not been significant progress in improving the linkages between tourism and other sectors, particularly agriculture. Consequently, foreign exchange leakages continue to be high reducing the net value added of tourism to business in the economy (MPFTS, 1997). Most recent Tourism Strategic Plan for Grenada also developed in consultation with tourism stakeholders, recommended improving the quality and quantity of linkages between the tourism sector and agriculture. The plan identified the need for systematically strengthening linkages between tourism and other sectors in the economy (GBT, 2011).

1.8 Dissertation Structure

This dissertation is structured in the manuscript format with three papers to address the broad topic - "Strengthening farmers-hotel supply chain relationships: A service management approach". The first paper is a conceptual paper while the second and third papers are explanatory case studies (See figure 2). This introductory chapter provides a general overview for the entire dissertation. As mentioned before, paper one which is the conceptual paper provides the theoretical framework and broad literature review for the study in its entirety. The second and third papers, explanatory case studies A and B also include their individual literature reviews. Each paper is considered as a chapter. The following chapter provides details on research strategy and methodology for the entire study. This dissertation ends with a concluding chapter which provides a comparison of the findings on the two explanatory case studies but also discusses the validity of the conceptual model, implication for managers and identifies areas for future research.

Three Paper Doctoral Dissertation

Research Question: 'How can the local food supply chain relationships of farmers and hotels be strengthened within a service oriented goal throughout the supply chain?'

Conceptual
Paper
Paper 1

Investigation of Farmers-hotel local food supply chains

Case Study A
Luxury Resort
Paper 2

Case Study B
3-Star Hotel
Paper 3

Figure 1.3: Illustrates dissertation structure

Chapter 2

2.0 Research Strategy & Methodology

2.1 Scientific Approach

Research approaches in management and social sciences are often driven by particular philosophical assumptions. The influences of any philosophy on the way specific areas of inquiry are developed and understood are often extremely powerful. Philosophies promote a set of assumptions which form the basis for regarding the underlying nature of a phenomenon being investigated, the appropriate research method to be used and the nature of valid evidence (Orlikowski & Baroudi, 1991). Inevitably, any inquiry depends on the implied or clearly stated philosophical assumptions that lead to theoretical and knowledge advancement in the respective area (Gill & Johnson, 2010). Researchers must take and heed to a philosophical position and observe the necessary philosophical commitments (Gill & Johnson, 2010).

Gill and Johnson (2010) suggested that philosophical commitments should be looked into through its ontological perspective, its epistemology, the nature of human behaviour and the nature of truth. Ontological perspective as explained by Van de Ven (2007) is the nature of a phenomenon. According to Anderson and Bennett (2003, p. 153) “the purpose of social science is to understand the social reality as different people see it and to demonstrate how their views shape the action which they take within that reality”. Ontological perspectives are therefore ways of viewing social realities (Bracken 2010). Epistemology, the methods of understanding a phenomenon (Van de Ven, 2007), reveals how we come to know what exist (Bracken, 2010). Assumptions on human nature address the relationships between human beings and their environment; often predicted based on the type of assumption, since human life is essentially the subject and object of enquiry and thus the varying perspectives in social science either consider human beings responding in either a mechanistic or deterministic fashion to situations encountered in their external world (Burrell & Morgan, 1979). The nature of truth perspectives range from absolute, objective and verifiable, to truth that is socially constructed (Van de Ven, 2007). This research adheres to the philosophical assumptions of Pragmatism. Insights on Pragmatism would therefore be presenting with the framework of its ontological and epistemological perspectives and its assumption on human nature and the nature of truth (*See Table 2*).

The philosophy of Pragmatism originated in the United States in the 19th Century (Hookway, 2008). Charles Pierce (1839- 1914) coined the term Pragmatism in an article he wrote on ‘*How to Make our Ideas Clear*’ (Hookway, 2008). Charles Pierce, William James (1842-1910) and John Dewey (1859-1952) laid the foundation and were deemed the pioneers of the Philosophy of Pragmatism (Ramroth, 2006). Although the influence of pragmatism had significantly declined during the twentieth century, it was revived in 1970s by classical pragmatists and thinkers such as Richard Rorty, Nicholas Rescher, Hilary Putnam and Robert Brandom whose philosophical views represent the later stages of the pragmatists tradition (Hookway, 2008).

Pragmatism derives from the Greek word ‘pragma’ which implies; to do, deeds, work or action (Johnson &

Duberley, 2000). Pragmatists are of the view that knowledge is acquired by doing and therefore seek to reconcile rationalism and empiricism by proving that knowing and doing are indivisible part of the same process (Van de Ven, 2007). James subscribed to a realist ontology which claimed the existence of a reality that is independent of our cognition (Van de Ven, 2007), however, whilst pragmatists support this view they also claimed, how we construe the world is an outcome of social construction (Johnson & Duberley, 2000). The process of acquiring knowledge of one's social world, according to Pierce, is guided and influenced both by the interest or values of the observers and the object therefore both are important (Ramroth, 2006). Pierce therefore implies a deterministic human nature. Epistemologically, the general claim to knowing in pragmatism is therefore grounded in the dependence of practical consequences and is also considered subjective (Van de Ven, 2007).

Pragmatists are often skeptical when claiming truth; that is whether or not a claim is true or false (Bryman & Bell, 2007). According to Meyers (1999) there are three main theories of Pragmatism; theory of the mind – which asserts that beliefs are hypotheses and ideas are plans of action; the theory of meaning – which connotes that ideas are clarified by revealing relationship with action, and the theory of truth – asserts that beliefs are only true when they succeed in guiding action and prediction. These theories contradict the belief system of idealist and realist who emphasizes knowledge prior to action (Van de Ven, 2007). Pierce introduced the pragmatic maxim which asserts that the meaning of an idea in terms of practical consequences might result in some understanding of a truth (Van de Ven, 2007). In other words, an idea when acted out may result in proving to be truth. 'Workability' in a pragmatic sense can be aligned to truthfulness (Law & Lodge, 1984) as a result, the workability of a social science theory is a function of the purposes for which it is used (Johnson & Duberley, 2000). The philosophical commitment of pragmatism to the nature of truth is therefore not necessarily to prove truth or falsify but rather to effectively provide clear guiding action, prediction and useful findings for users at a particular period of time (Meyers, 1999; Ramroth, 2006).

John Dewey, viewed pragmatism as a means of attaining societal goals and subscribed to the view that we do not know our way around, and would find out when we inquire and 'do' (Van de Ven, 2007). Dewey therefore proposed the 'pattern of inquiry' which he describes as common to practical problem solving, common sense investigations of our surroundings, scientific inquiry and the information gathering (Hookway, 2008). Dewey also focused on understanding the problem, with a view of finding successful theories that would realize goals of some improvement and development in society (Hookway, 2008; Van de Ven, 2007).

Another distinctive feature of Pragmatism is that of methodological approaches. Peirce, also supported by Rescher, intended and emphasized fixed empirical and scientific methods for pragmatism, however, James with a psychology background, promoted pluralism (Ramroth, 2006; Van de Ven, 2007). Pragmatism therefore addresses the concerns of both qualitative and quantitative researchers by pointing out that all human inquiry involves imagination and interpretation, intentions and values but must also be grounded in empirical, embodied experience (Yardley & Bishop, 2007, p. 7).

Pragmatists are also extremely skeptical with inductive and deductive reasoning which are foundational for other philosophies. The Pragmatists claim that deductive reasoning may not always be generalizable and that inductive reasoning are subject to relativity therefore increases fallibility. Contemporary pragmatist, Rorty who adopts a postmodernist view of pragmatism, contends that truth and validity have lost grounds and lack any generalizable epistemic standards (Van de Ven, 2007). Rorty acknowledged William James

and John Dewey as the true progenitors of pragmatism, and advanced a radical stance of pragmatism which resulted in the invocation of the term ‘the new pragmatism’ (Bernstein, 2010). Rorty’s pragmatism limits focus on philosophical theories of truth, objectivity, and reality, instead focuses on the practical criteria of success for human progression (Bernstein, 2010). Peirce however, introduced and prefers abduction as a creative mode of discovery which is essentially a hypothetical inference, framed to solve a societal problem (Van de Ven, 2007). In summary, pragmatism, as construed by James, combines both scientific loyalty to facts and the willingness to take account of them, in the spirit of adaptation and accommodation, and taking into account human values for the best results (James, 1975; Van de Ven, 2007).

Table 2.1: Philosophical Commitments of Pragmatism

Philosophical Lens	Pragmatism Philosophical Commitments
Ontology	Reality exist that is independent of our cognition (Van de Ven, 2007) World out there is subjective (Van de Ven, 2007; Wicks & Freeman, 1998) Humans construe their world based on social construction (Johnson & Duberley, 2000)
Epistemology	Subjective by nature (Johnson & Duberley, 2000; Van de Ven, 2007) Knowledge of a phenomenon arise out of language games of a community - social construction (Johnson & Duberley, 2000) Dependent on practical consequences (Van de Ven, 2007)
Nature of Human Behaviour	Deterministic (Charles Pierce); Humans are not passive receivers or spectator of sense-data but active agents (John Dewey)(Johnson & Duberley, 2000)
Nature of Truth	theory of truth – beliefs are only true when they succeed in guiding action and prediction (Van de Ven, 2007) New Pragmatism (Richard Rorty) limits focus on philosophical theories of truth rather strong focus on serving human purposes (Bernstein, 2010)

The aforementioned discourse on philosophical commitments indicates that I have identified with the philosophical stance of a pragmatist. My personal and professional past has been the main source of motivation and interest in my research topic. I have been privileged to have worked in both the Agriculture and Tourism Sectors in Grenada. I have also represented my country, as public servant, on a regional level ‘Caricom (Caribbean Community)’ at several meetings where we grappled with the issue of agriculture and tourism linkages. While several policy documents were being prepared, the emphasis on relevant research has been limited in the region. The proposed ideas are therefore instruments or tools which are expected to assist in determining future consequences, particularly in solving the problem of weak farmer-hotel supply chain relationships which is necessary to facilitate agriculture and tourism linkages (Ramroth, 2006).

Consistent to Pragmatism, the philosophical commitment to the nature of truth for this research is not necessarily to prove truth or falsify it rather to effectively provide clear guiding action, prediction and useful finding for stakeholders in this time (Meyers, 1999; Ramroth, 2006). This research is therefore devoted to improving lives and societal well-being (Rorty, 1998; Wicks & Freeman, 1998).

The management theory that guided this research is the Stakeholder Theory. It was selected because it provides a framework for the building of other theories (Freeman, Harrison, Wicks, Parmar, & De Colle, 2010). The theory is specifically applicable to this research since it addresses the problem of value creation and trade and subscribes to a stakeholder approach to business that creates as much value as possible for stakeholders with-out trade-offs in order to realized sustained success (Wicks & Freeman, 1998). Stakeholder Theory also adheres to the philosophical assumptions of pragmatism.

2.2 Data collection and methods of analysis

Data collection for this research commenced with a meta-analysis on the literature on agriculture and tourism linkages from several different reputable journals which includes, *Annals of Tourism Research*, *Journal of Sustainable Tourism* and *Tourism Geographies*. The literature on service management was also thoroughly investigated within which the working framework of the SD Logic was identified to coin the service oriented conceptual framework and research propositions. The conceptual framework and research propositions were constructed using abductive reasoning. Abductive reasoning is a pragmatist method aimed at creating new knowledge and involves four steps; 1) identifying the object needing understanding, 2) matching with theory (existing knowledge), 3) deriving new insights and 4) based on new insights, proposing future directions (De Brito & Van der Laan, 2010, p. 6).

In order to gain complete understanding of farmers-hotel food linkage phenomenon, explanatory case studies were pursued. Case study in general is a research methodology used in social sciences to answer how and why research questions (Yin, 2014). It can be defined as ‘an approach capable of examining simple or complex phenomenon, with units of analysis varying from single individuals to large corporations and businesses to world-changing events; it entails using a variety of lines of action in its data-gathering segments and can meaningfully make use of and contribute to the application of theory’ (Creswell, 2007; Yin, 2003) cited in (Berg & Lune, 2012, p. 325).

An explanatory case study however, is defined as ‘a case study whose purpose is to explain how or why some condition came to be, for example, how or why some sequence of events occurred or did not occur’ (Yin, 2014, p. 238). The use of this qualitative research methodology was most appropriate since the phenomenon studied is socially complex, a contemporary event of which researchers have no control, and one where there is need for in-depth understanding in order to provide clear insights that may solve existing problems (Yin, 2014). In addition, the causal nature of the research questions, ‘How can the local food supply chain relationships of farmers and hotels be strengthened within a service oriented goal throughout the supply chain?’, requires an explanatory case study design (Berg & Lune, 2012). The purpose of this type of case study is to explain how the condition, in this case agriculture and tourism linkages, is likely to be strengthened using fundamental principles of the SD logic (Yin, 2014). These factors therefore provided the justification for explanatory case study research wherein causal links can be explained (Yin, 2014).

The two explanatory case studies of the farmers-hotel local food supply chain consist of: (a) an accurate rendition of the facts of the case, (b) some consideration of alternative explanations of these facts, and (c) a conclusion based on the single explanation that appears most congruent with the facts (Yin, 1981, p. 61).

2.3 Research Design

The research design process for the second and third phases (case study A and B) of data collection was the same. It consisted of the following components;

1. **Case study questions** – the main research question;
2. **research propositions** – three propositions together with the main research question provided the basis for developing semi-structured in depth interview questions;
3. **units of analysis** – local food supply chains of two hotels (a luxury hotel – case study A) and (3 star hotel – case study B) together with service support agencies as suggested by the conceptual framework;
4. **the logic linking the data to the propositions** – Service Dominant (SD) Logic; and
5. **the criteria for interpreting the findings** – tenants of the SD logic and other emerging themes from the data (Yin, 2014, p. 29).

It is important to note that the units of analysis, that which the case is focusing on (Berg & Lune, 2012, p. 338), is defined within the boundaries of the service oriented conceptual framework therefore the specific actors that involved in the investigation include farmers involved in directly supplying the hotel with local food as well as hotel staff, specifically senior managers, food purchasing officers, chefs and waiters. The cases also include the primary actors identified in the service oriented conceptual framework as service support agencies, specifically policy makers from the Ministries of Agriculture and Tourism, extension service providers, agriculture inputs suppliers, micro-financers and representatives from the national marketing and importing board.

Other critical components of the research design are the theoretical support of the research propositions (*see table 2*) and the criteria necessary for interpreting the findings (Yin, 1994; Yin, 2014). The SD logic emphasis on value co-creation and co-production, valued relationships and intangible resources (Lusch & Vargo, 2011; R. F. Lusch & S. L. Vargo, 2006) for strengthening local food linkages was used to develop the research propositions which was instrumental in identifying patterns matched in the data and ultimately in the interpretation of findings. As is common practice with explanatory case studies, the data collected was analyzed using pattern-matching of information and evidence in the case with the theoretical propositions put forward to assist in the understanding of causal explanations which produced empirically based findings (Berg & Lune, 2012; Yin & Moore, 1987; Yin, 2014) .

2.4 Interviews

To investigate the existing farmers-hotel supply chain relationship for both accommodation entities in its real-world context (Yin, 2014), the main instrument for data collection used for both second and third research phases was semi-structured in-depth interviews. This type of interview allows researchers the flexibility to systematically ask respondents a series of predetermined questions related to the inquiry, but

also the opportunity to probe beyond answers provided (Berg & Lune, 2012).

I needed to understand what hinders the development of farmers-hotel local food supply chain and by extension agriculture-tourism local food linkages. The interview questions were also designed to investigate the theoretical propositions from a service oriented perspective of the farmers-hotel local food supply chain (Yin, 2014). It was anticipated that this inquiry will indicate what is necessary to facilitate stronger direct linkages that will increase the demand for local foods in the hotel sector.

Management at both hotel entities agreed via formal correspondences to participate in the research study which involved interviewing key actors in their properties' local food supply chain under the condition that identifiers or the name of the hotels nor its staff would not be published in any research papers. Letters of consent were therefore signed to make this and other conditions legally binding. Both properties provided a list of the local food suppliers (farmers). The interview instruments used for both properties were the same though specific instruments were developed for each group of subjects (for example, specific interviews for chefs, waiters, and farmers, etcetera). The first data collection phase which investigated the luxury resort (case A) was arranged and conducted during a period of four months (September to December, 2014). I conducted all interviews personally with research subjects. Interviews conducted range for a duration of 20 minutes to 1 hour. Arrangements were made for interviews with the resort staff to be conducted at its conference room, while farmers' interviews were conducted in the privacy of their farms. For the first phase of the data collection a total of 46 audio recorded interviews were conducted, accounting for 21 resort staff, 12 farmers, and 13 representatives from service support agencies. The interviews conducted for the service support agencies are relevant to both case A and B. These interviewees included; senior policy representatives from both the agriculture and tourism sectors, extension officers, input suppliers (managers), micro-creditors (managers) and senior representatives from the national agricultural marketing board. Service support agencies interviewees also agreed to be interviewed via telephone, signed content letters then were interviewed face-to-face. For this phase of data collection, I personally transcribed all interviews which were then entered into NVIVO software for data analysis and interpretation prior to case write up.

Data collection for the third phase (3 star hotel – case B) was arranged and conducted over a period of three month period (July to September, 2015). Interviews for this entity's local food supply chain ranged from 15 minutes to 40 minutes. The interviews of staff were conducted at a casual restaurant for all interviewees except two senior managers. Farmers' interviews were conducted in the privacy of their farms. A total of 21 interviews were conducted in this phase which represents 8 farmers and 13 hotel staff. Although I conducted these audio recorded interviews personally, the transcription was undertaken by a native transcriber. The transcriptions were therefore reviewed to ensure accuracy, then entered into the NVIVO software for data analysis and interpretation before this second case write up.

Secondary sources of data were also used for both case studies; these included the properties Trip Advisor web pages, video from the luxury resort's proprietor, the entities' websites, national newspapers, national development plans and government policy documents. These were also entered into the Nvivo software. The main purpose for drawing from these sources were to facilitate both method and analysts triangulations (Denzin, 1978; Patton, 1999). Methods triangulation allows researchers to test the consistency of findings through diverse means of data collection while analysts triangulation assisted in removing blind spots and identifying rival explanations as the data was interpreted (Cohen & Crabtree, 2006; Denzin, 1978; Patton,

1999).

2.5 Data Analysis

The data analysis process was identical for both explanatory case studies though they were conducted during different periods. Data was analyzed using pattern matching. This analysis of case study data is done by comparing or matching the patterns within the collected data with a pattern defined prior to data collection (conceptual framework and research propositions)(Yin, 2014, p. 240). This process began by identifying and prioritizing a list of codes based on the conceptual framework and research objective and propositions together with the definitions of codes (See Appendix A). These were added to Nvivo and used during the data coding process. New codes also emerged during the review of the data. Following the coding process the coded data was then dissected into the three major themes then analyzed for detail explanations which were then transferred into mind maps. The rich narrative from the data was most conducive for the analytical pattern matching technique known as explanation building (Yin, 2014). This technique facilitated detailed explanations of the phenomenon to stipulate the presumed set of causal links about how or why situations occurred (Yin, 2014). The explanations therefore reflected the theoretical significance of all three propositions(Yin, 2014, p. 147). The details emanating from the mind maps were then used to write up the individual explanatory cases. *See Appendices C & D for verbatim used to write narrative based on the theoretical framework.*

2.6 Evaluation of the study

In qualitative studies, research design methods ought to be credible, dependable and replicable (Miles, Huberman, & Saldaña, 2014). The primary criteria for qualitative methods used is its ability to produce clear verifiable and credibly meanings from a set of qualitative data regardless of its origins (Miles et al., 2014, p. 6). In order to establish the quality of this empirical study aspects of Yin (2014)'s four tests tactics was employed to assert construct validity, internal validity, external validity and reliability. These measures were taken to ensure the integrity and quality of this study.

2.7 Validity

According to Yin (2014, p. 46) construct validity is the process of identify correct operational measures for the concept being studied; internal validity seeks to establish a causal relationship whereby certain conditions are believed to lead to other conditions as distinguished from spurious relationships; while external validity defines the domain to which the study can be generalized.

All three of these strategies were explored in the execution of this study. To ensure construct validity, while interviews with different groups of informants within the units of analysis were the main source of evidences, other sources such as newspapers, the relevant hotel websites and industry monitoring sites were used. Based on the theoretical constructs the operational measures for examining data from all sources were clearly defined.

A chain of evidence was established from the case studies, the research protocol and citations from other sources together with the case study database set up in Nvivo software all which facilitated the individual case study reports presented in paper 2 and 3.

In addition I presented the research findings to key stakeholders who were involved in the research project for their review prior to any formal journal publication of research findings.

To ensure internal validity, pattern matching was conducted using prioritized themes which are based on the research questions, theoretical framework and research propositions. The information analyzed in the data was then used to build explanations for respective themes. The data was then reviewed for rival explanations.

External validity specifically the replication logic was used with this multiple case studies format. This suggest that the multiple- case study design was a literal replication (Yin, 2014) which produced similar results. The main purpose of this undertaking was not to predict similarity of differences between the two cases but rather in the interest of testing the theoretical framework (Yin, 2014).

Herriott and Firestone (1983) asserted that multiple cases provides a more compelling evidence while the general study is also considered more robust. Each individual case provided thick descriptions on how and why the propositions was demonstrated (Yin, 2014). This study also benefited from exemplary outcomes in case study A. However, case study B was also useful in validating the theoretical framework. Although this type of case study design is considered time consuming and expensive to conduct (Yin, 2014), it yielded clear information and guiding actions for the potential beneficiaries of this study.

2.8 Reliability

Reliability is described as the consistency and repeatability of the research procedures used in the case study (Yin, 2014, p. 240). It is ensuring that at a later date another researcher can repeat the same study and be able to derive the same findings and conclusions (Yin, 2014). The reliability of a study is also influenced by the clarity of basic paradigms and analytical constructs together with the connectedness to theory (Miles et al., 2014).

The nature of this research prompted the development of a case study protocol outlined by (Yin, 2014, p. 84) which included the research question, research propositions, the theoretical framework and the role of protocol in guiding the case research process. Data collection procedures together with data collection questions were reviewed by three supervising investigators of the study independently. The basic guide for structuring the overall study was then decided and executive as agreed.

Data quality checks with the supervising investigators together with overall reviews by an advisory committee was also conducted on regular basis (Miles et al., 2014). As the primary researcher, special notes were documented during the field research and also during data transcription. All data is stored in the Nvivo databases. The strict adherence to the research protocol therefore contributes to the reliability of this study.

Now that the research methodology and strategy thoroughly discussed, the following chapter presents the conceptual paper which commences the three papers that this study contains.

Chapter 3

3.0 Conceptual Paper: Paper 1

***Strengthening Farmers-Hotel Supply Chain Relationships: A Service Management Approach*²**

3.1 Abstract

The alternative development paradigm promotes tourism inter-sectoral linkages to achieve a more sustainable form of development. Agriculture and tourism linkages are generally described as a means of distributing tourism benefits to host communities. The supply of local food to hotels is one channel in which these linkages can be facilitated. For decades, research has found farmers-hotel supply chain relationships to be weak resulting in economic leakages due to high food importation to support the tourism sector. A framework within which these linkages can be strengthened is proposed. Instead of the traditional cost-driven transactional management of hotel supply chains, a service-oriented farmers-hotel supply chain is proposed. This approach places greater value on local food as it becomes part of the visitors' service experience. Strengthened linkages using local food are expected to contribute to solving socio-economic challenges such as; unemployment among the rural poor, low income of farmers, food insecurity and poverty.

Keywords: Agriculture and Tourism Linkages, Supply Chain Relationship, Service Management, Service Dominant Logic, Alternative Development Paradigm, Caribbean Tourism

² This paper is accepted by Journal of Tourism Planning and Development for Publication July 27, 2016

3.2 Introduction

Since the 1950s tourism has been seen as a tool for economic development, particularly for developing countries (Hummel & van der Duim, 2012, pp. 4,7; Scheyvens, 2007). Tourism is generally expected to contribute significantly to these countries' foreign exchange, gross domestic product, employment, government tax revenue and export earnings (Ashley, De Brine, Lehr, & Wilde, 2007; Britton, 1982; Scheyvens, 2007; Telfer & Sharpley, 2002). Several development approaches for tourism emerged over time; modernization, dependency, economic neo-liberalism and alternative development. The most dominant, the liberal/neoliberal approach, promoted minimal involvement by the state in favor of higher involvement of private sector and foreign investors (Hummel & van der Duim, 2012; Scheyvens, 2007). Economic benefits to the marginalized were expected to trickle down (Scheyvens, 2007). However, critical perspectives later surfaced suggesting that the neoliberal views of trickledown effect do not occur (Shone & Ali Memon, 2008; Telfer & Sharpley, 2002). Rather it was claimed that this development approach results in an increase in economic inequalities, excessive returns of profits to home countries by foreign companies and limited contribution to local development (Scheyvens, 2007). The most modern approach emerged from the discussion on sustainable development and it encourages both economic development and poverty alleviation.

3.3 Alternative Development Paradigm to facilitate Agriculture and Tourism Linkages

The alternative development approach embraces tourism as an opportunity for sustainable development. It encourages local participation, equity, gender sensitivity and empowerment in tourism development (Scheyvens, 2007). While this is a good theoretical approach, in practice it is proving to be more complex. A major issue relevant to achieving these goals is the extent to which the tourism sector is linked to other sectors in the economy. Inter-sectoral linkages have been promoted as a viable means of economic development by World Bank affiliated economists for decades (Linden & Mahmood, 2007, p. 1). The belief is that the stronger the inter-sectoral linkages, the greater their scope for spillover benefits in

economies (Crespo & Fontoura, 2007). It has been found that spillovers from a thriving sector can have positive impacts on others (Gemmell, Lloyd, & Mathew, 2000). In the absence of tourism inter-sectoral linkages, economic leakages become prevalent (Meyer, 2007). “These leakages occur when revenue leaves the destination as profit to nonlocal businesses or for the purchase of external goods and services” (Sandbrook, 2010, p. 21). A destination’s capacity to retain maximum economic benefits from tourism growth depends on the strength of local linkages in value chains (Christian, Fernandez-Stark, Ahmed, & Gereffi, 2011; Pillay & Rogerson, 2013).

Nevertheless, the general consensus continues to be that tourism presents an innate opportunity to create dynamic service systems that promote sustainable development. Tourism can facilitate linkages with other sectors and presents possible solutions to macroeconomic level challenges such as poverty and unemployment (Meyer, 2007; Rogerson, 2003). However, the literature on what is necessary to make such linkages succeed is extremely sparse. Over decades agriculture and tourism linkages have been identified as one type of inter-sectoral linkage that is capable of contributing to economic development in developing countries (Belisle, 1983; Lundgren, 1973; Pillay & Rogerson, 2013; Telfer & Wall, 2000; Torres, 2003). Lundgren (1973) conceived a model that proposed a three stage evolutionary process for entrepreneurial development relying on the demand for local food from hotels. Lundgren predicted that over time there would be increased dependence on local food. Large metropolitan hotels would initially establish integrated supply systems from overseas, however, locally based ones would begin to flourish and grow. This has not been realized. Explanations as to why this has not occurred or how it could have been realized are to a large degree absent from the literature. With food representing 30% of tourism expenditure (Belisle, 1983; Meyer, 2006; Torres, 2003), the establishment of linkages between the demand for food in the hospitality establishment, and local agriculture becomes critical to maximize benefits for the host country and minimize economic leakages (Pratt, 2011; Telfer, 2000; Torres, 2003).

3.4 Challenges to Agriculture and Tourism Linkages

Agriculture and tourism linkages face myriad challenges related to factors such as demand, supply, marketing, and poor communication (Mao, Grunfeld, DeLacy, & Chandler, 2014; Meyer, Ashley, & Poultney, 2004; Torres, 2003). Although governments, planners and policy makers frequently postulate

that tourism development will result in the creation of new markets for agricultural products, this is rarely found to be the case (Torres, 2003). Instead, tourism development more often results in greater demand for imported food with its concomitant foreign exchange leakages and fierce competition for local farmers (Torres, 2003). The extreme seasonality of agricultural production together with poor planning and communication on the part of farmers and hotels is a major constraint to the formation of these linkages (Timms, 2006; Torres, 2003). Local producers also lack the capacity to market their produce especially in the absence of intermediary structures that facilitate storage, transportation or distribution (Torres, 2003). In addition, the analysis required to formalize such linkages and to what extent they exist between the hospitality industry and local producers is lacking in many developing countries (Ashley et al., 2007). Pillay and Rogerson (2013, p. 51) summarized the challenges to be addressed in four categories that are presented in the following table (**Table 3.1**).

Table 3.1 Summary of Challenges in Building Agriculture and Tourism Linkages

Type of factor	Key issues
Demand-related	Tourist preferences are for imported foods and unwilling to try local foods/cuisine Food health and safety considerations Lack of awareness by chefs/hotel managers of tourist food preferences Training and nationality of chefs Centralized purchasing/procurement systems of tourism establishments
Supply-related	Local producers cannot compete with food imports on basis of price and quality Entrenched production patterns as local agriculture is connected to other markets (often export) rather than the local tourism market Lack of maturity of local tourism economy in the development of local suppliers Lack of finance for investment by small producers
Marketing and Intermediary factors	Cultural influences such as lack of trust between foreign tourism enterprises or non-local chefs and local farmers Absence of effective local intermediaries to ensure linkages Inadequate infrastructure to support linkages Lack of marketing ability of local producers Planning bias towards tourism and neglect of other sectors Tourism planning focused on growing volume rather than inter-sectoral linkages Assumption of 'trickle-down' effects from tourism to agriculture Planning bias against domestic agriculture with focus on export agriculture Absence of mediation and cohesion between sectors

Source: Adapted from Pillay and Rogerson (2013, p. 51), Meyer et al. (2004), Meyer (2007), Rylance, Spenceley, Mitchell, and Leturque (2009) & Torres and Momsen (2004)

3.5 A New Management Framework for Agriculture and Tourism Linkages

In the few countries where challenges to agriculture and tourism linkages were studied over the decades, none of the scholars considered a value driven service management perspective to strengthen supply of local food to the tourism industry by local producers. Instead, the food and tourism linkages have been studied from a cost based transactional management approach. Services have grown to be one of the world's largest industries (Ostrom et al., 2010; Stauss, 2008) and key driver of growth yet, services have not been well defined, understood, or developed as a single theory in management (Grönroos, 1994). As a result, many service related problems and challenges, such as weak agriculture and tourism linkages, await better understanding of the service phenomena (Spohrer, Gregory, & Ren, 2010).

It is generally agreed that the overarching problem with agriculture and tourism linkages emerges from the absence of interlocking business relationships between tourism food service entities and local food producers; a relationship often not described as strong contributing to weak linkages agricultural and tourism linkages (Belisle, 1983; Telfer, 2000; Telfer & Wall, 1996; Torres, 2003). The transactional connections between tourism related food service entities and local producers lend themselves to weak agriculture and tourism linkages. A link or connection is defined as weak if it does not bring about the desirable change (Csermely, 2006) for instance, a reduction in the amount of imported foods for tourists. Stronger linkage between tourism and agriculture sector is necessary for greater impact on the national economy such as reduced economic leakages (Meyer, 2007; Rogerson, 2012; Torres & Momsen, 2011). However, from a management perspective, the apparent response in the agriculture and tourism linkages literature can be associated solely with Taylor's (1911) transactional approach of business processes which focuses on transactions being more effective and efficient (Lambert & Garcia-Dastigue, 2006b). It does not consider services or service relationships. The traditional transactional management approach focuses on the trade of a core product for money with the view that value for customers is fully embedded in the exchanged product (Grönroos, 1997). Services have the power to create additional value beyond a commodity, provide benefits to customers and create desired change for the service recipients (Lovelock, 1999) therefore providing an opportunity to differentiate products and services. The business-to-business (B2B) relationships between hotels and farmers are historically in a transactional mode; however, there may be an opportunity to leverage the value of local food production to build non commodity relationships. Value needs and creation go beyond core product (Grönroos, 1997, p. 410). Possibly, the gap in the

literature is the absence of an integrated service management response to the challenges related to creating agriculture and tourism linkages.

There are also few studies that investigate these linkages at the operational level, and none specifically from a service management perspective. The question, therefore, remains, how can hotels and small local food producers establish sustainable agriculture and tourism linkages? The Global Supply Chain Forum states that B2B relationships (in this case farmers-hotel) often fail due to unrealistic expectations on the part of one or both of the parties involved. Both hotels and local producers are faced with several challenges that have stymied backward linkages between tourism and agriculture (Torres, 2003). As noted by scholars, greater attention must be paid to the phenomenon in order to understand how to strengthen these linkages (Lacher & Nepal, 2010; Meyer, 2007). This conceptual paper proposes a shift from the traditional management of this relationship to a service-oriented paradigm. Specifically, it presents a new framework to investigate the farmers-hotel supply chain relationship where local farmers are involved in direct sales of local food to hotels.

This study presents a framework within which the farmers-hotel supply chain relationship could be examined as a unit with the view to finding solutions from a service management perspective. It will assist in determining how agriculture and tourism linkages may be strengthened in developing countries through the use of local food. A service management framework, the service dominant (SD) logic, is used as a theoretical frame which is expected to generate new ideas to address the phenomenon and eventually foster theoretical contributions that will generate explanation, predictability and provide practical guidance in similar social contexts. The SD logic promotes the co-creation of value by customers, but also emphasizes relationships and the optimal use of intangible resources (Lambert & Garcia-Dastigue, 2006b; Vargo & Lusch, 2004). The logic is prevalent in the service management literature; however, there has been limited research on its impact on supply chains and overall service B2B research has been underrepresented in the literature (Ostrom et al., 2010) since most of the SD logic's theoretical development has focused on improving business to consumer (B2C) relationships (Lusch & Vargo, 2011).

3.6 Contribution to Research

The main objective of the paper is to provide the conceptual framework which can guide future research in providing a solution to the problem of weak agriculture and hotel linkages in developing tourism countries. There are many countries in which opportunities exist for the use of local foods by hotels. A thorough review has been conducted on the agriculture and tourism linkage literature and also that of the SD logic. The literature currently conveys that some of the general problems with agriculture and tourism linkages are related to the absence of appropriate government policies, factors related to the demand and supply of and constraints with marketing and communication (Meyer, 2007; Meyer et al., 2004; Pillay & Rogerson, 2013; Torres, 2003; Torres & Momsen, 2004). This paper therefore introduces research on how the overall problem of weak linkages between hotels and local foods may be solved at the micro firm level using a service management perspective, specifically, SD logic. The conceptual framework for strengthening farmers-hotels supply chain relationships is from a service management perspective. The motivation for this research is to explore how to improve the benefits of tourism in tourism dependent countries such as those in the Caribbean.

3.7 Literature Review

3.7.1 Agriculture and Tourism Linkages

Agriculture and tourism linkages represent and can be understood in many different forms and dimensions, including agro-trade – also known as backward linkages which connotes the use of local foods and products by the tourism sector – and forward linkages which are related to farm based and agro-ecotourism, community tourism, health and wellness tourism, culinary tourism and agro-heritage tourism (CTO, 2010). The Inter-American Institute for Cooperation on Agriculture (IICA) (2007) acknowledges a working definition of agriculture and tourism linkages, agri-tourism linkages or agro-tourism as “any activity, enterprise or business that links agriculture with products, services and experiences in tourism” (IICA 2006, p. 3).

From an economic perspective, Larson and Shaw (2001, p. 204) define linkages as the ability to develop productive relationships through exchange of information and resources. The researchers also cited Miler and Blair’s (1985) explanation of backward linkages that include the interconnection of a sector by those

sector(s) from which it purchases inputs, whereas forward linkages indicate interconnection of the sector(s) to which it sells outputs. In summary, backward linkages represent the demand side (e.g. for agricultural products) while forward linkages represent the supply side (e.g. tourism services on farms) (Pratt, 2011). The CTO in its Sustainable Tourism Policy Framework emphasizes the need for both forward and backward linkages in order to minimize foreign exchange leakages and thus add to Caribbean destinations tourism thrust (CTO, na). However, as suggested by Larson and Shaw (2001), in developing countries a clear understanding of the importance and strength of linkages is necessary to develop policy, particularly for the agriculture sector.

Researchers are of the view that strengthening backward linkages from hotels and restaurants are particularly important for generating economic activities in local communities and reducing leakages (Mak, Lumbers, & Eves, 2012; Scheyvens, 2012; Telfer & Sharpley, 2002; Telfer & Wall, 2000; Torres & Momsen, 2005; Torres & Momsen, 2011). Sandbrook (2010, p. 21) explained that leakages occur when revenue leaves the destination as profit to nonlocal businesses or for the purchase of external goods and services. It results in a loss of foreign exchange which places significant economic burdens on a country's balance of payment (Brohman, 1996). Governments in developing tourism destinations often extend investment incentives such as tax exemptions to foreign developers, and invest significant sums of their budget in marketing destinations, and establishing infrastructure to facilitate tourism with the hope of economic benefits (Pratt, 2011).

Torres and Momsen (2011) recognized the potential of the symbiotic relationship between tourism and agriculture. They highlight opportunities to “foster food production for tourism markets and agriculture development” (p. 2). “This can contribute to regional development, alleviate poverty, decrease leakages through imports, improve tourism industry food supplies, increase tourist access to local foods, improve the gastronomic experience for visitors, foster unique regionalized food identities and reduce food miles” (Torres & Momsen, 2011, p. 2). These opportunities for backward linkages are generally stymied by supply chain issues; demand related, supply related and marketing factors (Torres, 2003). Inadequate or lack of policy has also hindered the ability to derive anticipated benefits for the linkages (Torres & Momsen, 2005).

Specifically as it relates to the Caribbean, one of the earliest evangelists of backward linkages between the

agriculture and tourism sectors as a source of entrepreneurial activity was Lundgren (1973). He believed that food as a basic touristic need could be a major source of entrepreneurial activity since an increase in tourism development would result in the corresponding increase in demand for local food. Lundgren's (1973) model proposed a three stage evolutionary process for entrepreneurial development that relies on the demand for local food from hotels. He predicted that over time there would be increased dependence on local food. Large metropolitan hotels would initially establish integrated supply systems from overseas, however, locally based ones would begin to flourish and grow. Local food linkages in tourism remain a major concern in the region (Harvey, 2010). A number of potential constraints including:

high cost of local produce, variable standards of local food products, poor communication between producers and catering establishments on the need for and availability of local food, poor production planning, lack of promotion of local foods to tourists or local populations, few developments of new local cuisine, extreme seasonality of local food production and a generally underdeveloped food farming sector in the economies (Gomes, 1993b, p. 163).

In the context of this research it can be added that stakeholders both in the tourism and agriculture sectors have failed to acknowledge the value of local food and local producers beyond that of a commodity. This motivates the framework we proposed.

Generally, the perception in tourism dependent countries is that tourism contributes to the demise of other sectors such as agriculture (Linda, Fox, & Bowen, 1995). Arguably, tourism has contributed to the displacement of farms on prime agriculture lands for tourism related infrastructure resulting in loss of employment and income for local producers (Belisle, 1983; Telfer & Wall, 1996). Tourism's demand for imported foods by implying that they are cheaper and of better quality also results in local producers being pushed out of business, leading to unemployment and foreign exchange leakages (Timms, 2006). However, it is acknowledged that appropriate demand from the tourism sector can serve to stimulate agricultural development (Telfer & Wall, 1996, 2000). The emphasis is therefore on establishing linkages within the local economy for these potential benefits and to minimize leakages thus increasing the multiplier effect in these economies (Winters, Corral, & Mora, 2013).

There are numerous definitions of what constitutes 'local food'. Some of these include:

- 1) “National products produced within a particular geographical periphery” (Chambers, Lobb, Butler, Harvey, & Bruce Traill, 2007).
- 2) “Products from within a defined area” (Sims, 2009, p. 331).
- 3) Products locally produced within a particular jurisdiction (Chang et al., 2013).
- 4) Food produced in a geographic location; within state boundaries or a metropolitan area (Inwood, Sharp, Moore, & Stinner, 2009).
- 5) Food and beverages produced in the local area” (ERC, 2000).

While the definition of local food is not universal, this paper adopts Inwood et al. (2009)’s definition. Specifically, in Caribbean destinations local food can be defined as food produced within the country by local farmers and agro-processors.

Tourism food service entities can purchase local foods from different markets domestically. The local food markets are classified as two broad types; 1) direct marketing (local producer to consumer (e.g. farmers’ markets) and direct sales to various outlets including institutions (e.g. hospitals and schools). 2) Retail and restaurants (local producer to retail or food service) (Cunningham, 2011; Martinez, 2010; O’Hara & Pirog, 2013). The consumption of local food is usually promoted by governments to its citizens in order to foster economic, environmental and social benefits in local areas (Chambers et al., 2007). Likewise, consumers often perceive local foods to be of higher quality, authentic, fresher than imported foods, and better tasting (Chambers et al., 2007; Duram & Cawley, 2012). In the food service industry, local food is believed to provide chefs the opportunity to prepare signature or gourmet dishes with unique taste and flavor, especially for ethnic meals (Curtis & Cowee, 2009). As regards tourists visiting destinations, the tasting of local food is considered a major component of the experience (Giampiccoli & Kalis, 2012).

In addition, it is perceived that a population’s local food environment contributes dietary quality (Layte et al., 2011). In developing countries the shift from a plant-based and low fat diet to that of a ‘westernized’ diet of high energy and low fiber is considered a primary reason for the increase in health problems such as obesity and malnutrition (Kimani-Murage et al., 2010; Matenge, Van der Merwe, Kruger, & De Beer, 2011). It is also speculated that the use of more locally produced food would potentially contribute to healthier food options as processed and refined foods are avoided, thereby contributing to a reduction in chronic health diseases such as diabetes (Cunningham, 2011).

Price is usually a major issue with local foods. Several studies have been undertaken to determine the willingness of consumers to pay for local food (Schmit, Lucke, & Hadcock, 2010). According to Schmit et al. (2010) retaining the concept of local food is important since growth in the local food movement specifically for the food service industry is relative to hospitality businesses' ability to pass on the high cost of local ingredients to consumers. Local food is often more expensive than foreign produced foods which are mass produced. The price premium associated with a meal containing local ingredients is highly dependent on the clientele of the food service provider (Schmit et al., 2010, p. 24). Other major challenges experienced in the local food movement are related to production issues including seasonality, logistics and lack of knowledge of local producers (Curtis, Cowee, Havercamp, Morris, & Gatzke, 2008; Gregoire, Arendt, & Strohbehn, 2005; Schmit et al., 2010; Taylor, 2009). These issues also mirror that of developing countries of the Caribbean (Gomes, 1993b; Torres, 2003).

The use of local food in the tourism industry presents an opportunity for an enhanced touristic experience where visitors would be able to make the connection with the people, places of food production and perceived heritage and culture of the host destination (Sims, 2009). Not only would the food represent a taste of place but by sharing the story of food production with visitors, create the authenticity of the local food experience which further spurs the development of other products and services (Sims, 2009). Local food can indeed be considered as an attraction to destinations though there are some other impediments such as accessibility, food safety, and the preparation of culturally acceptable foods for tourists (Cohen & Avieli, 2004).

3.7.2 Service Management and the Service Dominant Logic

Services have been growing economies (Stauss, 2008), requiring service oriented management perspectives. This phenomenon derived just after the industrial era in the 1970s (Van Looy, Gemmel, & Van Dierdonck, 2003).

The driving forces behind the growth of services were identified as increasing growth in consumer incomes, sociological changes, increase in professionalism of companies and technological changes all leading to greater demand and the creation

of new services, including services provided by producers (Van Looy et al., 2003, p. 8).

The traditional definition of services derived from the neoclassical economic research perspective where units of output were considered to be goods. However, in recent times with digitization and other similar evolutions, the line drawn for distinguishing goods and services has blurred (Lusch & Vargo, 2011; Vargo & Lusch, 2008). As a result, even in the service marketing discipline, a good was defined, and service considered as anything else that is sold or exchanged and cannot be characterized as a good (Vargo & Lusch, 2008). It is also generally acknowledged in marketing thought, that goods and services are not necessarily completely independent entities (Winsor, Sheth, & Manolis, 2004). Often a good is produced with a number of service activities involved or depends on services to reach the end consumer (Grönroos, 2007).

The theoretical definition of service must fit a broader perspective and for this reason needs to be at a high level of abstraction to cope with the extremely diverse phenomenon of what it is (Edvardsson, Gustafsson, & Roos, 2005). Grönroos (1990, p. 27) therefore defines service as

an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems.

Lovelock (1999, p. 5) provides the following definition:

“Services are economic activities that create value and provide benefits for customers at specific times and places, as a result of bringing about a desired change in or on behalf of the recipient of the service.”

Both Lovelock’s (1999) and Grönroos’ (1990) definitions of service are applicable in the context of supply chain management (SCM). In addition, in the context of this paper, and as Grönroos (1994) asserted considering the nature of services, and the existing interrelationship between goods and services, service

management should indeed be considered a holistic approach to management. It provides the opportunity for organizations in the face of service competition to understand and manage service elements in the customer relationship in order to sustain a competitive advantage in various organizational types (Grönroos, 1994). Spohrer et al. (2010, p. 701) define service management as;

“The application and extension of management methods and tools to service systems and service activities, including capacity-and-demand management that integrates insights from service operations (supply capacity) and service marketing (customer demand).”

SD logic has also made a significant contribution to the discussion on the service management perspective (Ostrom et al., 2010). However, it is not considered to be a theory though it is pre-theoretic in nature (Lusch & Vargo, 2011). The 10 fundamental premises of the SD logic (Vargo & Lusch, 2004) are starting points of reasoning (axioms) upon which theory can be built (Lusch & Vargo, 2011). This new perspective emphasizes the co-creation of value, relationships and intangible resources (Vargo & Lusch, 2004). See figure 1.

Source: Vargo & Lusch (2004)

Figure 3.1: Main SD Logic Perspectives

The focus on co-creation of value is a key contribution to service management thinking. Value for the consumer can be of several types. Woodruff and Flint (2006, p. 186) identified value types proposed by writers from the *value-in-use* perspective which includes: five types of value (functional, social, emotional, epistemic and conditional value) – Sheth, Newman, and Gross (1991); generic benefit types (functional, social affective, epistemic aesthetic, hedonic, situational, and holistic) – Lai (1995), and

customer value, efficiency, excellence (quality), politics (success), esteem, play, esthetics, morality and spirituality – Holbrook (1994). Further, in the B2B context, Gassenheimer, Houston, and Davis (1998) purported that value can either be economic or social/relational.

SD logic's focus on relationships is another prominent contribution that has significant implications for supply chains. From a resource advantage theory perspective, one of the theoretical foundations of SD logic is its view that relational resources are critical to contributing to firms comparative advantage (Hunt & Madhavaram, 2006). In addition, it also promotes customer relationships as an alternative to marketing and management that focuses on transactional modalities or exchange of goods and service for money (Grönroos, 2007). Likewise, SCM must also emphasize consumer centeredness.

Relationship marketing, which informs one of the SD logic's premises, emphasizes businesses providing a 'total service offering' to consumers and not just a product or core service (Grönroos, 2007). In the context of this paper local food is not only a product but part of a total service offering. This requires business management from a process management perspective where each process is intended to create value for the consumer rather than a functionalistic perspective which only distributes products and services (Grönroos, 2007). Therefore 'local food' produced ought to be from the perspective of creating value to the end consumer. This relationship marketing perspective therefore involves the establishment of partnerships and a network to meet the needs of the entire process, which requires close contact with suppliers (Grönroos, 2007). The SD logic outlook can potentially transform the business linkages between the agricultural and tourism sectors. It may also facilitate the evolution of supply chains to value chains, that is, the concerted effort to create value for the end customer at the various stages and activities from beginning to end that are needed to produce a service (Fitzsimmons & Fitzsimmons, 2001, p. 101).

Effective use of intangible resources as a source of competitive advantage is yet another premise of the SD logic. This aspect of the logic stems from the competence-based theory (Hunt & Madhavaram, 2006) which subscribes to business identifying, seeking, developing, reinforcing, maintaining and leveraging distinctive competencies through operant resources (human knowledge and skills) (Hunt & Madhavaram, 2006; Vargo & Lusch, 2004). In the case of the farmers-hotel supply chain relationship, there is the opportunity for members of the chain, especially the hotel as the main service provider, to proactively identify and make use of these competences throughout the business process.

The SD logic paradigm is an alternative to the traditional goods dominant logic when describing economic exchange and value creation (Fitzsimmons, Fitzsimmons, & Bordoloi, 2014). Even though the logic has derived from the dynamics of marketing services and has been informed by the resource advantage theory, core competency-based theory and relationship marketing (Hunt & Madhavaram, 2006), it is recognized as one of the best paradigms for advancement in services (Ostrom et al., 2010), and has already begun to unify traditionally different literature in areas such as customer and market orientation, services marketing, relationship marketing, quality management, value and SCM, resource management, and network analysis (Vargo & Lusch, 2004).

This paper presumes that the SD logic may provide insights into solving existing problems of the agriculture and tourism food linkages that exist in tourism destinations. Conceptual foundations provided by the logic, for instance its focus on business being customer-centric, market driven and service centered in nature, are starting points for transformation that may help businesses to achieve competitive advantage and maximize customers' involvement to facilitate the customization of product and/or service offerings (Hunt & Madhavaram, 2006). It is envisaged that research in this area would provide new insights and knowledge that addresses numerous service and service management related challenges.

3.7.3 Importance of Tourism in the Caribbean and Possible Benefits from Local Food Agriculture and Tourism Linkages

The Caribbean's warm climate, pristine beaches and attractive scenery have been key contributors over the years to its unprecedented tourism growth starting in the 1950's (Clayton & Karagiannis, 2008). The increasing rate of tourism arrivals in the region, as recorded by the CTO, was over six, 10 and 20 million tourist arrivals in the 1980s, 1990s and the year 2000, respectively (Clayton & Karagiannis, 2008). Tourism became the most globally competitive industry for the Caribbean and the engine of economic growth for island states (Boxill, 2003; Clayton & Karagiannis, 2008). This has triggered high investments in the sector regionally, including large infrastructure developments by Caribbean governments, contributing to the region's high debt to Gross Domestic Product (GDP) ratios.

As a result, the Caribbean became the most tourism dependent region in the world with 25% of its

contribution to GDP coming from tourism (Roe & Urquhart, 2001). Also, some of the world's poor can be found in these small developing Caribbean countries (Roe & Urquhart, 2001). Poverty levels in Caribbean states ranged from 14 - 43% of the population during the years 1995 to 2004 (Downes, 2010). In some Caribbean countries, such as the Bahamas, tourism and tourism related construction accounts for 70% of national income and provides 60% of the employment. Even with this performance, there is an economic leakage rate of 85% due to the high importation of goods and services to support the sector (Clayton & Karagiannis, 2008) (*see leakages for other countries Table 3.2*).

Table 3.2 Showing Overall Tourism Leakage Rates (%) in the Caribbean, 2006

Country	Percentage Leakages
Antigua and Barbuda	56
Barbados	66
The Bahamas	85
British Virgin Islands	56
Dominica	45
Grenada	55
Jamaica	50
St Lucia	62
St Kitts and Nevis	67
St Vincent and the Grenadines	33
Trinidad and Tobago	22

Note: Computed by Ramjee Singh, 2003; 2006.

Source: Caribbean Tourism Organisation (CTO), Tourism Receipts (Statistical Annex), 2002; 2005. Adapted from Clayton and Karagiannis (2008, p. 196)

Simultaneously, as tourism grew, agricultural production in the region began to decline while food importation rose rapidly (Gonzalez, 2011). Trade in agricultural crops and livestock remained almost stagnant during the period 1990 – 2011 (FAO, 2013). Caricom's (Caribbean Community's) food import bill sky-rocketed from US\$2.08 billion in 2000 to US\$4.25 billion in 2011 and in 2010 while only 12.7% of total food imports were sourced from within the Caribbean (FAO, 2013, p. 1). Caribbean Tourism Organization's statistics indicated that the main tourism markets for the Caribbean are; the United States,

Canada and Europe, but it was also noted that the rise in tourism arrivals has resulted in increase food imports by the Caribbean (Gonzalez, 2011). According to Gonzalez (2011), in effect tourism's impact on food import in the Caribbean is seen as most impactful perhaps more than any other region in the world, not only there are more imports for the tourist food needs, but tourism related increase in economic activity creates a demand for imported foods even from the 3.8 million residents. Caribbean demand for food imported from the United States has increased by 5% in 2010 (Gonzalez, 2011, p. 1). The correlation between Caribbean tourism and food imports from the United States in particular indicates that 50% of tourists visiting the Caribbean results in an estimated 58% share of imported agricultural products to the Caribbean (Gonzalez, 2011).

The United Nations' Food and Agriculture Organization (FAO) is of the view that the excessively high food import bill in the Caribbean region not only impacts the level of foreign exchange in the region but also affects the funding available for social protection programs. According to the FAO, this also results in the displacement of local agricultural production and steady increases in the level of non-communicable diseases since Caribbean people have also developed taste for imported foods all of which have been directly or indirectly contributing to a myriad of other economic and socio-economic impacts including: negative fiscal positions, loss of agricultural related employment consequently rural welfare, and the loss of agricultural lands and infrastructure (FAO, 2013).

The provision of local food to satisfy tourism's food needs rather than food imports can potentially reduce economic leakages faced by these destinations. The use of local food in hospitality businesses in the Caribbean, however, has been considered as minimal for many years (Gomes, 1993a; Pattullo, 1996; Timms, 2006; Torres, 2003). There are several benefits that can be derived from the use of local food in the tourism industry. Benefits can be considered through the lens of sustainable development and sustainable tourism development. While both types of development have been acknowledged as a global priority, there have been several different interpretations of sustainability (Weaver, 2008). Acknowledging the debate, this paper will not be presenting it; rather, it proposes to accept the Organization of Eastern Caribbean States (OECS)'s definition of sustainable tourism "as the optimal use of natural and cultural resources for national development on an equitable and self-sustaining basis, to provide a unique visitor experience and an improved quality of life through partnerships among governments, the private sector and communities (CTO, 1999)". This paper also uses the World Commission of Environment Development's (1987)

succinct definition of sustainable development “as development that meets the needs of the present generation without compromising the ability of the future generation to meet their own needs”.

Local food agriculture and tourism linkages can therefore contribute to the development of farmers-hotel supply chains that are sustainable. The importance of integrating sustainability in the supply chain management literature has been established; however, there has been limited use in mainstream research (De Brito & Van der Laan, 2010) but also in practice. Local food supply chains can contribute to the economic, social and environmental dimensions of sustainability.

Farmers, the key stakeholders of the agriculture sector, are often faced with the challenges of high cost and inadequate production systems, high financial losses due to disorganized markets and low bargaining power in supplying their primary products (Abel Duarte, 2010). Predominantly, they are price takers for their produce with minimal negotiating power. Compounding these challenges is the prominence of severe competition from giant multinational food corporations and retailers that trade on large volume at low prices thereby further undermining small producers in the food market. Supporting the local farmers has a significant economic benefit for the local economy as it has been confirmed that every \$1 spent locally is worth \$1.76 to the local economy (Taylor, 2009).

As it relates to social sustainability, in most instances tourism businesses are seen as paying little mind to the social and cultural conditions in the environment in which they operate. As a result, local people and their communities have been considered as objects of development and not subjects (Clayton & Karagiannis, 2008). Yet direct marketing of local food to hospitality businesses can potentially result in direct social relationships which is likely to create awareness and responsibility among farmers, hospitality businesses and communities (Lyson, 2004). Social issues related to poverty and the importance of community participation, involvement and the spread of tourism benefits may be brought to the forefront of tourism development. Culturally, local foods cannot be considered just a commodity, since it also represents a taste of the place. Local food is recognized as a ‘trendy marketing tool’ that conveys to consumers that foods grown locally taste better, fresher and are of a better quality than those imported from elsewhere (Curtis et al., 2008; Taylor, 2009).

It is often perceived that local foods have added nutritional value, are fresh and hygienically – even

organically – produced, use limited additives, acknowledge animal welfare, have minimal energy costs and environmental impacts due to reduced transportation (Duram & Cawley, 2012). While this may not necessarily be true, there is an opportunity for local foods to be produced with these values and marketed as such. These aforementioned economic, social and environmental benefits can be the linchpin to farmers-hotel supply chains as a means of contributing to sustainable supply chain management in tourism destinations while furthering the agenda of agriculture and tourism linkages.

3.8 Conceptual Model

The fundamental principles of the SD logic have been applied based on abductive reasoning to the traditional transactional farmers-hotel supply chain model of agriculture and tourism local food linkages. The major transformational principles drawn from the logic to develop the proposed conceptual model (see figure 3) include; a service oriented approach to trade, a customer centric focus, the co-creation and co-production of value, strong relationships and optimization of intangible resources (Lusch & Vargo, 2011; Lusch & Vargo, 2006; Vargo & Lusch, 2004; Vargo & Lusch, 2008; Vargo, Lusch, & Akaka, 2010). The model is also influenced by guiding principles of the stakeholder theory which promotes the interest of a broader group related to the firm rather than only the business' shareholders (Freeman, Harrison, Wicks, Parmar, & De Colle, 2010; Shankman, 1999). The core focus of the stakeholder theory is embedded in the questions; “what is the purpose of the firm?” and “what responsibility does management have to stakeholders?” (Freeman, Wicks, & Parmar, 2004, p. 364). The questions force managers to articulate the value they create with core stakeholders and encourage outstanding performance both in terms of its purpose and financially. The questions are intended to stimulate managers' articulation of how they want to do business, particularly, what types of relationships are necessary to create with stakeholders to deliver on the firms' purpose (Freeman et al., 2004). The SD logic and the stakeholder theory are both geared towards practical actions in organizations that are ethical and promote societal well-being (Freeman et al., 2010; Lusch & Vargo, 2006).

Figure 3.2: Proposed Conceptual Model of the Service Oriented Farmers-Hotel Supply Chain from the SD Logic's Service Management Perspective

Figure 3.2 illustrates the proposed service oriented farmers-hotels supply chain developed within the SD logic framework. The double arrow indicates the transfer of information that is critical to value co-creation activities and relationship flows. The model incorporates and proposes the multi-relationships and points of value co-creation and co-production in the supply chain necessary for strengthening the linkages between the hotel food service and local food. It represents key stakeholders who can be categorized as service support agencies and are important to carry out key activities that address major supply chain challenges identified in the literature (Pillay & Rogerson, 2013; Torres, 2003). These include micro-financiers, the national marketing board, government institutions, agricultural product suppliers, agricultural technical support agents, farmers, the hotel and customers. The micro-financiers in developing countries provide concessionary loans to small businesses. Several micro-financiers exist and are usually attached to developmental projects. Several Caribbean countries have active national marketing boards that are statutory institutions that are instrumental in providing a market for the produce of local farmers. These institutions are set up by governments to support the interest of local producers. Other stakeholders, for instance government ministries including agricultural technicians are involved in providing technical support such as agricultural knowledge and 'know how' to farmers. The model illustrates their intrinsic

role in the co-creation and co-production of value in a customer centric manner that is cross-functional and cross-firm (Lambert & Garcia-Dastigue, 2006a). In this model there is representation of several relationships: B2B (including the service support agencies), B2C (hotel to guest) and the opportunity of consumer to business (C2B) (guest to farmer). For example, hotels and farmers are likely to co-create and co-produce in offering the food service of organic foods that are requested by guests. Similarly, guests may be interested in visiting farms where their local food served by the hotel was produced; this would imply a guest to farmer business co-creation and relationship.

Local food is represented as part of the touristic experience which also presents opportunities for the hospitality business to integrate innovative strategies of the local food supply chain with its core competitive strategy (von Massow & Canbolat, 2013). This suggests that local food in itself is embedded with intangible resources or attributes that are critical to the value creation process (Vargo & Lusch, 2004).

The theoretical constructs of reasoning for a service oriented trade through the principles of the SD logic emphasizes the need for co-creation of value, useful relationship and the utilization of intangible resources (Vargo & Lusch, 2004). These are all reflected in the proposed conceptual model. The following section presents the details implied in the model in the form of research propositions that are the foundation for future investigation.

3.9 Propositions for Strengthening the Farmers-Hotel Local Food Linkages³

In light of the previous discussion on the use of the SD logic paradigm as a lens and tool for strengthening the farmers-hotel local food linkages, the two propositions are as follows;

1. **A consumer-centric supply chain that purposes value creation/co-creation throughout the value chain will significantly strengthen farmers-hotel food linkages.** As an alternative to the traditional transactional approach to business processes in the local food supply chain (Lambert & Garcia-Dastigue, 2006b), a new approach should be pursued that allows all members of the chain to focus on

³ Propositions originally presented in the conceptual paper merged valued relationship with intangible resources; however, the two were separated as two distinct areas for enquiry in case studies

identifying and providing value to the end consumers (Lambert & Garcia-Dastigue, 2006a; Vargo & Lusch, 2004). The adoption of this service-centred strategy in the provision of consumer needs must also involve the customers themselves in identifying and co-creating value needs (Lusch & Vargo, 2006). This way the enterprise is being inherently customer-oriented and relational which can potentially increase the demand for local food by customers while the service itself is being co-determined and co-created by them.

2. **Strong and valued business relationships among stakeholders in the supply chain contribute to strengthening farmers-hotel food linkages.** The hotel enterprise must acknowledge the relationship with suppliers as one that adds value to its business, while the suppliers must also understand their role in creating value (Lambert & Garcia-Dastigue, 2006a). Operant resources (in this case knowledge and skills in food production, preparation and delivery) are the fundamental sources of competitive advantage and therefore the comparative advantage of providing local food can cause a desired change that creates a competitive edge (Lusch & Vargo, 2006). Relationships with suppliers should be evaluated to identify the value propositions that are embedded for consumers. The value that suppliers are able to contribute to the hotel enterprise therefore becomes a powerful negotiating tool rather than the use of price offered to suppliers as the single criterion (Lambert & Garcia-Dastigue, 2006b). Thus, the overall value propositions offered by the hotel enterprise determined through interactive relationships in the chain can be categorized by the various types of value posited by Sheth et al. (1991), Lai (1995), Holbrook (1994) and Gassenheimer et al. (1998). Other support service agencies are also strengthening the position of the suppliers to create value while they themselves are involved in the co-creation and co-production of value within the supply chain.

3.10 Future Research

In order to validate this conceptual model both qualitative and quantitative methodologies should be used to explore causal explanations as they relate to the research question. The research question ‘How can the local food supply chain relationships of farmers and hotels be strengthened within a service oriented goal throughout the supply chain?’ is essentially inquiring; 1) whether value creation and co-creation within the local food supply chain between farmers and hotels with a customer centric focus is likely to cause strengthened local food linkages with a hotel and ultimately strengthened agriculture and tourism linkages;

2) whether strong and valued business relationships between farmers and hotels but also service support agencies is likely to cause strengthened local food linkages with hotels and ultimately strengthen agriculture and tourism linkages; 3) whether acknowledgement and use of intangible resources embedded in local food and possessed by farmers and hotels is likely to cause increased use of local foods with hotels and ultimately strengthen agriculture and tourism linkages.

Initially, case study research was recommended as it will allow researchers to gather vast information on the subject matter. In addition, case study is an effective research methodology used in social sciences to answer how and why research questions (Yin, 2014). A Case Study can be defined as ‘an approach capable of examining simple or complex phenomenon, with units of analysis varying from single individuals to large corporations and businesses to world-changing events; it entails using a variety of lines of action in its data-gathering segments and can meaningfully make use of and contribute to the application of theory’ (Creswell, 2007; Yin, 2003) cited in (Berg & Lune, 2012, p. 325). This first phase of the research program will be considered as an instrumental since it will be used to help researchers understand the external theoretical explanation that will aid in theory construction for farmers-hotel supply chains (Berg & Lune, 2012; Creswell, 2002; Miles, Huberman, & Saldaña, 2014; Stake, 1994).

Case studies are also the preferred method for this phase of research because it will allow researchers to thoroughly investigate ‘how’ the problem of weak agriculture and tourism linkages in developing countries may be solved by using local food in the hotel industry (Yin, 2014). In addition, the social phenomenon is contemporary and complex and researchers have limited control over behavioral events (Yin, 2014, p. 2). This methodology therefore allows researchers to gather data from multiple sources of evidence but also to triangulate findings while in search of theoretical conditions that are necessary to solve the research problem (Yin, 2014). Another major strength of the case study methodology is the opportunity for researchers to collect data for analysis on theoretical propositions developed prior to conducting the study, however, it also allows researchers to gain new insights from the multiple data collection points (Yin, 2014). Case studies as a qualitative research methodology is associated with other strengths such as the benefits from the richness of data that would be collected based on people’s lived experiences and the opportunity for exploring new phenomena discovered in the investigation process (Miles et al., 2014).

Further based on findings from qualitative methods, quantitative methods of research can then be pursued

for instance, regression analysis to explain causal relationships, that is, variables that will strengthen local food agriculture and tourism linkages based on the proposed hypotheses. Regression analysis for this research will allow researchers to investigate whether there is an association between the variables by testing the hypotheses for statistical independence, to study the strength of their association using the correlation measure of association, and to estimate the regression equation that would predict the value of the response variable from the value of the explanatory variable (Agresti & Finlay, 2009, p. 255).

3.11 Conclusion

Countries in tourism dependent regions such as the Caribbean are in desperate need of solutions to weaknesses in tourism development such as high economic leakages (Clayton & Karagiannis, 2008; Torres & Momsen, 2011). While economic leakages caused by food importation will not eliminate the economic leakages in these countries, food represents a significant 30% of tourism expenditure (Belisle, 1983; Meyer, 2006; Torres, 2003). As a result researchers have been motivated to tackle the issue for decades. This proposed conceptual model for strengthening agriculture and tourism linkages may be applicable to other tourism developing regions. However; future research may prove limitations where constraints and demand related issues differ to those in the Caribbean.

Concerted focus on services has indeed fostered advancements in development worldwide (Ostrom et al., 2010; Stauss, 2008). Therefore a service management approach to address the issue of weak linkages between tourism food service entities and local producers may contribute to strengthening these supply chains and ultimately contribute to strengthening agriculture and tourism linkages.

Acknowledgement

No funding has been received for this component of the research project.

Disclosure Statement

No financial interest or benefit has been arisen from the direct application of this research.

3.12 References

- Abel Duarte, A. (2010). Farmers' relationship with hospitality businesses: a preliminary study. *British Food Journal*, 112(11), 1163-1174.
- Agresti, A., & Finlay, B. (2009). *Statistical methods for the social sciences*. London Pearson Prentice Hall.
- Ashley, C., De Brine, P., Lehr, A., & Wilde, H. (2007). *The role of the tourism sector in expanding economic opportunity*: John F. Kennedy School of Government, Harvard University.
- Belisle, F. J. (1983). Tourism and food production in the Caribbean. *Annals of Tourism Research*, 10(4), 497-513.
- Berg, B. L., & Lune, H. (2012). *Qualitative research methods for the social sciences* (Vol. 5) Boston, MA :Pearson.
- Boxill, I. (2003). Towards an alternative tourism for Belize. *International Journal of Contemporary Hospitality Management*, 15(3), 147-150.
- Brohman, J. (1996). New directions in tourism for third world development. *Annals of tourism research*, 23(1), 48-70.
- Chambers, S., Lobb, A., Butler, L., Harvey, K., & Bruce Traill, W. (2007). Local, national and imported foods: a qualitative study. *Appetite*, 49(1), 208-213.
- Chang, K.-L., Xu, P., Warmann, J., Lone, T., Munzimi, Z.-S., & Opoku, E. (2013). Consumer characteristics and willingness to pay for locally produced rib-eye steaks: A case study of consumers at farmers' markets. *Journal of Agriculture, Food Systems, and Community Development*, 4(1), 101-121.
- Christian, M., Fernandez-Stark, K., Ahmed, G., & Gereffi, G. (2011). The Tourism Global Value Chain: : Economic upgrading and workforce development. *SKILLS FOR UPGRADING*, 276.
- Clayton, A., & Karagiannis, N. (2008). Sustainable tourism in the Caribbean: alternative policy considerations. *Tourism and Hospitality Planning & Development*, 5(3), 185-201.
- Cohen, E., & Avieli, N. (2004). Food in tourism: attraction and impediment. *Annals of tourism research*, 31(4), 755-778.
- Crespo, N., & Fontoura, M. P. (2007). Determinant Factors of FDI Spillovers – What Do We Really Know? *World Development*, 35(3), 410-425.
- Creswell, J. W. (2002). *Educational research: Planning, conducting and evaluating, quantitative*. New Jersey: Upper Saddle River.
- Csermely, P. (2006). *Weak links: Stabilizers of complex systems from proteins to social networks*: Springer.
- CTO. (1999). Caribbean tourism organization sustainable tourism development plan of action for the Caribbean (pp. 1-7). Georgetown: CTO Publication.
- CTO. (2010). *Agro-Tourism - linking tourism and agriculture*. Barbados Caribbean Tourism Organization
- CTO. (na). *Caribbean Sustainable Tourism Policy Framework*. Barbados: Caribbean Tourism Organization, European Commission and Caribbean Regional Sustainable Tourism Development Programme.
- Cunningham, E. (2011). Where can I find resources on the local food movement? *Journal of the American Dietetic Association*, 111(7), 1094.
- Curtis, K. R., & Cowee, M. W. (2009). Direct Marketing Local Food to Chefs: Chef Preferences and Perceived Obstacles. *Journal of food distribution research*, 40(2). 26-36.
- Curtis, K. R., Cowee, M. W., Havercamp, M., Morris, R., & Gatzke, H. (2008). Marketing Local Foods to Gourmet Restaurants: A Multi-Method Assessment. *Journal of Extension*, 46(6).
- De Brito, M. P., & Van der Laan, E. A. (2010). Supply chain management and sustainability: procrastinating integration in mainstream research. *Sustainability*, 2(4), 859-870.

- Downes, A. (2010). *Poverty and its Reduction in the Small Developing Countries of the Caribbean*. Paper presented at the Conference on “Ten Years of ‘War Against Poverty’”, Chronic Poverty Research Centre, University of Manchester, UK, September 8-10, 2010, University of Manchester, UK.
- Duram, L., & Cawley, M. (2012). Irish Chefs and Restaurants in the Geography of “Local” Food Value Chains.
- Edvardsson, B., Gustafsson, A., & Roos, I. (2005). Service portraits in service research: a critical review. *International Journal of Service Industry Management*, 16(1), 107-121.
- ERC. (2000). Tourist’s Attitudes Towards Regional and Local Food: The Ministry of Agriculture, Fisheries and Food, and The Countryside Agency.
- FAO. (2013). *Caricom food import bill, food security and nutrition*. Barbados: Food and Agriculture Organisation of the United Nations.
- Fitzsimmons, J. A., & Fitzsimmons, M. J. (2001). *Service management : operations, strategy, and information technology*. New York: McGraw-Hill.
- Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. (2014). *Service management : operations, strategy, information technology*. New York: McGraw-Hill.
- Freeman, E. R., Harrison, J., Wicks, A. C., Parmar, B. L., & De Colle, S. (2010). *Stakeholder theory : the state of the art*. Cambridge, UK ; New York: Cambridge University Press.
- Freeman, R. E., Wicks, A. C., & Parmar, B. (2004). Stakeholder theory and “the corporate objective revisited”. *Organization science*, 15(3), 364-369.
- Gassenheimer, J. B., Houston, F. S., & Davis, J. C. (1998). The role of economic value, social value, and perceptions of fairness in interorganizational relationship retention decisions. *Journal of the Academy of Marketing Science*, 26(4), 322-337.
- Gemmell, N., Lloyd, T. A., & Mathew, M. (2000). Agricultural Growth and Inter-Sectoral Linkages in a Developing Economy. *Journal of Agricultural Economics*, 51(3), 353-370.
- Giampiccoli, A., & Kalis, J. H. (2012). Tourism, Food, and Culture: Community-Based Tourism, Local Food, and Community Development in Mpondoland. *Culture, Agriculture, Food and Environment*, 34(2), 101-123.
- Gomes, A. (1993a). Integrating tourism and agriculture development In D. J. Gayle & J. N. Goodrich (Eds.), *Tourism marketing and management in the Caribbean* (pp. 155-166): Routledge.
- Gomes, A. (1993b). Integrating tourism and agriculture development. In D. J. Gayle & J. N. Goodrich (Eds.), *Tourism marketing and management in the Caribbean* (pp. 155-166): Routledge.
- Gonzalez, O. (2011). Tourism Increases Demand for U.S. Foods. *Caribbean Basin, GAIN Report CB1101*.
- Gregoire, M. B., Arendt, S. W., & Strohschein, C. (2005). Iowa producers' perceived benefits and obstacles in marketing to local restaurants and institutional foodservice operations. *Journal of Extension*, 43(1), 1RB11.
- Grönroos, C. (1994). From scientific management to service management: A management perspective for the age of service competition. *International Journal of Service Industry Management*, 5(1), 5-5.
- Grönroos, C. (1990). *Service management and marketing : managing the moments of truth in service competition*. Lexington Books.
- Grönroos, C. (1997). Value-driven relational marketing: From products to resources and competencies. *Journal of marketing management*, 13(5), 407-419.
- Grönroos, C. (2007). *Service management and marketing: customer management in service competition*. John Wiley & Sons.
- Harvey, E. (2010). *Strategic Plan for Regional Development (SPRD) Background Study: Regional Agro-Tourism Policy*. Barbados IICA.
- Holbrook, M. (1994). The nature of customer value: an axiology of services in the consumption

- experience. *Service quality: New directions in theory and practice*, 21.
- Hummel, J., & van der Duim, R. (2012). Tourism and development at work: 15 years of tourism and poverty reduction within the SNV Netherlands Development Organisation. *Journal of Sustainable tourism*, 20(3), 319-338.
- Hunt, S., & Madhavaram, S. (2006). The service-dominant logic of marketing. In Lusch & Vargo (Eds.), *The service-dominant logic of marketing : dialog, debate, and directions* (pp. 67-84). Routledge.
- Inwood, S. M., Sharp, J. S., Moore, R. H., & Stinner, D. H. (2009). Restaurants, chefs and local foods: insights drawn from application of a diffusion of innovation framework. *Agriculture and Human Values*, 26(3), 177-191.
- Kimani-Murage, E., Kahn, K., Pettifor, J. M., Tollman, S. M., Dunger, D. B., Gómez-Olivé, X. F., & Norris, S. A. (2010). Utilisation of Indigenous Plant Foods in the Urban and rural communities African Children. *Public Health*, 10(158), 1–13.
- Lacher, R. G., & Nepal, S. K. (2010). From leakages to linkages: Local-level strategies for capturing tourism revenue in Northern Thailand. *Tourism Geographies*, 12(1), 77-99.
- Lai, A. W. (1995). Consumer values, product benefits and customer value: a consumption behavior approach. *Advances in consumer research*, 22, 381-381.
- Lambert, D., & Garcia-Dastigue, S. (2006a). Cross-functional business processes for the implementation of service-dominant logic. In Lusch & Vargo (Eds.), *The service-dominant logic of marketing : dialog, debate, and directions* (pp. 150-165). Routledge.
- Lambert, D., & Garcia-Dastigue, S. (2006b). Cross-functional business processes for the implementation of service-dominant logic. In Lusch & Vargo (Eds.), *The service-dominant logic of marketing : dialog, debate, and directions* (pp. 150-165). Routledge.
- Larson, D. W., & Shaw, T. K. (2001). Issues of Microenterprise and Agricultural Growth: Do Opportunities Exist Through Forward and Backward Linkages? *Journal of Developmental Entrepreneurship*, 6(3), 203.
- Layte, R., Harrington, J., Sexton, E., Perry, I. J., Cullinan, J., & Lyons, S. (2011). Irish exceptionalism? local food environments and dietary quality. *Journal of Epidemiology and Community Health*, 65(10), 881-888.
- Linda, C., Fox, M., & Bowen, R. L. (1995). Does tourism destroy agriculture? *Annals of tourism research*, 22(1), 210-213.
- Linden, M., & Mahmood, T. (2007). Long run relationships between sector shares and economic growth—A Panel Data Analysis of the Schengen Region. *Economics and Business administration University of Joensuu, Finland*.
- Lovelock, C. H. (1999). *Principles of service marketing and management*. Upper Saddle River, N.J. : Prentice Hall.
- Lundgren, J. O. (1973). Tourism impact/island entrepreneurship in the Caribbean. In A. Mathieson & G. Wall (Eds.), *Tourism: Economic, Physical and Social Impacts*. Paper presented to the Conference of Latin American Geographers: London: Longman.
- Lusch, R., & Vargo, S. (2006). *The service-dominant logic of marketing: dialog, debate, and directions*: Routledge.
- Lusch, R., & Vargo, S. (2011). Service-dominant logic: a necessary step. *European Journal of Marketing*, 45(7/8), 1298-1309.
- Lusch, R. F., & Vargo, S. L. (2006). Evolving to a new dominant logic for marketing. In Lusch & Vargo (Eds.), *The service-dominant logic of marketing : dialog, debate, and directions* (pp. 3-28). Routledge.
- Lyson, T. A. (2004). *Civic agriculture: Reconnecting farm, food, and community*: UPNE.

- Mak, A. H., Lumbers, M., & Eves, A. (2012). Globalisation and food consumption in tourism. *Annals of tourism research*, 39(1), 171-196.
- Mao, N., Grunfeld, H., DeLacy, T., & Chandler, D. (2014). Agriculture and tourism linkage constraints in the Siem Reap-Angkor region of Cambodia. *Tourism Geographies*, 16(4), 669-686.
- Martinez, S. (2010). *Local food systems; concepts, impacts, and issues*: DIANE Publishing.
- Matenge, S. T., Van der Merwe, D., Kruger, A., & De Beer, H. (2011). Utilisation of indigenous plant foods in the urban and rural communities. *Indilinga African Journal of Indigenous Knowledge Systems: Indigenous Knowledge Systems: The Challenge*, 10(1), 17-37.
- Meyer, D. (2006). Caribbean tourism, local sourcing and enterprise development: Review of the literature.
- Meyer, D. (2007). Pro-poor tourism: From leakages to linkages. A conceptual framework for creating linkages between the accommodation sector and 'poor' neighbouring communities. *Current Issues in Tourism*, 10(6), 558-583.
- Meyer, D., Ashley, C., & Poultney, C. (2004). Tourism-agricultural linkages: Boosting inputs from local farmers. *London: Pro-Poor Tourism Pilots (Southern Africa) Programme Paper*, 3.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook*: SAGE Publications, Incorporated.
- O'Hara, J., & Pirog, R. (2013). Economic impacts of local food systems: Future research priorities. *Journal of Agriculture, Food Systems, and Community Development*, 3 (4), 35-42.
- Ostrom, A. L., Bitner, M. J., Brown, S. W., Burkhard, K. A., Goul, M., Smith-Daniels, V., . . . Rabinovich, E. (2010). Moving forward and making a difference: research priorities for the science of service. *Journal of Service Research*, 13(1), 4-36.
- Pattullo, P. (1996). *Last resorts: The cost of tourism in the Caribbean*: Ian Randle Publishers.
- Pillay, M., & Rogerson, C. M. (2013). Agriculture-tourism linkages and pro-poor impacts: the accommodation sector of urban coastal KwaZulu-Natal, South Africa. *Applied Geography*, 36, 49-58.
- Pratt, S. (2011). Economic linkages and impacts across the TALC. *Annals of tourism research*, 38(2), 630-650.
- Roe, D., & Urquhart, P. (2001). *Pro-poor tourism: harnessing the world's largest industry for the world's poor*: IIED London.
- Rogerson, C. M. (2003). *Towards pro-poor local economic development: the case for sectoral targeting in South Africa*. In *Urban Forum* (Vol. 14, No. 1, pp. 53-79). Springer Netherlands.
- Rogerson, C. M. (2012). Tourism-agriculture linkages in rural South Africa: Evidence from the accommodation sector. *Journal of Sustainable tourism*, 20(3), 477-495.
- Rylance, A., Spenceley, A., Mitchell, J., & Leturque, H. (2009). Tourism-led poverty programme: Training module for agriculture. *International Trade Centre, Geneva*.
- Sandbrook, C. (2010). Local economic impact of different forms of nature-based tourism. *Conservation Letters*, 3(1), 21-28.
- Scheyvens, R. (2007). Exploring the tourism-poverty nexus. *Current Issues in Tourism*, 10(2-3), 231-254.
- Scheyvens, R. (2012). *Tourism and poverty*: Routledge.
- Schmit, T., Lucke, M., & Hadcock, S. (2010). The effectiveness of farm- to- chef marketing of local food :an empirical assessment form Columbia county, NY. *Extension Bulletin*, 3.
- Shankman, N. A. (1999). Reframing the debate between agency and stakeholder theories of the firm. *Journal of business ethics*, 19(4), 319-334.
- Sheth, J. N., Newman, B. I., & Gross, B. L. (1991). Why we buy what we buy: a theory of consumption values. *Journal of Business Research*, 22(2), 159-170.
- Shone, M. C., & Ali Memon, P. (2008). Tourism, Public Policy and Regional Development: A Turn from

- Neo-liberalism to the New Regionalism. *Local Economy*, 23(4), 290-304.
- Sims, R. (2009). Food, place and authenticity: local food and the sustainable tourism experience. *Journal of Sustainable tourism*, 17(3), 321-336.
- Spohrer, J. C., Gregory, M. R., & Ren, G. (2010). The Cambridge-IBM SSME white paper revisited. In P. P. K. C. A. S. J. C. Maglio (Ed.): New York ;London : Springer, c2010.
- Stake, R. (1994). Case Studies. In K. Denzin & Lincoln (Eds.), *Handbook of Qualitative Research* (pp. 443-446). Thousand Oaks, CA: Sage.
- Stauss, B. (2008). International Service Research – Status Quo, Developments, and Consequences for the Emerging Services Science *Fundamentals, Challenges and Future Developments*. Berlin, Heidelberg: Springer Berlin Heidelberg: Berlin, Heidelberg.
- Taylor, A. K. (2009). *Sustainable Cities and Local Food Systems: A partnership between restaurants and farms in Portland, Oregon*. Stellenbosch: University of Stellenbosch.
- Telfer, D. J. (2000). Tastes of Niagara: Building strategic alliances between tourism and agriculture. *International Journal of Hospitality & Tourism Administration*, 1(1), 71-88.
- Telfer, D. J. (2009). Development studies and tourism. *The SAGE handbook of tourism studies*, 146-165.
- Telfer, D. J., & Sharpley, R. (2002). The evolution of tourism and development theory. *Tourism and development: Concepts and issues*, 35-80.
- Telfer, D. J., & Wall, G. (1996). Linkages between tourism and food production. *Annals of Tourism Research*, 23(3), 635-653.
- Telfer, D. J., & Wall, G. (2000). Strengthening backward economic linkages: Local food purchasing by three Indonesian hotels. *Tourism Geographies*, 2(4), 421-447.
- Timms, B. (2006). Caribbean agriculture–tourism linkages in a neoliberal world: Problems and prospects for St Lucia. *International Development Planning Review*, 28(1), 35-56.
- Torres, R. (2003). Linkages between tourism and agriculture in Mexico. *Annals of tourism research*, 30(3), 546-566.
- Torres, R., & Momsen, J. (2005). Planned tourism development in Quintana Roo, Mexico: Engine for regional development or prescription for inequitable growth? *Current Issues in Tourism*, 8(4), 259-285.
- Torres, R., & Momsen, J. H. (2004). Challenges and potential for linking tourism and agriculture to achieve pro-poor tourism objectives. *Progress in Development Studies*, 4(4), 294-318.
- Torres, R. M., & Momsen, J. H. (2011). *Tourism and Agriculture: New Geographies of consumption, production and rural restructuring*: Taylor & Francis.
- Van Looy, B., Gemmel, P., & Van Dierdonck, R. (2003). *Services management: An integrated approach*: Financial Times/Prentice Hall.
- Vargo, S., & Lusch, R. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1-17.
- Vargo, S., & Lusch, R. (2008). Service- dominant logic: continuing the evolution. *Official Publication of the Academy of Marketing Science*, 36(1), 1-10.
- Vargo, S., & Lusch, R. (2008). Why “service”? *Official Publication of the Academy of Marketing Science*, 36(1), 25-38.
- Vargo, S. L., Lusch, R. F., & Akaka, M. A. (2010). Advancing Service Scienceservice science with Service-Dominant Logicservice-dominant logic *Handbook of service science* (pp. 133-156): Springer.
- von Massow, M., & Canbolat, M. (2013). A strategic decision framework for a value added supply chain. *International Journal of Production Research* 52(7), 1940-1955..
- Winsor, R. D., Sheth, J. N., & Manolis, C. (2004). Differentiating goods and services retailing using form

- and possession utilities. *Journal of Business Research*, 57(3), 249-255.
- Winters, P., Corral, L., & Mora, A. M. (2013). Assessing the Role of Tourism in Poverty Alleviation: A Research Agenda. *Development Policy Review*, 31(2), 177-202.
- Woodruff, R., & Flint, D. (2006). Marketing's service-dominant logic and customer value. In Lusch & Vargo (Eds.), *The service-dominant logic of marketing : dialog, debate, and directions* (pp. 183-207). Routledge.
- Yin, R. K. (2014). *Case study research : design and methods* (5th ed.). Thousand Oaks, Calif.: Thousand Oaks, Calif. : SAGE.

Chapter 4

4.0 Explanatory Case Study A : Paper 2

A Hospitality Service Oriented, Sustainable Local Food Supply Chain Making a Difference – An Explanatory Case Study⁴

4.1 Abstract

Many developing countries depend on tourism as the main engine for economic development. While the sector contributes to development, sustainable development is often the concern. In the absence of inter-sectorial linkages between tourism and other sectors in economies, opportunities for trickledown benefits to host communities are stymied in tourism destinations. For decades, researchers have been contending with issues related to strengthening agriculture and tourism linkages as a strategy to maximize economic linkages thereby reducing economic leakages. This study proposes a new approach to consider such linkages. The service oriented approach to local food supply chain is posited as a new model in which agriculture and tourism linkages can be advanced. This paper reveals case study findings on a luxury resort in the Caribbean. The premises of the Service Dominant (SD) Logic forms the basis for the service oriented supply chain framework. Research findings indicated that this service-oriented approach to local food farmers-hotel linkages has resulted in strengthened inter-sectorial linkages. Research findings also indicated a strong mutual dependence on both the accommodation facility and farmers within the supply chain which suggest that the current service-oriented supply chain may be presenting solutions to a problem that researchers have grappled with for decades.

Keywords

Service Dominant Logic, Sustainable Supply Chain, Sustainable Tourism Development, Agriculture and Tourism Linkages, Case Study

⁴ Submitted for review to Journal of Service Research

4.2 Introduction

Tourism is one of the largest service sector in the world and is seen as an important catalyst for development, especially in developing countries (Roe & Urquhart, 2001). The sector is depended upon for benefits which include foreign exchange, tax revenue generation, employment creation and contribution to Gross Domestic Product (GDP) (Hummel & van der Duim, 2012; Pratt, 2011). Amidst intense critiques of tourism development approaches, alternative paradigms have emerged in recent years. These embrace sustainable development themes such as equity, local participation, partnership, value chain, poverty reduction, inter-sectoral linkages, empowerment and private sector participation in development (Hummel & van der Duim, 2012; Scheyvens, 2007). Whereas there is no shortage of theoretical underpinnings for sustainable tourism development, its realization in practice is sparse. Consequently, the debate of the pros and cons of tourism continues (Hummel & van der Duim, 2012; Pratt, 2011), especially as they relate to poverty-reduction, one of the scourges of developing tourism-dependent countries. Hall and Page (2009) suggested that research on poverty reduction be regarded as the impetus for future discourse in international tourism management.

Strengthening linkages between the tourism and agricultural sectors through greater local sourcing and the use of local agricultural supplies was identified as a critical ‘best practice’ for responsible tourism (Pillay & Rogerson, 2013, p. 53). While the importance of strengthening these linkages is generally acknowledged, in practice it is often viewed as an almost insurmountable challenge due to a myriad of challenges related to demand, supply, marketing and government policies (Pillay & Rogerson, 2013). Whereas it is generally acknowledged that the private sector can play a pivotal role in poverty reduction through tourism (Spenceley & Meyer, 2012), little attention and few targeted interventions have been made (Hummel & van der Duim, 2012; Meyer, 2009).

Some of the poorest countries in the world possess a wealth of cultural and natural assets that can be judiciously exploited through tourism (Spenceley & Meyer, 2012). In particular, there is an opportunity to harness the rarity of local and natural assets to serve the high end tourist market, which currently is more likely to use more imported foods rather than local produce and goods (Rogerson, 2012). The ability of

developing countries to harness the benefits from local and natural assets can significantly contribute to economic impacts such as employment and poverty reduction. Tourism often employs a majority of women and youths who are some of the most marginalized people (Bennett, Ashley, Roe, & Britain, 1999). Any efforts to enhance its value chain and inter-sectoral linkages can therefore contribute to poverty reduction (Spenceley & Meyer, 2012). Likewise, the private sector can play an integral role in economic development and thus relieve poverty (Hummel & van der Duim, 2012).

This research paper applies a new conceptual framework to investigate the strength of the local food supply chain of a Caribbean luxury resort. The framework represents a shift from the traditional management of the relationship of buying and selling to a service-oriented paradigm or service dominant (SD) logic. The SD logic framework promotes the co-creation of value by customers and also emphasizes relationships and the optimal use of intangible resources (Lambert & Garcia-Dastigue, 2006; Vargo & Lusch, 2004). The SD logic model is prevalent in the marketing and service management literature, but there has been limited research executed on its impact on supply chains. Overall, business to business (B2B) service research is underrepresented in the literature (Ostrom et al., 2010) since most of the SD logic theoretical development has focused on improving business to consumer (B2C) relationships (Lusch & Vargo, 2011).

In an attempt to test and validate this conceptual model, an explanatory case study was developed to explore causal explanations as they relate to the general research question: What factors related to local food supply chains of farmers and hotels will ultimately strengthen agriculture and tourism linkages? We focused on three facets of the local food supply chain: value co-creation and co-production, business relationships and intangible resources. The main propositions of the SD logic model applied to the privately owned establishment are:

- a)** A consumer-centric supply chain that purposes value co-creation and co-production throughout the supply chain will contribute to strengthening farmers-hotel food linkages.
- b)** Strong and valued business relationships among stakeholders – farmers, hotels and service support agencies – in the supply chain contribute to strengthening farmers-hotel food linkages.
- c)** Intangible resources embedded in local food and possessed by operants of the supply chain contribute to the strengthening of farmers-hotel food linkages.

4.3 Supply Chain Management and the Value Chain

While the concept of supply chain has not been recognized in the literature until fairly recently, it has existed since the rise of economies (Baltacioglu, Ada, Kaplan, Yurt And, & Cem Kaplan, 2007). Historically, the International Organization of Standards (ISO) 9000 was heralded as a useful instrument for buyers to gain access to information on potential suppliers as it made it much easier for companies to find supplying partners than the traditional surveys and visits (Flott, 2001). According to Flott (2001), it was out of the failure of the ISO 9000 to remain consistent that the concept of supply chain arose. The new concept emphasized a type of cooperative partnership effort between buyers and suppliers with established ground rules and better understanding of buyers' needs and suppliers' capacity.

Several definitions of supply chain and supply chain management have emerged with slightly different perspectives based on the industry to which they relate (Baltacioglu et al., 2007). Flott (2001, p. 47) explains that a supply chain “combines supplier and customer efforts in quality planning, quality control, and quality improvement”. This definition suggests the establishment of a working relationship that deals with critical issues that concern the buyer. Another simple definition is “the context in which goods, services and information flow from the earliest supplier to the end user” (Baltacioglu et al., 2007, p. 106). Hwarng and Xie (2008, p. 1163) describe a supply chain in a broader context as “a complex system which involves multiple entities encompassing activities of moving goods and adding value from the raw material stage to the final delivery stage”.

Irrespective of the definition, it is generally agreed that supply chains are a source of a company's competitive advantages (Baltacioglu et al., 2007; Lau, Zhao, & Nakandala, 2015; Power, 2005; Rozar, Mahmood, Ibrahim, & Razik, 2015; Tan, 2001). When supply chains are managed effectively, they derive benefits for businesses such as cost reductions, increased revenues, improved customer satisfaction, delivery improvements, product enhancement and improvement in service or product (Baltacioglu et al., 2007). One critical success factor in supply chains is the continuous sharing of reliable information within the chain. Companies with high performing supply chains are those who engage in sharing data which produces tangible benefits such as increased sales and improved quality (Flott, 2001). Supply chain challenges are usually caused by various problems related to demand and production uncertainties and for

that reason, demand, ordering policy and order information sharing are critical factors to supply chain dynamics (Hwarng & Xie, 2008).

Supply chain management is therefore a very important aspect in managing organizations. It has been defined as the management of information, processes, goods and funds from the earliest supplier to the ultimate customer, including disposal of products (Ellram, Tate, & Billington, 2004, p. 17). Harland (1996, as cited in Tan, 2001, p. 40) described it as managing business activities and relationships on four levels: internally within an organization; with immediate suppliers; with first and second-tier suppliers; and within the entire supply chain. The Global Supply Chain Forum produced a modified definition which stated that it is the integration of the key business processes from end user through original suppliers of products, services, and information that add value for customers and other stakeholders (Lambert, Cooper, & Pagh, 1998, p. 1). This definition goes beyond others to suggest value creation for customers and benefits to stakeholders, notions usually associated with the value chain concept.

To the extent that supply chains result in benefits for members in the networks allows them to transform into value chains (Baltacioglu et al., 2007). This represents an evolution in the discussion on supply chains and their management as it focuses on mutual benefits for members in the chains. claim that establishing effective supply chain partnerships not only ensures product quality and supply chain effectiveness, but also creates win-win scenarios for members of the chain. Flott (2001) also emphasizes the importance of businesses to move beyond price in supplier-chain relationships which is facilitated by moving from coercion to collaboration. Businesses should not be expecting continuous concessions for goods or services from suppliers while endorsing the integrated supply chain concept (Flott, 2001). Rather than viewing products as commodities, the focus within the relationship chain should be on true value exchanges: time savings, quality, improved market share and reliability of suppliers.

Supply chains and value chains are considered similar however value chains are distinctly different. A value chain is an alliance of enterprises collaborating vertically to achieve a more rewarding position in the market (AFC, 2004, p. 1). In this sense, “collaborative” implies voluntary involvement and an expectation of complementary behavior resulting in the achievement of a common result or goal (AFC, 2004). This goes beyond the transactional purchasing of commodities. Specifically, and as it relates to food, consumers tends to seek specific attributes or benefits in products rather than giving consideration only to price. The

role of businesses is to identify those elements and build them into the value chain for the mutual benefit of its members (AFC, 2004). The Agriculture Food Council illustrated how a traditional supply chain differs from a value chain (Table 1).

Table 4.1: Differences between a traditional supply chain and a value chain

Item	Supply Chain	Value Chain
Communication (information sharing)	Little or none	Extensive
Value focus	Cost/price	Value/quality
Product	Commodity	Differentiated product
Relationship	Supply push	Demand pull
Organizational structure	Independent	Interdependent
Philosophy	Self optimization	Chain optimization

Adapted from: AFC (2004, p. 2)

The supply chain management literature in recent times introduced service supply chain management and sustainable supply chain management which are both relevant to this research. Service supply chain management emerged out of the recognition that managing services in supply chains is different from managing goods (Ellram et al., 2004). Baltacioglu et al. (2007) reviewed the pioneering research on service supply chains. The early research initiatives focused on value chains in manufacturing, operation management and professional service industries.

Lin, Shi, and Zhou (2010, p. 1192) define the service supply chain as “a network of suppliers, service providers, customers and other service partners that transfer resources into services or servitised products delivered to and received by the customers”. The authors defined (p. 1192) service supply chain management as ‘the management of information, processes, and resources along the service supply chain to deliver services or servitised products to the customers effectively’. The Ellram et al. (2004) perspective on service supply chains attempts to be more comprehensive and seven key processes were identified as critical and relevant to all service supply chains: information flow, capacity management, skills management, demand management, customer relationship management, service delivery management and cash flow.

Sustainable supply chain is another recent concept in the supply chain literature that is relevant to this research. Sustainability – in the form of sustainable supply chains – is a broadening of the perspective of optimizing resources in supply chain management to a focus on stewardship in processes throughout the chain (Linton, Klassen, & Jayaraman, 2007). In addition to economic sustainability, sustainable supply chains introduce environmental and social issues, (Linton et al., 2007) often considered in 21st century business practice as paying respect to the triple bottom line (Elkington, 1998). Sustainable supply chain management is defined as “the management of material and information flows as well as cooperation among companies along the supply chain while taking goals from all three dimensions of sustainable development i.e. economic, environmental and social and stakeholder requirements into account” (Seuring, Sarkis, Müller, & Rao, 2008, p. 1545). Supply chains must therefore not only focus on optimizing product for consumers, but consider the total effect on the chain (Linton et al., 2007). Studies have shown that heightened focus on sustainability in supply chains has either a lower cost in the chain or provides positive or neutral value to businesses involved (Linton et al., 2007). Johnston (2005) identified a gap in the literature on managing B2B service entities. This study will therefore provide insights on managing B2B service relationships in a sustainable manner.

Supply chain management has only recently been reported in the tourism literature (Huang, Song, Huang, & Lou, 2012). Yang, Huang, Song, and Liang (2009) perceive the tourism supply chain as a distribution system that is also concerned with collaboration within the system. Huang et al. (2012) consider the tourist to be the end consumer. The tourism value chain or macro tourism value chain has also been described as a range of value added activities involving different players that is necessary to transform a product or service from conception to production and other necessary phases until the utilization by the consumer and disposal (Kaplinsky & Morris, 2001; Purnomo, Guizol, & Muhtaman, 2009; Song, Liu, & Chen, 2013). Such value chain involves various stakeholders along the chain of transactions, from conception through production to consumption and after-use (Mitchell & Faal, 2008, p. 2). The key stakeholders in a tourism value chain have been categorized as tourism product planners and designers, suppliers, intermediaries and the tourists themselves (Kaplinsky & Morris, 2001; Romero & Tejada, 2011).

Supply chains appear to represent a much broader concept than originally described. The major transitions reflected in the literature are the shift from the sole focus on the supply and purchase of goods to cooperative partnerships between buyers and suppliers, emphasis on value adding, and efforts to extend

benefits to all members in the chain. Supply chains should be used as a source of value added in businesses rather than solely providing low cost products or services (Hayes, Pisano, Upton, & Wheelwright, 2005; Lee, 2004). Supply chain strategies that incorporate the expanded ideas above must be integrated with the core competitive strategy of businesses to produce the relevant value add (von Massow & Canbolat, 2013).

4.4 Service and Service Dominant (SD) Logic

Since the 1970s the service sector has grown astronomically and has become recognized as a major factor in economic development, contributing on average 70% to GDP in developed countries (Van Looy, Gemmel, & Van Dierdonck, 2003) and 80% and more in advanced economies (Stauss, 2008). Tourism is now one of the world's largest industries and the largest service industry (WTTC, 2015).

Service is:

“ an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems (Grönroos, 1990, p. 27)”.

Lovelock (1999, p. 5) explains a service and services as:

“A service is an act or performance offered by one party to another. Although the process may be tied to a physical product, the performance is essentially intangible and does not normally result in ownership of any of the factors of production.”

“Services are economic activities that create value and provide benefits for customers at specific times and places, as a result of bringing about a desired change in or on behalf of the recipient of the service.”

Lovelock's (1999) definition best complements the axioms of the SD logic.

SD logic is not considered to be a theory though it is pre-theoretic in nature and as a result premature normative applications are not advised (Lusch & Vargo, 2011). The 10 fundamental premises of the SD logic (Vargo & Lusch, 2004) are starting points of reasoning (axioms) upon which theory can be built (Lusch & Vargo, 2011). It evolved from the dynamics of marketing services, namely resource advantage theory, core competency-based theory and relationship marketing (Hunt & Madhavaram, 2006). These conceptual foundations grounded the SD logic with its customer-centric, market-driven and service-centered nature. The focus on special knowledge and skills of operant resources can provide competitive advantage and maximize customers' involvement to facilitate the customization of product and or service offerings (Hunt & Madhavaram, 2006).

The resource advantage theory stresses the use of resources: not just land, labour and capital, but also financial, human, legal, organizational, informational, and relational (Hunt & Madhavaram, 2006). The theory recognizes that each firm will have some unique resources (e.g., extremely knowledgeable employees or cutting edge production processes) that can contribute to the firm's comparative advantage. These resources allow the firm to produce efficiently and effectively therefore developing competitive advantage since many of these intangible resources cannot be easily replicated by competitors (Hunt & Madhavaram, 2006).

Competence-based theory emphasizes that firms can achieve a competitive advantage by identifying, seeking, developing, reinforcing, maintaining and leveraging distinctive competencies through the effective use of resources to realize key strategies (Hunt & Madhavaram, 2006).

Relationship marketing constructs evolved from marketing as customer relationship centered on marketing and management that focuses on transactions, modalities or exchanges of goods and services for money (Grönroos, 2007). Firms, therefore, based their marketing programs on interactions and the management of customer relationships to gain competitive advantage over their rivals (Grönroos, 2007). According to Grönroos (2007), a relationship marketing strategy requires three fundamental tactics: redefining business as a service business with service competition as a critical element of 'total service offering' and not just a product or core service; management of the business from a process management perspective where the process creates value for customers rather than from a functionalistic perspective which only distributes products or services; and thirdly, establishment of partnerships and a network to meet the needs of the

entire process which requires close contact with suppliers. Service management is therefore an imperative for organizations as it allows them to face service competition, understand and manage service elements in the customer relationship in order to sustain a competitive advantage despite the organization type (Grönroos, 1994).

These three theories contribute significantly to the conceptual power of the SD logic paradigm which is positioned for further theoretical development and can be unified with other logics to form a unified theory (Lusch & Vargo, 2011; Vargo & Lusch, 2008). Application of the paradigm has already begun to unify traditionally different research in areas such as customer and market orientation, services marketing, relationship marketing, quality management, value and supply chain management, resource management, and network analysis (Vargo & Lusch, 2004).

The SD logic has been recognized as one of the best paradigms for the way forward in service science (Ostrom et al., 2010). It is considered a service-centered model of exchange with the main concepts being intangibles, competences, dynamics, exchange processes, relationship and operant resources (Vargo & Lusch, 2004). This new perspective emphasizes intangible resources, the co-creation of value and relationships (Vargo & Lusch, 2004).

The logic coined the term ‘operant resources’ which are often invisible or intangible resources such as human resources possessing core competencies or knowledge of organizational processes (Vargo & Lusch, 2004). The customer is always considered a co-producer and therefore a co-creator of value (Vargo & Lusch, 2008). SD logic suggests that firms cannot offer value, but rather value propositions and it is only the consumer who can claim value (Vargo & Lusch, 2004). Interactivity, integration, customization and coproduction are recognized as the hallmarks of the service centeredness of the SD logic which intrinsically complements the focused approach on the customer and relationships (Vargo & Lusch, 2004). The service-centered view implies that the goal is to customize offerings for consumers and to attempt to maximize their involvement to better fit their needs (Vargo & Lusch, 2004). The SD logic has indeed brought about new perspective in service thinking, particularly as it relates to value, the nature of relationship and the use of resources. The founding thinkers encouraged researchers to assist in the future development of the logic and service science (Lusch & Vargo, 2011; Lusch & Vargo, 2006; Vargo, Lusch, & Akaka, 2010).

The theoretical basis of the SD logic was deemed appropriate and useful for developing a conceptual framework for strengthening farmers-hotel local food supply chains at the enterprise level (Figure 1). The framework suggests that a consumer-centric focus on the food needs of guests at a hotel will contribute to stronger inter-sectorial linkages between the agriculture and tourism sector.

Figure 4.1: Proposed Conceptual Model of the Service Oriented Farmers-Hotel Supply Chain from the SD Logic's Service Management Perspective

4.5 Grenada

Grenada is a tri-island state located in the southern Caribbean between the Caribbean Sea and Atlantic Ocean at geographical coordinates 12°07 north latitude and 61°40 west longitude. The main island is a land area of 344 square kilometers that is 133 square miles with a population of 107,000 (NSAP, 2012). The small developing country's open economy is one that has evolved from agrarian based to a more diversified economy with services playing a key role in its development (GoG/OAS, 1997; NSAP, 2012).

Grenada's economy has been experiencing economic stagnation as a result of the accumulation of high public debt (\$2.41 billion Eastern Caribbean dollars) which represents 107% of the country's GDP (GoG,

2014). Socio-economic challenges therefore exist. Unemployment was estimated in 2014 at 33.5% of which 55.6 % was among youths aged 15 - 24 (GoG, 2014). The 2012 Alternative Growth and Poverty Reduction Strategy for Grenada recorded that the unemployment rate among women is much higher (31.8%) than for males (17.9%). Poverty rates (i.e. the share of the population that cannot afford to buy a basic basket of goods) increased from 32.1% in 1998 to 37.7% in 2008 (NSAP, 2012, p. 47). Among the employed, 65.1% are also poor (NSAP, 2012). Youth (both men and women) represent 66.4% of the total poor and 36.2% of women are poor compared to 39.5% of men (NSAP, 2012).

Tourism and agriculture are two of the major performing sectors and the anticipation is that sustainable linkages between these sectors would benefit both as well as the local economy as a whole (GBT, 2011; MOF, 2006). Research has shown that stakeholders in both sectors are willing to collaborate to establish and strengthen these linkages, but how this could be accomplished has been unclear (GBT, 2011; Thomas, 2009). The sectors lack competitiveness, investment and adequate maximization of value opportunities in respective value chains (MOF, 2006).

4.5.1 Tourism Sector

Tourism has become Grenada's leading sector. It is also considered the primary export sector with the opportunity to contribute significantly to economic development through linkages with agriculture, handicraft, manufacturing and entertainment sectors (MOF, 2006). The destination has a resident population of 106,667 (CSO, 2011). According to the World Travel and Tourism Council (WTTC), the *direct* contribution of travel and tourism to GDP was 6.4% and the *total* contribution to the economy was 21.8% of GDP in 2012. Tourism's contribution to direct employment was 2,500 jobs or 5.9% of employment with a total employment contribution of 20.2% representing 9,500 jobs (WTTC, 2013).

4.5.2 Agriculture Sector

Agriculture was considered the backbone of the Grenadian economy for many years with contributions to GDP of up to 30% during the 1970's and 1980's (NSAP, 2012). However, during the late 1980's the sector began to show signs of decline while tourism's contribution to the economy began to grow (GoG/OAS, 1997). The decline in the agriculture sector was further exacerbated due to the loss of

preferential markets (a consequence of trade liberalization), international decreases in prices for commodities, natural disasters (e.g., hurricanes), lack of competitiveness and loss of markets due to pest and diseases (MOF, 2006). Agriculture remains an important sector of the economy particularly in terms of improving the country's food security and sustaining rural livelihoods (MoA, 2009). Three-quarters (72.8%) of the country's poor reside in rural areas and 11.1% of those employed poor are involved in the agriculture sector (NSAP, 2012). Though to a lesser extent than in the past, agriculture production includes the traditional crops of cocoa and nutmeg (mainly export crops) and non-traditional roots and vegetables crops which are produced now for local consumption (NSAP, 2012).

4.5.3 Links between Agriculture and Tourism Sectors

Market access was identified as one of the major problems faced by the agriculture sector in Grenada (MoA, 2008, 2009). Since the tourism sector represents a viable market, it is important to determine what barriers might exist to reinforcing linkages between agriculture and tourism. Previous research (Thomas, 2009) indicated that these linkages exist in Grenada, but some major challenges impede hotels from purchasing local foods: inconsistency in supplies, insufficiency of supplies, unreliability of suppliers and pricing. According to Thomas (2009) local producers indicated that these challenges can be attributed to ad hoc or inadequate planning, seasonality, limited technology and inadequate information sharing between farmers and hoteliers. The tourism-related economic leakage rate is 55%, a consequence of the high rate of importation (Clayton & Karagiannis, 2008). Key stakeholders in agriculture and tourism agreed and are generally supportive of establishing formal inter-sectorial linkages (Thomas, 2009).

4.6 The Case Resort

Tourism became the most competitive industry for the Caribbean since the 1950's with unprecedented growth through the decades, resulting in the region becoming the most tourism dependent in the world (Clayton & Karagiannis, 2008). The private sector businesses of the accommodation sector came to be the ones most reliant on tourism. Several international hotel companies positioned themselves to take advantage of the pull by tourists for sun, sea and sand of the region. In some Caribbean countries local businessmen managed to open and operate small inns and guest houses. This was also the situation in

Grenada.

The case of the luxury resort cannot be narrated in isolation of the inn that preceded it. The inn, established in 1951 as a family owned business, was led by the parents of the visionary leader of the case resort. It was one of the first not just in Grenada, but in the Caribbean, to be owned and operated entirely by locals (Wolf, 1986). The entrepreneur boasts of being inspired by his mother who was the first to serve local cuisine to visitors to the island. Her introduction of Caribbean fusion cuisine made with local ingredients acquired loyalty from visitors; as a result the inn became the place to dine for every guest passing through the island. Local foods were incorporated to create a special Caribbean fusion (Wolf, 1986).

After holding directorship positions with the beachside hotel for some years, in 1975 the entrepreneur became the majority shareholder of the 28 room property. Full ownership was later attained and the hotel was expanded into a 56 room resort. Today, it employs 210 employees to provide service for its 64 suite luxury boutique property. The employees include 10 senior managers and 24 culinary staff inclusive of the head chef. The resort can accommodate 244 guests at full occupancy.

4.7 Research Method

This research method is grounded in the philosophical assumptions of pragmatism. Based on experiences gained from previous research in the area of agriculture and tourism linkages related to food, and the literature on service management, specifically SD logic, I abductively constructed propositions (Ramroth, 2006; Van de Ven, 2007). Abductive reasoning is a pragmatist method aimed at creating new knowledge and involves four steps: identifying the object needing understanding; matching object needing understanding with theory (existing knowledge); deriving new insights; and proposing future directions based on the insights (De Brito & Van der Laan, 2010, p. 6). The proposed ideas are instruments or tools which are expected to assist in determining future actions, particularly those addressing the problem of weak farmer-hotel supply chain relationships which are necessary to facilitate agriculture and tourism linkages (Ramroth, 2006).

Consistent with pragmatism, the philosophical commitment to the nature of truth, I approached this

research not necessarily to *prove* truth or falsehood, but rather to effectively provide clear guiding action, predictions and useful findings for stakeholders (Meyers, 1999; Ramroth, 2006). This research is therefore devoted to improving lives and societal well being (Rorty, 1998; Wicks & Freeman, 1998). Accordingly, the findings of this research will be presented to key stakeholders.

I acknowledge the phenomenon proposed to be studied as socially complex, a contemporary event over which the researcher has no control and for which there is need for in-depth understanding in order to provide clear insights that may solve existing problems. All these factors provide the justification for explanatory case study research wherein causal links can be explained (Yin, 2014).

An explanatory case study was used to qualitatively investigate the causal explanations embedded in the research question and propositions previously mentioned. The units of analysis included both primary and secondary informants. The primary informants were local food suppliers (farmers) in the resort's supply chain and resort staff who are involved in making decisions on behalf of the consumer, those who interact with the consumer as it relates to their food needs and those involved in producing a product or service for the consumer. Specifically, resort staff held positions as waiters, senior managers, chefs and purchasing officers. Secondary informants included support service agents such as agricultural input suppliers, policy makers for tourism and agriculture, agricultural extension officers, micro financiers and senior managers of the National Marketing and National Importing Board.

Forty-six semi-structured, open ended interviews were conducted. Interviews with primary informants included 21 resort staff (10 females and 11 males) and 12 local food suppliers (11 males and 1 female). Of the resort staff interviewed, 17 were directly involved in the food service while 4 were not indirectly involved. Interviews were convenience sampled and lasted from 20 minutes to 1 hour. Three block out dates were scheduled by the resort to facilitate interviews. The interviewer contacted local food suppliers by telephone and from a list of suppliers provided by the resort to arrange interview times based on their availability according to methods suggested by (Berg & Lune, 2012).

Yin's (2014) process for explanatory case study data analysis was meticulously adhered to. Data collected was analyzed using Nvivo software and coded under prioritized themes based on the SD logic which informed the conceptual framework. New themes also emerged from the data. Mind maps were then

generated from the coded data to identify logical patterns and give understanding to evidence of value co-creation and co-production, valued relationships and intangible resources in the local food supply chain. Secondary source material (i.e. newspaper articles, the resort's website, trip advisor reviews, and a video interview with the resort's visionary which was conducted by a journalist) was also consulted. Outcomes from the resort's *modus operandi* were identified and examined since these are integral to asserting causal links for the pattern matching data analysis technique. Finally, rival explanations that emerged from the data were considered before conclusions were drawn about strong causal inferences (Yin, 2014).

4.8 Results

This research found the resort to be an exemplary case study for conformation to the SD logic informed conceptual framework. Although the resort has not been placing much emphasis on service support services, it acknowledged the role of these stakeholders in its local food farmers-hotel supply chain. In practice however, the resort has been applying several of the axioms of SD logic related to value co-creation and co-production within its supply chain together with emphasizing valued relationships and harnessing intangible resources to the benefit of all its members, especially its guests. Specific findings related to the main propositions together with other themes that emerged from the data follow. A few verbatim from the research will also be included however greater details are presented in the appendices.

a) Value Co-Creation and Co-Production with Local Foods for Resort Guests

In the context of SD logic, value must be co-created or co-produced with the customer while the customer is a co-producer of the service offered (Vargo & Lusch, 2004). Customers are always co-producers of services and co-creators of value because they mobilize knowledge and other resources in the service process that affects the success of the value proposition (Ordanini & Pasini, 2008 p.289). Co-production therefore suggests the customers' involvement in the production of the service within the service system whilst co-creation suggest the customers' involvement in creating the value within the service system. Value co-creation and co-production can therefore occur simultaneously in a service system as is enacted by the flow of knowledge and other resources to and fro the customer and parties in the service systems.

In this case, local food or goods become transmitters of embedded knowledge or attributes that are used by customers, resort workers and local food suppliers (operant resources) who are all appliances in the value

creation process (Vargo & Lusch, 2004, p. 7). It was found that the resort was able to ignite this value co-creation and co-production process through frequent information transfer throughout the supply chain and especially at the consumer level because of its fully consumer-centric *modus operandi*. This condition facilitated value co-creation and co-production processes through information flows at many levels via several operant resources (e.g. chefs to guests, waiter to guests, guests to waiter, guests to chefs, senior managers to guests, farmers to purchasing officer to chefs to waiters to guests, guests to waiters to chefs to purchasing officers to farmers). As a result, numerous utilities for consumers were co-created and co-produced that are based on guests' needs and expectations from the resort's food service.

The research data indicates value co-creation and co-production processes in six main categories:

- the guests' desire to know where their foods are grown,
- the desire of guests to experience a 'taste of place',
- the provision of nutritional benefits to guests,
- the opportunity for guests to make special food requests,
- providing guests with unique food experiences and,
- consistent communication between the resort staff and guests during their stay.

The Guests' desire to know where their foods are grown

Staff relay the necessary information about **where their foods are grown** and accede to guests' requests by providing tours of the resort's garden (i.e. one of the farms where produce comes from). Informants at the resort also suggested that in future the resort should consider allowing guests to visits the farms of their suppliers so that they will have the opportunity to pick their own foods. These exchanges between the resort guests and staff also served to assure guests that their foods are locally grown. The resort informants perceived that guests are satisfied and convinced that when they eat at the resort they are contributing to the local economy and are also limiting carbon emissions through reduced travel of their foods.

"A lot of people like to know exactly where you are getting your foods from....Where?.....because they want to know how it is being produced, whether it is being organically grown, chemically grown or processed, if it's from a tin So we let them know that it is locally grown. It is not a processed item, it is not a fully chemically grown produced but it's straight from the farmer to the kitchen to your plate" (Food Service Interviewee 5).

The desire of guests to experience a 'taste of place'

The co-creation and co-production process also relates to the **desire of guests to experience a 'taste of place'**. This is a major value proposition suggested to guests prior to their visit. On arrival each guest is greeted with their first taste of place which is a drink called 'the Spice Island Classic'. Local food suppliers play a major role in realizing this value proposition together with the chefs and waiters. Farmers supply the resort with unique and indigenous local produce which the resort's chefs use to create international cuisine infused with local spices and flavors. Waiters are instrumental in conveying information to guests on the local ingredients and flavors that should be anticipated. They also provide guests the opportunity to taste and change meals. Resort informants indicated that very often guests will have conducted research on the food and culture of the destination before visiting and are therefore expecting that cultural experience through food. In response to this the resort provides a Caribbean night buffet cuisine where guests can experience and enjoy foods indigenous to Grenada and other Caribbean islands.

"Most of the times when they [guests] come to the Caribbean they basically look forward to local foods. They don't want to have the same thing they had back at home. They would tell you that. For example when you have buffet night they would say...yeah I am accustom having steak back home so I'll have some curry mutton. I have the things that I cannot prepare at home and things I do not have. They would tell you that. So you can see from the time they probably booked the trip that's when they have the mindset..... that's why you have to meet these expectation so that when they go back home they can go back with that sort of memory." (Food Service Interviewee, 4)

The Grenadian dish 'Oil Down' is laden with cultural significance and is often requested by guests upon arrival. This meal can be dated to slave ancestors who created a 'one pot' meal which is a melody of starches, vegetables and meats of many kinds marinated with local spices and steamed in coconut milk. Turmeric is added to give it a bright yellow color. It is believed that the limited resources and personal time of plantation workers did not allow them to cook the different foods separately. This type of 'one pot' cooking exists in many of the other Caribbean islands, but it is distinctively different by island since the origins of African slave ancestors and cultures are also different. Guests at the resort relish not only tasting a national dish which is traditionally cooked on public holidays, but they also consume a cultural experience.

The provision of nutritional benefits to guests

The **provision of nutritional benefits to guests** through local foods is another mechanism in which members of the resort's supply chain interact to co-create and co-produce value. The resort promotes its cuisine as farm to table and organic. It arranges with farmers for the delivery of produce directly from their farms to the resort to ensure freshness and preservation of nutritional content. The subliminal suggestion of healthy eating as part of the resort's value proposition is further supported by one-to-one engagements between its wait staff and guests. In addition to assuring guests of the quality of foods being served, waiters describe in detail the meals, the ingredients and often their nutritional benefits (e.g., local callaloo soup is described as being high in iron). In some instances suggestions are made for guests to do their own research via their Smart phones to learn more about the nutritional content of the particular produce. The two-way conversations between waiters and guests provide the opportunity for the latter to ascertain the value that can be had from their meals and it is often these factors that entice them to explore foods that are new to them. Guests also provide feedback on their meals. Some indicate that they can taste the freshness in the fruits and vegetables thereby indicating their approval and satisfaction with the 'farm to table' concept.

“Well in the local food, I think we get more nutrients from the local food than the imported food, because when the imported foods come, it comes in a tin or in a package, or it comes in frozen... but we can get it fresh so all the minerals and vitamins are still in the fruits and vegetables so they get to enjoy it fresh. Because when it comes in local the shelf life is just three days and we have a quick turn over so guest always gets it fresh.”(Food Service Interviewee, 8)

The opportunity for guests to make special food requests

One of the most idiosyncratic features of the co-creation and co-production process at the resort is the **opportunity for guests to make special food requests**. This unconventional food service targets the personalized needs of its main food service co-producers. These needs may be related to dietary restrictions for health reasons (e.g., allergies), but also to pleasure and personal gratification. Guests communicate with staff about their special food needs, often prior to arrival, but also during their stay. The particulars for each guest are stored on the resort's guest information management system, so that they can be retrieved if the guest becomes a repeat client. Special arrangements are made for guests to meet with the chef to

discuss the specifics of their food needs to ensure that all expectations are met and exceeded. Guests are then served their desired meals. The food service staff is also made aware of the special food requests of individual guests. These are communicated at daily briefings. This is important because any staff is at liberty to anticipate and exceed guests' expectations during their stay. To do so, staff must be aware of personalized needs to prevent misfortunes that might be related to food allergies for example. Local food suppliers are also involved in meeting these special food needs. Requests are made of farmers to provide requisite ingredients to meet the guests' needs and sometimes in real time.

"If you are here and you really don't like what's on the menu you can order just about anythingtoday if you feel like you want curry goat you could just say..... ok I'll like to have curry goat for dinner you pre-order that and your wish is our command more or less and a lot [number] of guests have said, and they are well traveled people, that haven't really gone anywhere and had such services."(Food Service Interviewee, 15)

Providing guests with unique food experiences

Providing guests with unique food experiences by combining international foods together with local foods in novel ways is another distinctive value co-creation process at the resort. Through communication exchanges guests often acknowledge that they have experienced particular international dishes, however, at the resort these recipes are tweaked with local ingredients. For instance, an Irish potato will be replaced with a local breadfruit or dasheen that, like potatoes, are starchy foods, but differ significantly in taste and texture. The new tastes and flavors usually stimulate guests to repeat these food taste experiences. Resort staff indicated that the unique food experience is a major contributing factor for repeaters at the resort. Guests who indicated strong affection for particular meals are on subsequent visits to the resort served the meals to welcome them back. Also, in attempts to replicate the food taste experiences at home, guests are provided with recipes upon request. A collection of recipes called 'taste of spice' has been archived by the resort to facilitate this service to guests. Records of guests' favorite meals are also stored for future reference.

Consistent communication between the resort staff and guests during their stay

Analysis of value co-creation and co-production at the resort through its local food supply chain made

evident that **consistent communication between the resort staff and guests during their stay** is critical to the value process. The communication channels facilitate early detection of food service failures and the opportunity for immediate amends. Within three minutes of a guest expressing dissatisfaction with a meal, the meal is replaced. Resort staff engage guests constantly about their special interests and use the information as an opportunity to exceed food service expectations thereby delivering what they term a 'service wow factor'. Guests also provide feedback on their liking of local foods and express how the tastes, textures and flavors are different from what they know. This feedback serves to motivate more creative use of local foods. At the moment, this feedback does not reach the suppliers. Nevertheless, the opportunities for staff to communicate and provide stories about local foods are deemed valuable to the guests' overall food and service experience.

"Of course the guest is aware [speaking to where food comes from] because you have a lot of them asking, is this local?..... but I think you get that a lot more after they consume and taste it.But even before that, in conversation with guests we let them know as well. For example the menu will explain so much and then again certain local foods that you know, they may not know of or not be familiar with let's say...our breadnut..... you will highlight it to them letting them know that its local grown on the islandexplaining that its very similar to chestnut so that they have an idea and we will even go the extra mile to go to the kitchen and get some actual breadnuts, bring it out on a plate and show them then explain in details and that's what you call going above and beyond.These are some of the things the guest are not even looking for someone to do so sometimes, you may not tell them you are going to go for it. When you are finished having the conversation you just shuffle off quickly get it and come backsometimes they don't tell you but you can tell by the body language that they be like wow.....I'll give you a quick example..... A couple nights ago one guest came to the menu and they looked..... they wanted and hope that there was chocolate fondue but they didn't see any..... so I was distance away and speaking to another staff then I walked over and said, excuse me Ms. Jane, I couldn't help noticing that you were looking for the chocolate fondue and she said yes....it was a party of a few of them.... then I didn't say anything to her after that, I just consoled her then I went to the kitchen and I spoke the bake shop staff who is in charge and I said to him that I have some guests who really want the chocolate fondue, we don't have it on the menu for the evening but I asked him if he can do a 'wow' he said yes. And a little later on that evening I went over to the table before they came to then I told them.....guess what, I have a surprise for you..... They asked what surprise?..... I said remember the fondue that you were speaking about, I spoke with the chef and he can do some for you so you'll have it at dinner and she was so surprise.....because she really didn't expect anything like that at allit was like wow and she reallyshowed it.....the facial expression body language said a lot. So could you imagine, that's what I am saying that's what you call exceeding guest expectations. Things like that guests don't expect and that's what we do here and I think....not I

think.....I know that's one of the reason that [name of resort] resort will be top." (Interviewee, 7)

b) Valued Relationships in the Resort's Local Food Supply Chain

The service oriented local food supply chain at the resort epitomizes valued relationships not only between the resort and its customers, but among its suppliers, staff and the overall environment at the resort. In this service model humans are both the center and active participants in the exchange process (Vargo & Lusch, 2004, p. 12). Inevitably the provision of service that emphasizes value co-creation is also relational as opposed to transactional (Vargo & Lusch, 2004). This research found valued relationships throughout the supply chain.

The resort describes its relationship with its local food suppliers (farmers) as a major facet of its ability to operate a service-focused food service. It has working relationships with 65 farmers, but fosters a close relationship with 15 trusted ones. It communicates verbally with suppliers on a regular basis and disseminates information on the resort's occupancy to several of the trusted farmers. Periodic meetings are convened with farmers to facilitate the mutual sharing of expectations of both the farmers and the resort on behalf of its guests. These meetings also accommodate the sharing of the vision and goals of the resort with farmers as they relate to procurement requirements of local foods. Purchases of local foods are made directly from local farmers thereby eliminating intermediaries. In the event that suppliers are out of stock for a particular produce, resort staff said that their suppliers go out and source the produce from other island farmers to signal their reliability to the resort.

Farmers have also demonstrated strong commitment to responding to special requests for produce by the resort on short notice in order to meet guests' 'special request' food needs. Even in times of food scarcity the resort noted that farmers prioritize supplying the resort rather than alternate markets. The resort acknowledges the important role played by farmers in producing local food for its food service. These acknowledgements are reflective in the prices paid and also tokens of appreciation to farmers.

The relationship with the resort as farmers described it is generally one of mutually beneficial partnership. They also perceived that business relationships between themselves and the resort's purchasing officers

have evolved into personal friendships. Prices paid for their supplies were considered rewarding and farmers claimed that the resort pays some of the highest prices for local produce on the island and has reliable, bi-weekly payment arrangements. Farmers also noted that large quantities of local foods are purchased by the resort which is unmatched by other hospitality businesses and local supermarkets on the island. These local food suppliers pride themselves in contributing local produce to a high end, award-winning accommodation property. They expressed a general feeling of importance to the resort's food service operations and personal gratification in knowing that produce they grow is being used to make guests happy and satisfied. They also acknowledged the valuable contribution that the resort is making to their own livelihoods.

“ [I am] able to take care of my family, and being able to do a lot of other things in terms of educating my children.”(Farmer 6)

“When the check comes and ‘it marks these are tourism dollars’ it makes me feel really happy...so you know [I have] money in my pocket and once you work serious business you would want pay [to be paid] and they [resort hotel] pay a decent price.”(Farmer 11)

The nature of this business relationship between the resort and local suppliers creates a level of interdependency. The resort is promoted internationally as one with a local food service. Its guests have shown tremendous liking and demand for its international-local food fusion cuisine and as mentioned before, this is considered a major factor that influences repeaters. Trip advisor, an industry monitor, indicated that 73% of visitors rated the resort's food as Very Good or Excellent (21% and 52%, respectively). Food was considered Average by 12% of visitors and 9% and 6% considered it Poor and Terrible, respectively. The resort's food service has been instrumental in the resort winning gold honor in the Virgin Holidays' Worldwide Platinum Collection Award 10 times. This is only one of the resort's many international awards associated with its food service.

Resort staff who were interviewed estimated that, on average, over 80% of the food served per plate to guests is local. According to farmers interviewed, they have been supplying the resort for an average of over 10 years with several for over 20 years. Not only is the resort dependent on farmers, but farmers have developed a high level of dependency on the resort as well. Farmers indicated that they have had some of their most successful business transactions with the resort since it has a fairly high occupancy during the October to May tourism season. These farmers depend on the resort for their livelihoods. Commitment to

social responsibility by the resort's leadership also adds to the complex influences to foster relationships among stakeholders in the supply chain. This business is committed to support local farmers and the local economy. It is also credited by farmers and nationals for making one of the greatest contributions to agriculture development on the island.

Another complex nature of valued relationships at the resort relates to the guests and the resort's culture. Many of the visitors to the resort acknowledge the role of staff in creating an excellent service experience which includes food experiences, but goes beyond that. This could be a result of several interactions working together. Due to cordial and family-type relationships forged with guests over discussions about food and the total experience at the resort, guests tend to repeat their visit. This vote of confidence by guests also impacts staff who shared that this type of environment contributes to their overall job satisfaction and motivation to constantly improve their service performance.

c) Intangible Resources in the Resort's Local Food Supply Chain that Benefit Guests

Tangible products are often used in the provision of services, but there are several other mechanisms actively working to warrant that these are satisfactory to consumers. Vargo and Lusch (2004, p. 8) argued that goods are not the common denominator of exchange; rather, it is the application of specialized knowledge, mental skills, and to a lesser extent physical skills. They claimed that knowledge and skills may either be transferred directly, through education and training, or indirectly by embedding them into objects. The matter, embodied with knowledge, is an "appliance" for the performance of services; it replaces direct service (Vargo & Lusch, 2004, p. 9). The research illustrated the operation of the intangible resources that relate to both local food and humans involved in the supply chain that work together to constitute an exceptional food service at the resort.

The knowledge and experience of farmers are dominant intangible resources in the local food supply chain. Interviewed farmers had, on average, 30 years of commercial farming experience and most had started farming as children. They possess capabilities and technical 'know how' of producing local foods with special characteristics required by the resort (e.g., a particular taste, texture and/or size). Their individual plants receive hands-on care throughout the growth process (e.g., molding and mulching) to ensure the highest quality foods. Their tacit knowledge applied especially to the production of fruits creates special,

distinguishing tastes that are identified by the resort's guests. These farmers are also consumer centric as they apply their knowledge and skills to food production in a manner that translates into meeting guests needs (e.g., growing produce with minimal toxins by limiting the use of chemical fertilizers) and to the benefit of the guests' health. Furthermore, their farming practices attempt to ensure limited negative impacts on the environment (permaculture). Waiters are knowledgeable about the production processes in which farmers engage to supply quality foods and shared that this gives them a good feeling and strong sense of pride in serving their indigenous foods. They claimed that it provides an impetus for explaining and telling stories about the local food and that is also helps to build their confidence in serving because of their familiarity with the foods.

Knowledge and experience of the resort staff plays a key role in the delivery of exceptional food service. On average, staff had 10 years of working experience. This included all resort staff interviewed who are involved in the service oriented local food supply chain. Waiters possess and share their indigenous knowledge about local foods, national dishes and cultural experiences with their guests. This facilitates knowledge transfer from staff to guests.

"I see my role as educatingit's a role that you are educating guests about what they are having and for you it enables you to understand what you are serving because when you have to explain something it becomes part of you so in that light it's a form of education."(Food Service Interviewee 9)

Constant interactions between guests and staff inspire in staff a commitment to innovate, learn and pursue personal development to attain the highest standards of service performance in satisfying guest needs. Staff demonstrated a daily commitment to understanding guests' needs and attempting to meet them. There was evidence of intense application of service training by staff in executing daily duties. This atmosphere also spurred non rivalry competition, in particular among chefs to create unique food options using local foods.

Another intangible resource that emerged from the findings is one that has not been explicitly explored by the SD logic and might only be applicable to food. There is a specific benefit from the geographical location of the country in which the food is being produced. This intangible resource is referred to as Geographical Indicators by the World Intellectual Property Organization (WIPO, 2015). Not only does the tropical country facilitate year-round farming, but also special characteristics and distinctiveness are found in taste and quality of some local foods due to the availability of sunlight. Grenada's rich volcanic soils

contain high levels of natural nutrients, demanding little synthetic agro-chemicals and fertilizers. Nature-based farming on virgin soils (soils that have not been used for intensive mechanical farming) is another noted feature of farms where the resort's foods are grown. Interviewees identified these factors to differentiate local foods from imported foods and also claimed that these factors give local food its own unique taste by virtue of the place of production. In addition, the short travel mileage within the island allows produce to retain its freshness and nutritional value in its most natural state.

The organizational culture at the resort is one that mimics a family. There are some beliefs that appear to influence the service delivery. Overall, the general belief connotes that the resort is a family and resort guests are special visitors. Resort staff seemed to have accepted this idea and it has translated into a type of motivation which allows them to provide exceptional services to guests. This family culture appears to have stimulated genuine care for and enjoyment in meeting guests' needs. The open door policy of senior managers and leaders encourages fluid communication and the sharing of ideas, suggestions and feedback. Unity among the staff, yet another intangible attribute, was described by those interviewed. It allowed them to share a common goal of exceeding guests' expectations. The feedback from guests which supported continuous service adjustments is instrumental in ensuring that guests' needs are met and exceeded. Undoubtedly this family culture has influenced the number of returning guests. Suppliers have demonstrated a strong sense of loyalty to provide the resort with local foods, but it is uncertain whether the family culture also influences their loyalty or whether they are motivated by tangible benefits from doing business with the resort.

Emergent Themes: Leadership and Innovation

The concept of leadership was not reflected in the proposed model for strengthening local food farmers-hotel supply chains. However, the resort's leadership emerged as a critical success factor in this study. The vision and commitment to use local foods at the resort came from the owner who was influenced by his parents' experiences in the family-owned business. He recognized that fusion cuisine that utilizes local foods in unique ways provided a competitive advantage to the food service led by his mother. In addition to assisting the local economy, this visionary committed to using this strategy combined with high levels of consumer centricity and service. As indicated by one interviewee, the resort acknowledges that its guests already had food experiences in many different parts of the world. To be distinctive, the resort pursued

creativity and innovation in its food service. With reference to Brooker and Joppe (2014)'s tourism innovation typology, the food service appears to have a combination of both radical and liminal innovation, radical in the sense that some meals have never been created before but others represent a tweaking of ingredients in international cuisine. The sharing of ideas between food service staff and guests is integral to the creativeness that exists within the resort's food service, creativity led by the chefs. This dynamic at the resort demonstrated that engaged entrepreneurship co-opted with innovation, contributes significantly to institutional success (Joppe, Brooker & Thomas, 2014). Although the SD logic did not place emphasis on leadership and innovation, these emergent themes can be considered as intangible resources that exist at the resort. This case study also supports tourism expert Tony Charter's perspective that the presence of a strong, highly motivated and charismatic leader together with passion and single-mindedness have the potential of allowing a business to overcome all impediments, inspire employees and maintain dedication for the business' success (WTTC, 2016).

4.9 Explanation of Outcomes as Proposed by SD Logic

The research findings indicated that the consumer centric supply chain that purposes value co-creation and co-production throughout the value chain in the context of the resort studied has contributed to a strong farmers-hotel food linkage. The study found that the resort made specific requests of farmers based on guests' needs and these suppliers were able to deliver the requisite supplies. The robust communication flow throughout the chain, including food service staff, resulted in consumers' needs being met and farmers benefiting from the resort's service operation.

Strong and valued business relationships among stakeholders in the supply chain contributed to strengthening farmers-hotel food linkages. The number of years of service to the resort by both staff and farmers is indicative of satisfactory relationships. As presented in the research findings, the resort staff and farmers also mentioned mutual dependency, loyalty, friendships and personal satisfaction within the supply chain that attest to strong and valued relationships.

Intangible resources embedded in local food and possessed by operants of the supply chain contributed to the strengthening of farmers-hotel food linkages and also played a significant role in creating strong linkages between the resort and the local economy. Intangible resources seem to have played a mechanistic role in the process. Special characteristics embedded in local food and special competencies belonging to

operants surfaced to improve the food service. These are essential for creating competitive advantages for the resort's food service and these findings show that they are being optimized.

Overall, the study indicated that all members of the supply chain were benefiting from the implementation of a service-oriented, local food supply chain. The farmers' livelihoods are being enhanced, guests are happy and satisfied with their food service, long-serving resort staff indicated personal satisfaction and the resort benefits from approximately 60% repeat visitors annually. The high level of repeat business to the resort also contributes to the tourism destination's long-term success (Godfrey & Clarke, 2000).

4.9.1 Rival Explanations

The resort's leadership and innovativeness also account for the strength of the farmers-hotel supply chain. The primary and secondary data were analyzed for triangulation purposes, and to determine alternative explanations for the outcomes in the research propositions. As an all inclusive boutique resort, the mandate is to pursue service excellence, not only for food service, but for the holistic service offering. Every six to seven years the resort is refurbished and re-equipped with five star amenities to remain competitive. The resort's spa is believed to be on par with any around the globe. The property is decorated with local paintings and crafts and holds membership in the association of Small Luxury Hotels of the World. It therefore competes with premium accommodation properties worldwide.

While it can be argued that the total service offerings by the resort contribute to its success and high number of repeaters, interviewees said that food service is perhaps one of the most important services, especially for an all inclusive resort where meals are served up to five times a day (i.e. breakfast, lunch, dinner and teas). Also, the length of stay for many guests is two weeks, so meals must be appealing each day. When guests are asked why they return, they point to the food and the service. The total service offering at the resort contributes to its overall success however, this research is not able to determine the extent to which total service offerings contributes verses the contribution from the food service.

4.10 Conclusions

This explanatory case study validates the research propositions which posited that a service-oriented, local

food supply chain informed by the theoretical power of SD logic can strengthen farmers-hotels local food supply chains. In particular, value co-creation and co-production, valued relationships and intangible resources can work together to strengthen agriculture and tourism linkages. Leadership and innovation in the supply chain was also identified as key to strengthening the supply chain. The core axioms of SD logic highlighted in this study play an integral role in sustaining economic exchange relationships within the local food supply chain.

Central to the interrelations of value co-creation, valued relationships and intangible resources is a customer centric focus in the service-oriented model. Leadership is a critical input factor that operationalizes the service model whereas innovation appears to be an outcome of all factors working together. Figure 2 illustrates the conceptual composition that exists within the resort's supply chain contributing to the strengthening of local food linkages with the resort's food service. Value co-creation is also central to the interplay within the model. Both valued relationships and intangible resources are critical to the value co-creation and co-production process.

Figure 4.2: Case Study service oriented supply chain model

The managerial approach towards strengthening agriculture and tourism with a service-oriented supply chain has been beneficial to the private sector entity, but it also contributed significantly towards rural prosperity through local food suppliers. This has translated into creating rural employment and the likely reduction in poverty. The case study represents a best practice and a shift from the transactional approach,

one usually focused on the cost of products and effective and efficient supply. The shift is towards a form of agriculture and tourism food linkage where food is *traded* with an intensive focus on ‘service’. This sets up the ability to create value beyond that of the commodity, providing benefits for both the consumer and members of the supply chain. The service includes a concentrated focus on the consumers’ needs, and co-creating or communicating value within the supply chain. Guests then benefit from a differentiated service. The emphasis therefore is on finding utility for the consumer, co-creation with the end consumer and ensuring exceptional service experiences.

The resort’s supply chain can be considered as one which has evolved into a value chain since its members mutually benefited. The case demonstrated evidence of economic, environmental and social sustainability. It suggests that sustainable supply and value chains are achievable in tourism-related development and can enhance livelihoods in developing countries. The case also indicates that such supply chains are viable even among stakeholders who traditionally are known for power differentials (e.g., between farmers and small local suppliers and hotels). In this case the value that the farmers are creating is well recognized and consequently they are rewarded accordingly.

4.11 References

- AFC. (2004). *Value chain guidebook : a process for value chain development*. Nisku, Alberta: Nisku, Alberta : Value Chain Initiative, AFCA.
- Baltacioglu, T., Ada, E., Kaplan, M. D., Yurt And, O., & Cem Kaplan, Y. (2007). A new framework for service supply chains. *The Service Industries Journal*, 27(2), 105-124.
- Bennett, O., Ashley, C., Roe, D., & Britain, G. (1999). *Sustainable tourism and poverty elimination study: A report to the Department for International Development*: Deloitte & Touche.
- Berg, B. L., & Lune, H. (2012). *Qualitative research methods for the social sciences* (Vol. 5): Pearson Boston.
- Brooker, E., & Joppe, M. (2014). Developing a Tourism Innovation Typology. *Journal of Travel Research*, 53(4), 500-508.
- Clayton, A., & Karagiannis, N. (2008). Sustainable tourism in the Caribbean: alternative policy considerations. *Tourism and Hospitality Planning & Development*, 5(3), 185-201.
- CSO.(2011). *Population and Housing Census*. Grenada. Government of Grenada.
- De Brito, M. P., & Van der Laan, E. A. (2010). Supply chain management and sustainability: procrastinating integration in mainstream research. *Sustainability*, 2(4), 859-870.
- Elkington, J. (1998). Partnerships from cannibals with forks: The triple bottom line of 21st-century business. *Environmental Quality Management*, 8(1), 37-51.
- Ellram, L. M., Tate, W. L., & Billington, C. (2004). Understanding and Managing the Services Supply Chain. *Journal of Supply Chain Management*, 40(3), 17-32.

- Flott, L. W. (2001). Understanding Supply Chains. *Metal Finishing*, 99(8), 47-50.
- GBT. (2011). *Tourism Strategic Plan 2011-2014*. Grenada May Hinds Consulting Inc.
- Godfrey, K., & Clarke, J. (2000). *The tourism development handbook : a practical approach to planning and marketing*. London: London : Cassell.
- GoG. (2014). *Budget statement 2014 to the House of Representatives* Grenada Government of Grenada.
- GoG/OAS. (1997). *Grenada Master Plan for the Tourism Sector*. Grenada: OAS.
- Grönroos, C. (1994). From scientific management to service management: A management perspective for the age of service competition. *International Journal of Service Industry Management*, 5(1), 5-5.
- Grönroos, C. (1990). *Service management and marketing : managing the moments of truth in service competition*. Lexington, Mass. ; Toronto : Lexington Books.
- Grönroos, C. (2007). *Service management and marketing: customer management in service competition*: John Wiley & Sons.
- Hall, C. M., & Page, S. J. (2009). Progress in Tourism Management: From the geography of tourism to geographies of tourism – A review. *Tourism Management*, 30(1), 3-16.
- Hayes, R., Pisano, G., Upton, D., & Wheelwright, S. (2005). *Operations, Strategy, and Technology: Pursuing the Competitive Edge*, 2005: Wiley: Hoboken, NJ.
- Huang, Y., Song, H., Huang, G., & Lou, J. (2012). A Comparative Study of Tourism Supply Chains with Quantity Competition. *Journal of Travel Research*, 51(6), 717-729.
- Hummel, J., & van der Duim, R. (2012). Tourism and development at work: 15 years of tourism and poverty reduction within the SNV Netherlands Development Organisation. *Journal of Sustainable tourism*, 20(3), 319-338.
- Hunt, S., & Madhavaram, S. (2006). The service-dominant logic of marketing. In R. F. Lusch & S. L. Vargo (Eds.), *The service-dominant logic of marketing : dialog, debate, and directions* (pp. 67-84). N.Y.: Armonk, M.E. Sharpe.
- Hwarng, H. B., & Xie, N. (2008). Understanding supply chain dynamics: A chaos perspective. *European Journal of Operational Research*, 184(3), 1163-1178.
- Joppe, M., Brooker, E., & Thomas, K. (2014). Drivers of Innovation in Rural Tourism: the Role of Good Governance and Engaged Entrepreneurs. *Journal of Rural & Community Development*, 9(4), 49-63.
- Kaplinsky, R., & Morris, M. (2001). *A handbook for value chain research* (Vol. 113): IDRC Ottawa.
- Lambert, D., & Garcia-Dastigue, S. (2006). Cross-functional business processes for the implementation of service-dominant logic. In R. F. Lusch & S. L. Vargo (Eds.), *The service-dominant logic of marketing : dialog, debate, and directions* (pp. 150-165). Armonk, N.Y. : M.E. Sharpe.
- Lambert, D. M., Cooper, M. C., & Pagh, J. D. (1998). Supply chain management: implementation issues and research opportunities. *International Journal of Logistics Management*, The, 9(2), 1-20.
- Lau, H. C. W., Zhao, L., & Nakandala, D. (2015). An Intelligent Approach for Optimizing Supply Chain Operations. *Journal of Economics, Business and Management*, 3(6), 571-575.
- Lee, H. L. (2004). The triple-A supply chain. *Harvard Business Review*, 82(10), 102-113.
- Lin, Y., Shi, Y., & Zhou, L. (2010). *Service supply chain: nature, evolution, and operational implications*. Paper presented at the Proceedings of the 6th CIRP-Sponsored International Conference on Digital Enterprise Technology.
- Linton, J. D., Klassen, R., & Jayaraman, V. (2007). Sustainable supply chains: an introduction. *Journal of Operations Management*, 25(6), 1075-1082.
- Lovelock, C. H. (1999). *Principles of service marketing and management*. Upper Saddle River, N.J.: Upper Saddle River, N.J. : Prentice Hall.
- Lusch, R., & Vargo, S. (2011). Service-dominant logic: a necessary step. *European Journal of Marketing*,

45(7/8), 1298-1309.

- Lusch, R. F., & Vargo, S. L. (2006). Evolving to a new dominant logic for marketing. In R. F. Lusch & S. L. Vargo (Eds.), *The service-dominant logic of marketing : dialog, debate, and directions* (pp. 3-28). Armonk, N.Y.: Armonk, N.Y. : M.E. Sharpe.
- Meyer, D. (2009). Pro-poor tourism: Is there actually much rhetoric? And, if so, whose? *Tourism Recreation Research*, 34(2), 197-199.
- Meyers, R. (1999). The beginnings of pragmatism: Peirce, Wright, James, Royce. In R. H. Popkin (Ed.), *The Columbia history of western philosophy*. New York: Columbia University Press.
- Mitchell, J., & Faal, J. (2008). *The Gambian tourist value chain and prospects for pro-poor tourism*: Overseas Development Institute London.
- MoA. (2008). *Annual Agriculture Review* Grenada: Food and Agriculture Organization and European Union
- MoA. (2009). *Annual Agriculture Review*. Grenada Food and Agriculture Organization and European Union
- MOF. (2006). *Grenada Export Strategy* Grenada Government of Grenada, Commonwealth Secretariat and International Trade Centre
- NSAP. (2012). *An alternative growth and poverty reduction strategy for Grenada*. Grenada: 10th European Development Fund.
- Ordanini, A., & Pasini, P. (2008). Service co-production and value co-creation: The case for a service-oriented architecture (SOA). *European Management Journal*, 26(5), 289-297.
- Ostrom, A. L., Bitner, M. J., Brown, S. W., Burkhard, K. A., Goul, M., Smith-Daniels, V., . . . Rabinovich, E. (2010). Moving forward and making a difference: research priorities for the science of service. *Journal of Service Research*, 13(1), 4-36.
- Pillay, M., & Rogerson, C. M. (2013). Agriculture-tourism linkages and pro-poor impacts: the accommodation sector of urban coastal KwaZulu-Natal, South Africa. *Applied Geography*, 49-58.
- Power, D. (2005). Supply chain management integration and implementation: a literature review. *Supply Chain Management: An International Journal*, 10(4), 252-263.
- Pratt, S. (2011). Economic linkages and impacts across the TALC. *Annals of tourism research*, 38(2), 630-650.
- Purnomo, H., Guizol, P., & Muhtaman, D. R. (2009). Governing the teak furniture business: a global value chain system dynamic modelling approach. *Environmental Modelling & Software*, 24(12), 1391-1401.
- Ramroth, W. G. (2006). *Pragmatism and modern architecture*. Jefferson, N.C.: Jefferson, N.C. : McFarland.
- Roe, D., & Urquhart, P. (2001). *Pro-poor tourism: harnessing the world's largest industry for the world's poor*: IIED London.
- Rogerson, C. M. (2012). Tourism–agriculture linkages in rural South Africa: Evidence from the accommodation sector. *Journal of Sustainable tourism*, 20(3), 477-495.
- Romero, I., & Tejada, P. (2011). A multi-level approach to the study of production chains in the tourism sector. *Tourism Management*, 32(2), 297-306.
- Rorty, R. (1998). *Truth and progress: Philosophical papers* (Vol. 3): Cambridge University Press.
- Rozar, N. M., Mahmood, W. H. W., Ibrahim, A., & Razik, M. A. (2015). A Study of Success Factors in Green Supply Chain Management in Manufacturing Industries in Malaysia. *Journal of Economics, Business and Management*, 3(2), 287-291.
- Scheyvens, R. (2007). Exploring the tourism-poverty nexus. *Current Issues in Tourism*, 10(2-3), 231-254.
- Seuring, S., Sarkis, J., Müller, M., & Rao, P. (2008). Sustainability and supply chain management—an

- introduction to the special issue. *Journal of Cleaner Production*, 16(15), 1545-1551.
- Song, H., Liu, J., & Chen, G. (2013). Tourism Value Chain Governance: Review and Prospects. *Journal of Travel Research*, 52(1), 15-28.
- Spenceley, A., & Meyer, D. (2012). Tourism and poverty reduction: Theory and practice in less economically developed countries. *Journal of Sustainable tourism*, 20(3), 297-317.
- Stauss, B. (2008). International Service Research – Status Quo, Developments, and Consequences for the Emerging Services Science *Fundamentals, Challenges and Future Developments*. Berlin, Heidelberg: Springer Berlin Heidelberg: Berlin, Heidelberg.
- Tan, K. C. (2001). A framework of supply chain management literature. *European Journal of Purchasing & Supply Management*, 7(1), 39-48.
- Thomas, K. (2009). *A stakeholder informed approach to the development of formal agri-tourism backward linkages in Grenada* (Masters of Science Applied Research Project), University of the West Indies, Barbados.
- Van de Ven, A. H. (2007). *Engaged Scholarship: A Guide for Organizational and Social Research: A Guide for Organizational and Social Research*: Oxford University Press.
- Van Looy, B., Gemmel, P., & Van Dierdonck, R. (2003). *Services management: An integrated approach*: Financial Times/Prentice Hall.
- Vargo, S., & Lusch, R. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1-17.
- Vargo, S., & Lusch, R. (2008). Service- dominant logic: continuing the evolution. *Official Publication of the Academy of Marketing Science*, 36(1), 1-10.
- Vargo, S., & Lusch, R. (2008). Why “service”? *Official Publication of the Academy of Marketing Science*, 36(1), 25-38.
- Vargo, S. L., Lusch, R. F., & Akaka, M. A. (2010). Advancing Service Scienceservice science with Service-Dominant Logicservice-dominant logic *Handbook of service science* (pp. 133-156): Springer.
- von Massow, M., & Canbolat, M. (2013). A strategic decision framework for a value added supply chain. *International Journal of Production Research*(ahead-of-print), 1-16.
- Wicks, A. C., & Freeman, R. E. (1998). Organization studies and the new pragmatism: Positivism, anti-positivism, and the search for ethics. *Organization science*, 9(2), 123-140.
- WIPO. (2015). Geographical Indications. Retrieved November 2015, from http://www.wipo.int/geo_indications/en/
- Wolf, L. (1986). Island Travel. *New York Magazine*, 9, 177.
- WTTC. (2013). Travel and tourism economic impact 2013 Grenada from http://www.wttc.org/site_media/uploads/downloads/grenada2013_1.pdf
- WTTC.(2016) Interview with Tony Charters, Tourism for Tomorrow Finalist Committee Judge, from http://www.wttc.org/tourism-for-tomorrow-awards/newsletter/2016/march-2016/?dm_i=YI8,41ZBB,72QJ5N,EOH8L,1#1
- WTTC. (2015). World Travel & Tourism Council. Retrieved November 4, 2015, from <http://www.wttc.org/>
- Yang, S., Huang, G. Q., Song, H., & Liang, L. (2009). Game-theoretic approach to competition dynamics in tourism supply chains. *Journal of Travel Research*, 47(4), 425-439.
- Yin, R. K. (2014). *Case study research : design and methods* (5th ed.). Thousand Oaks, Calif.: Thousand Oaks, Calif. : SAGE.

Chapter 5

5.0 Explanatory Case Study B: Paper 3

Improving Sustainability through a Service-Oriented Local Farmers-Hotel Supply Chain – An Explanatory Case Study⁵

5.1 Abstract

Ensuring strong sectorial linkages exist with tourism and other sectors in the economy to retain and distribute tourism benefits to communities in the destination, is often the goal of destination planners. While agriculture and tourism food linkage is considered, the literature suggests that farmer-hotel supply chain relationships are often weak resulting in economic leakages due to high food importation to support the tourism sector, particularly in developing tourism destinations. The traditional transactional management of hotel supply chains fails to facilitate consistent and strong trade between the two sectors. Therefore a service oriented farmers-hotel supply chain is proposed which places greater value on local food by making the local food part of the service experience. This emphasizes a service oriented supply chain management strategy that focuses on value co-creation with consumers, stronger relationships and optimal use of intangible resources as means of solving the problem of weak linkages in these supply chains. Local producers would therefore be actively involved in creating value with hotels and hotels' guests. This paper presents findings of an explanatory case study conducted on a hotel-farmers local food supply chain of a 3 star hotel in a Caribbean destination. The qualitative study tested the research propositions of the service oriented conceptual model. Research findings indicated that aspects of the value co-creation, valued relationships and leveraging of intangible resources embedded in local food exist in the hotel's supply chain however, there are opportunities to further strengthen those links in order to improve the strength of local food and hotel linkages.

Keywords: *Local Food, Supply Chain, Fair Trade, Sustainable Development, Service Dominant Logic*

5.2 Introduction

The Caribbean region has become the world's most tourism dependent region (Clayton, 2009; Herbert & Christian, 2014) and the sector is now the main source of foreign exchange and employment (Clayton, 2009). After the region's colonial era, characterized by a mono-crop agricultural export system, the islands of the Caribbean turned to tourism as an economic development strategy (Conway, 2004; Timms, 2006).

⁵ To be submitted to Journal of Service Management

Over the years, governments have invested inordinate sums of money to build the kind of infrastructure needed to facilitate the development of tourism. This has resulted in high debt to gross to domestic product ratios and failing economies in many of the islands.

Traditional sectors, such as agriculture, have since been on the decline due to global competition (Clayton, 2009). The region's financial sector has been pleading with governments to reevaluate their approach to tourism since it holds much of the government debts (Harford, 2014). Poverty and unemployment in the region continue to rise (Herbert & Christian, 2014) together with foreign exchange leakages since as much as 85% of tourist dollars are spent on imports to support the needs of the visiting populations in the region's most tourism dependent countries (Clayton & Karagiannis, 2008, p. 196).

Harford (2014) contends that it is urgent to shift from the current mass market tourism model in the Caribbean to a greater focus on high end niches such as the luxury and health and wellness markets. Even in turbulent economic times these segments tend to prosper and grow while others struggle. People, culture and favorable weather have long been the greatest strengths of the region, a finding that was again validated recently by the Caribbean Tourism Organization's Conference on Sustainable Development (Herbert & Christian, 2014). Food remains a critical component of local cultures even though much of the value embedded in local food and the potential for social and economic benefits from the use of local food is being ignored. Despite the current challenges with tourism development in the region, this sector remains a key economic pillar and is still in a position to contribute positively to sustainable development (Herbert & Christian, 2014). The opportunities lie in the region's ability to harness its cultural, natural and human assets.

This paper investigated a local farmers-hotel supply chain through the lens of a service oriented approach which is based on the fundamental premises of the Service Dominant (SD) Logic. SD Logic emphasizes value co-creation and co-production with consumers, valued relationships and the optimization of intangible resources within supply chains. The main purpose of the research was to determine whether a service oriented approach to local food supply chains can significantly strengthen linkages between tourism and agriculture through the increased use of local foods by hotels. Three propositions were considered to answer the research question. This paper will therefore present a brief review of the literature on local food and its value followed by the lesson that can be learnt from fair trade towards sustainable development. This will be followed by brief background information on the hotel which was investigated proceeded by an explanation of the proposed conceptual framework for a service oriented local food supply chain. The findings from the explanatory case study will be presented followed by discussion and conclusion.

5.3 Valuing Local Food

Local food has gained some interest by consumers internationally mainly because of their search for authenticity but in other cases because of certain attributes they recognize as value (Gooch, Marenick, & Zimm, 2012). It is often defined as national products produced within particular geographical distances (Chambers, Lobb, Butler, Harvey, & Bruce Traill, 2007) or that which is produced within regional districts, states (Inwood, Sharp, Moore, & Stinner, 2009) or a defined geographical location Sims (2009, p. 331). In the context of the Caribbean, local food can therefore be considered as food produced within the country by local farmers and agro-processors. The general perception of consumers is that local foods in comparison with imported foods are healthier, fresher, higher in quality and offer a taste of the place where it is being

produced (Curtis, Cowee, Havercamp, Morris, & Gatzke, 2008; Duram & Cawley, 2012; Taylor, 2009). Local food usage within populations is also promoted as a means of fostering economic, environmental and social benefits for its citizenry (Chambers et al., 2007) although this may not necessarily be the motivation of visitors to tourist destination.

During the early developmental stages of tourism in the Caribbean, researchers intensely investigated the failure of the region to establish strong local food linkages with the local agricultural sector (Belisle, 1983; Gomes, 1993; Lundgren, 1973; Pattullo, 1996; Timms, 2006; Torres, 2003; Torres & Momsen, 2011). Lundgren (1973) prediction that there would be a shift from dependence on imported food to an evolutionary process supporting the increased use of local food in hotels has not been realized. Perhaps the failure of governments, tourism planners and hotel owners to acknowledge the value of local foods and the opportunity to make value propositions to their visitors are the major limiting factors that hindered the advancement of the local food movement in Caribbean tourism.

5.4 Lessons from the Fair Trade Movement towards Sustainable Development

The fair trade movement began in the twentieth century in response to negative trade implications for developing countries, a consequence of capitalism and globalization (Witkowski, 2005). The coffee industry led the establishment of sustainability standards for fair trade supply chains which represented all pillars of sustainability from food production to the point of its trade (Kolk, 2005). The philosophy of the fair trade movement encapsulated within its six primary goals stated by Moore (2004, p. 74) and Redfern and Snedker (2002, p. 11) as follows:

“(1) To improve the livelihoods and well-being of producers by improving market access, strengthening producer organizations, paying a better price and providing continuity in the trading relationship. (2) To promote development opportunities for disadvantaged producers, especially women and indigenous people, and to protect children from exploitation in the production process. (3) To raise awareness among consumers of the negative effects on producers of international trade so that they exercise their purchasing power positively. (4) To set an example of partnership in trade through dialogue, transparency and respect. (5) To campaign for changes in the rules and practice of conventional international trade. (6) To protect human rights by promoting social justice, sound environmental practices and economic security.”

Research by Ingenbleek and Reinders (2013, p. 461) which defined ‘sustainable’ in the context of the supply chain as ‘compliance with standards for the social and environmental aspects of production and trade’, found that sustainability is a critical success factor in the advancement of fair trade coffee. In addition, while initially consumers had to be convinced to opt for and consume fair trade products, now it is the consumers’ preference and thus it is being demanded of the coffee market (Ingenbleek & Reinders, 2013). Fair trade did not become the new rule; it became the standard against which others (multinational corporations with sustainability codes) could compare themselves and upon which they could build to develop new standards that would be more feasible in their business models (Ingenbleek & Reinders, 2013, p. 461).

In retrospect to previous literature on local food, there is therefore the opportunity for the development and adherence of a sustainable code of standards for local food services geared towards the tourism export market (tourists) not only for the benefits of the consumers but also food producers and service providers. Such proactive strategic and ethical actions will allow tourism dependent developing countries to advance to more sustainable development.

5.5 Research Methodology

This research was conducted in one of the Caribbean countries, Grenada, which is known to be dependent on tourism for development. In 2012 the sector's total contribution to GDP was 21.8% (WTTC, 2013). Based on the fundamental premises of the service oriented conceptual framework, interviews were conducted with the key stakeholders of a hotel's local foods supply chain, specifically chefs, waiters, senior managers, purchasing officers and farmers (included 3 males and 5 females) who directly supply the hotel with local food. Furthermore, all stakeholders identified as support service providers in the conceptual framework were also interviewed: policy makers (2 permanent secretaries and 2 senior policy officers from the Ministries of Tourism and Agriculture and 1 parliamentary representative with responsibility for Agriculture) , agricultural extension officers (2 senior officers), input suppliers (2 managers), micro- credit financiers (2 senior managers) and representatives from the national agricultural boards (2 senior managers). In total, 35 semi-structured open-ended interviews were completed with questions designed to explore the research question "How can the local foods supply chain relationships of farmers and hotels be strengthen within a service oriented goal throughout the supply chain? Three research propositions were also investigated these are;

- d) A consumer-centric supply chain that purposes value co-creation and co-production throughout the value chain will significantly strengthen farmers-hotel food linkages;**
- e) Strong and valued business relationships among stakeholders in the supply chain contribute to strengthening farmers-hotel food linkages;**
- f) Intangible resources embedded in local food and possessed by operants of the supply chain contribute to the strengthening of farmers-hotel food linkages.**

In essence the research propositions are intended to question;

1) whether value co-creation and co-production within the local food supply chain between farmers and hotels with a customer centric focus is likely to cause strengthened local food linkages, which in turn could strengthened agriculture and tourism linkages; 2) whether strong and valued business relationships between farmers and hotels, but also service support agencies, are likely to cause strengthened local food linkages and consequently strengthen agriculture and tourism linkages; 3) whether acknowledgement and use of intangible resources embedded in local food and possessed by farmers and the hotel staff are likely to cause increased use of local foods at hotels and ultimately strengthen agriculture and tourism linkages.

The study is discussed in details in the context of the proposed service oriented conceptual framework.

5.6 Explanatory Case Study

The 3 star hotel, located in Grenada, gained its prominence in 1989 after the nine unit property was purchased by an entrepreneur in partnership with a small group of other local investors (Worme, 2014). Prior to investing in the hotel business and following a stint as a management trainee at a hotel in Antigua, he received a scholarship by the Canadian Government and pursued training in Hotel and Restaurant Management at the Centennial College of Applied Arts and Technology (Worme, 2014).

Over 25 years, the entrepreneur led the hotel as its managing director and progressively expanded the original nine unit property into a 68 room hotel (Worme, 2014). The hotels guests' capacity of full occupancy is 82. Its hillside location provides all rooms with a panoramic view of two miles of the world renowned Grand Anse Beach and St. George's Harbour (Andall, 2011; Dolland, 2014). The property is also known as one open to both visitors and Grenadians, having introduced 'staycations' as a strategy to offset the negative impacts of tourism's seasonality (Dolland, 2014).

The three-star hotel offers its guests an array of so-called 'adventure' activities such as hiking, snorkeling, diving, ocean kayaking, paddle boating, and the opportunity to play golf. It promotes foods at its main restaurant as being a combination of Grenadian, Caribbean and continental cuisine, while casual cuisine is also made available for guests at the hotel's sports bar (Virgin Holidays, 2016). The hotel employs 84 staff with 29 food service staff.

The main purpose of this explanatory case study is to examine the local food supply chain of the hotel through the lens of a service oriented conceptual framework that has been developed using the axioms of the Service Dominant (SD) Logic theory. Ultimately the research is intended to determine whether applying a service oriented approach to the use of local food at the hotel is likely to strengthen agriculture and tourism linkages, thereby directly answering the research question.

This case study considers three main research propositions which form the basis for its conceptual framework proposed in figure 1. The propositions considered throughout the study of the hotel operations are as follows;

The proposed conceptual model was developed using the principles of the SD Logic which will be briefly discussed to provide context for the explanatory case study. The findings of the research will then be presented first by providing a description of the current local food supply chain at the hotel and identifying the extent to which the service oriented conceptual framework is being executed. These will be discuss through the context of the literature on supply chains and also the major tenants and principles of the SD Logic, primarily; value co-creation and production, valued relationships and intangible resources. This will be followed by a discussion and conclusion with recommendations based on the findings.

Service Support Agencies

Figure 5.1: Proposed Conceptual Model of the Service Oriented Farmers-Hotel Supply Chain from the SD Logic's Service Management Perspective

Figure 5.1 illustrates the proposed model for a service oriented Farmers-Hotels Supply Chain developed within the SD Logic framework. It posits that a local food supply chain that is service oriented should encompass several links of valued relationships and the optimal use of intangible resources to facilitate value co-creation and co-production among key stakeholders in the supply chain. The model suggests that this occurrence is likely to strengthen the linkages between the hotel food service and local food. A consumer centric supply chain is a primary factor to the model's success in strengthening the linkage between the hotel's food service and local food. It acknowledges the consumer as a primary operant, and considers the customer's active participation in the relational exchanges as co-producers which are responsible for driving the demand for the use of more local foods by the hotels food service (Vargo & Lusch, 2004). The model also highlights the unorthodox principle that consumers are more interested in the value derived (benefit) that a service offers which goes beyond the service purchased itself (Gummesson, 1995; Vargo & Lusch, 2004).

The model incorporates key stakeholders who can be categorized as service support agencies, important to carry out key activities that address major supply chain challenges identified in the literature on agriculture

and tourism linkages (Pillay & Rogerson, 2013; Torres, 2003), including demand, supply, marketing and policy. The service support agencies presented in the model are therefore pivotal in addressing these challenges. The model represents a service system that includes micro-financers, the national marketing board, government institutions, agricultural products suppliers, agricultural technical support agents, farmers, the hotel and customers.

The main micro-financer in the context of this research is the Grenada Development Bank. The bank services include the provision of concessionary loans to small businesses. Other short-term micro-financers may also exist; usually they are attached to developmental projects. The national marketing board is a statutory institution that is instrumental in providing a market for the produce of local farmers. Other stakeholders, for instance government ministries including agriculture technicians, are involved in providing technical knowledge transfer to food producers.

The model exemplifies the centrality of co-creation and co-production of value in a customer centric manner that is cross-functional and cross-firm (Lambert & Garcia-Dastigue, 2006). It illustrates several functions: B2B which includes the service support agencies whereby business operations are carried out in concert with farmers to create required value for farmers or farmers' organizations, a B2C (hotel to guest) where hotels communicates with guests to create their required food needs but also the opportunity of consumer to business (C2B) (guest to farmer) which is likely to occur when guests value the opportunity to experience and educate themselves about the food that they are consuming.

The touristic experience that can emerge from serving local foods at hotels represents the opportunity for the integration of creative and innovative strategies in the hotel's local supply chains which eventually can emerge as core competitive strategies in the tourism industry (von Massow & Canbolat, 2013). It is often perceived that local food has added nutritional value, it is fresh and hygienically produced, uses limited additives, acknowledges animal welfare, uses minimal energy cost and has minimal environmental impacts due to reduced transportation. (Duram & Cawley, 2012). While this may not necessarily be true, there is an opportunity for local food to be produced with these values and be marketed as such. This implies that local food in itself is embedded with intangible resources and attributes that are important to the value creation process (Vargo & Lusch, 2004).

5.7 The Hotel's Local Food Supply Chain

Supply chains are described as a partnership type cooperation between buyers and suppliers with specific guidelines agreed to by both parties in consideration of needs and realistic capacity of each (Flott, 2001). The supply chain also considers the needs of the consumer, thus it 'combines supplier and customer efforts in quality planning, quality control, and quality improvement' (Flott, 2001, p. 47). This suggests a mechanism to capture the critical issues of concerns for the buyer. Significant to supply chains is the existence of a flow of information which facilitates the appropriate goals and services transfer from the supplier to end user (Baltacioglu, Ada, Kaplan, Yurt And, & Cem Kaplan, 2007, p. 106). The Global Supply Chain Forum modified this definition for supply chain management, which suggests that it is the integration of the key business processes from end user through original suppliers of products, services, and information that add value for customers and other stakeholders (Lambert, Cooper, & Pagh, 1998, p. 1). Subsequent literature on supply chains suggests that the notions of adding value for the customer and other stakeholders in the supply chain implies its evolution into a value chain (AFC, 2004; Al-Mudimigh, Zairi, & Ahmed, 2004).

In general, the hotel's local food supply chain was not considered a partnership by suppliers but rather a buying and selling transactional relationship. It was apparent that suppliers attempt to solicit markets for their produce by contacting the hotel. The hotel having identified some of the produce needed for its food service in turn purchase the produce from these farmers. In the absence of any formal partnership, cooperation and planning, informal business ties were formed due to long periods of supplying the hotel with local foods. Guidelines and criteria for local foods were discerned by farmers over time through rejection of poor quality produce and occasional verbal communication with the frontline purchasing staff at the hotel.

Although a few supplying farmers were able to estimate the approximate demand for their produce, farmers are uncertain of the quantities of their produce that will be purchased by the hotel on a weekly basis. Given the relationship established by the hotel based on farmers soliciting sales for produce, the hotel was able to identify three main suppliers on which to depend regularly together with 10 others as substituting suppliers. In addition, other farmers who are not regular suppliers offer to supply food which is sometimes accepted by the hotel. The informal business arrangements require the suppliers to contact the hotel on a weekly basis to determine its needs which farmers would attempt to supply based on the produce harvested. Few farmers specialize in the production of selected crops to be sold to the hotel.

The following discussion seeks to explore the extent to which the service oriented approach emerged based on the data collected under the major themes of the SD Logic; value co-creation and co-production of local foods for guests, valued relationships in hotels local food supply chain and the extent to which intangible resources are optimized. Verbatim excerpts from interviews will also be presented.

5.8 Value Co-Creation and Co-Production with Local Foods for Guests

The service oriented view suggests customization of services offered together with the participation of the consumer in co-producing and co-creating value (Vargo & Lusch, 2004). In the context of a supply chain, the focus should be on the end customer's needs and expectations; however, co-creation of value also implies the involvement of all operant resources in the supply chain (Vargo & Lusch, 2004). The ideal condition for value co-creation and co-production therefore involves requests made by the consumer which are considered by suppliers to the point where the service expected is received by the end consumer. While this complete chain rarely existed in this case study, some level of co-creation and co-production of value in the local food service supply chain occurred. Research subjects, however, also made suggestions which point to the ideal conditions.

The explanatory case study revealed that all stakeholders in the supply chain anticipated that value co-creation and co-production should be major features in the chain. Hotel staff perceived both how it should happen but also identified instances where it occurs, while farmers shared perspectives on expectations of all players involved in the value co-creation and co-production process. The roles of farmers in the process were also advocated by hotel staff and while value propositions were identified for guests by both staff and farmers, these are not being communicated to guests. The following discussion expounds on the various deliberations.

“Yes because most of the time the guest would have a lot of questions for you and as a waiter or bartender you have to be able to explain. Sometimes they well want to know about the plants, if it came from above the ground or below, just a lot of question. When you are able to answer these questions, you keep a conversation with them and they leave knowing something about this fruit or vegetable that you have served them.”(Food Service Interviewee, 10)

“..... the guests will interact with the hotel manager and staff alike so it's critical for the staff to be aware of the nutritional values of our food so that they could be able to pass the information on to our guests.”(Interviewee, 3)

The hotel staff interviewed proposed the pathway towards creating value for guests. Chefs in particular acknowledged that guests visit the country and the hotel for experiences that should include local foods and not necessarily those to which they are accustomed. However, it was suggested that the concept of promoting and presenting value to guests through the increased use of local food to provide a local food service experience has to be the vision and commitment of the hotel's management in order for it to be implemented by chefs. Chefs iterated that the strategy employed should inform guests of local foods by placing information in their private spaces to entice them but also to solicit interest and feedback.

“Yes, they [referring to waiters] can play a major role. Based on the guest coming in they can push [promote] the produce. For example guest from Europe come to experience something new, that which they are not accustomed to. There are so many ways the local foods can be prepare so the guest can enjoy.....but it is up to management to give it that push.....from the yams to the breadfruit to the dasheen, you can do as much with it, e.g. pies, salads, soups, just about a little of everything.” (Food Service Interviewee, 8)

In addition, chefs emphasized the role of waiters as major in promoting local foods to guests. Other staff also proposed that in the path towards creating value for guests with the use of local food it is important to know the nutritional value of foods, so that the information could be exchanged with guests. A system for customized service should exist, this connotes knowing what individual guests' needs are in order to better plan to meet them. Health considerations were also identified as a major factor to adding value for guests through foods, since staff noted that guests are now extremely health conscious. Chefs ought to be informed of those needs. It has therefore become necessary to communicate to guests the ingredients in the meals that are requested and served. Creating value using local foods for guests also demands some level of creativity and variations in the preparation of foods. Chefs ought to be informed of the needs of guests while waiters act as the information conduit in this value co-creation process. The staff highlighted that extensive communication between themselves and guests is a necessity to facilitate the value co-creation, co-production process. However, guest comment cards are currently the main source of feedback.

The hotel staff recounted attempts made towards value co-creation and co-production with guests. While it was accepted that much more can be done to satisfy guests' food needs than has been done to date, some systems instituted in the hotel's food service were identified. For instance, a briefing meeting is conducted prior to dinner with the intention of facilitating the sharing of information from chefs to guests. The waiters' primary role is to convey value which is sometimes done by placing menus out prior to the period when meals are served.

The hotel is also recognized for serving local fruits and native traditional meals. According to the hotel informants, guests enjoy the taste of local fruits and acknowledge that they taste different from what they consume at home. As a result, the hotel responds to guests' desire of indulging in local fruits during their stay by ensuring that a mix is always available for breakfast. Local dishes are also served on menus during different meal periods in response to guests' desires to taste local cuisine for the first time. Grenadian nights are held at the hotel to share local meals with guests, an event which often results in guests requesting menus of the meals featured. In addition, the majority of soups served during lunch and dinner are made from local produce. Guests often are unaware of what some local produce looks like; this is shared with them and thus provides a new experience.

“What I have seen is that our customers like our local foods and you will hear them saying that it taste different to what's back home. For e.g. papayas-they love our papayas, watermelons, mangoes. It's just unfortunate that the mangoes are seasonal and you just can't get. We even tried introducing sapodillas and plums to them, so we try our best to make them get a feel of what is local. They love pineapple...” (Food Service Interviewee 1)

A major feature of the value co-creation and co-production process is the hotel's facilitation of special request for meals by guests, such as for a Grenadian breakfast or the national dish even if it is not on the menu. Guests who are vegetarians/vegans or those who have certain allergies are encouraged to make special requests through the hotel's front desk.

“Yes that is the main thing [special meals request], guests are free. If in the morning you will like to have some bully bakes, saltfish and cocoa tea, sometimes in the evening you may request it or even in the morning time when they come down- they are free to do so at any time. We do have a lot of special request

going out. Who are these guests?.....sometimes they are returning nationals, foreigners who just want to come to Grenada because everybody is hearing about us.” (Food Service Interviewee, 11)

The value that guests derive from local foods was identified by the hotel’s food service staff as: experiencing a new culture through food, benefitting from organically produced foods that are safe, eating healthy meals that are unprocessed, and generally enjoying foods that can contribute to longevity and preservation of life. While these values were identified, none are suggested to staff in value propositions upon guests’ arrival at the hotel. Further, it was also noted by hotel informants that guests have the opportunity to see how foods they eat are being grown by farmers, however, there is no organized program at the hotel for such farm visits.

Farmers also discussed the process of value co-creation and co-production with the hotel for guests. These local food suppliers believed that guests would be happy to know that their produce organic. While noting that guests are not only eating for pleasure but are also concerned about their health, these suppliers claimed that their foods were produced so that it can be healthy. Although farmers are often asked to supply fruits that are sweet and are enjoyable to guests, they claim not to have any information from the hotel on other food needs besides that it should be a high quality. No feedback is provided from guests and the hotel’s food service to farmers once the purchasing officers approved and purchased produce based on quality.

“Like I have said earlier, when we eat it’s for pleasure-one but we also eat for health benefits and I am sure when you eat my produce you should have some health benefits that those produce has; at least once prepared properly.” (Farmer Interviewee, 2)

“I am very much interested in getting to know that what I have provided has brought satisfaction to the hotel and their guests.” (Farmer Interview 4)

Farmers expressed the necessity to know what the guests’ needs (likes, dislikes, preferences) are in advance to produce specifically what is needed and on time which will also help them to plan their production. These suppliers stated that the hotel should be familiar with the places where produce is grown to ensure food standards are maintained for the benefit of the guests. Suppliers suggested that farm visits by hotel staff would provide them with greater knowledge of local foods and their production, information which can be shared with guests at the hotel. Staff saw the major role of farmers as timely delivery of quality produce in consistent quantity but they also noted the importance of identifying specifications in food production for farmers so that they can play a greater role in the value co-creation and co-production process for guests with greater motivation.

“I think it will be very useful because whatsoever you want, I will be able to prepare it for you and it will not be accidental; so if I need to do something special with it so that it becomes sweeter or let it mature a little bit. For example guavas, you will want it half ripe, some may prefer it ripe, some may prefer a red flesh guava while others will prefer the yellow flesh ones. So if I know this I will then know how to harvest for you, what to harvest and when to harvest.” (Farmer Interviewee, 6)

5.9 Valued Relationships in the Hotel's Local Food Supply Chain

The SD Logic paradigm epitomizes service centeredness that is customer oriented and relational (Vargo & Lusch, 2004). The relational function of the logic allows the business to gain interaction with the final customers but also suppliers in the process of creating value to which customers are receptive. In the context of supply chain management, which dictates partnership, valued relationships facilitate co-creation and co-production of customers' needs. This interactive relational mode of doing business assists improves the service function of a business while illuminating the transactional mode of doing business. (Grönroos, 2007). It also re-engineers the management of the business from a perspective where the process creates value for customers rather than from a functionalistic perspective which only distributes products or services (Grönroos, 2007). The establishment of partnerships and a network to meet the needs of the entire process therefore requires the business to have close contact with suppliers (Grönroos, 2007).

The nature of the relationships was examined through the perspectives of the hotel's informants, their suppliers and also hotel staff accounts of relationships with guests. The suppliers provided insights on their perception of their relationship with the hotel. The extent to which both farmers and the hotel depend on each other was examined. The strength of relationships in the supply chains depends on the extent to which relationships are valued.

The relationship with supplying farmers was generally described by hotel staff (chefs, purchasing officers and senior managers) as 'a good rapport'. Although the hotel sources local food from 10 suppliers, three of which are major, the hotel also arbitrarily procures food from other farmers that occasionally contact it to enquire whether their produce on hand might be needed. Similarly, regular supplying farmers contact the hotel to solicit sales of their produce on a weekly basis and as a result the hotel considers this relationship as a close connection with farmers. The hotel staff will only contact farmers to procure local produce in periods when the hotel does not have any in stock. During certain periods of the year, the hotel experiences difficulties in sourcing vegetables and fruits and therefore turns to other sources.

"Being here over the year, we have had a good relationship with the farmers. Whenever things are scarce they make it their duty to supply whatever little if possible.....I think we have a fairly good relationship with the local farmers." (Food Service Interviewee, 9)

The staff acknowledges that good communication together with creating more market opportunities through the increased use and purchase of local foods will fosters closer and improved relationships with farmers. The opportunity for the latter to sell their produce consistently rather than sporadically (especially those who are not considered major suppliers) would also facilitate closer relationships between farmers and the hotel. Senior managers, however, believed that farmers know what guests want and like in advance and anticipate that with this information being provided, farmers should plan to provide certain produce in times of scarcity induced by crop seasonality. Only advanced agricultural production technology can overcome crop seasonality due to weather conditions.

The hotel's supplying farmers claimed that their relationship is fairly good on the basis that they are treated well and respected. However, the relationship with the hotel was not considered as a partnership, rather it was described as 'buying and selling'. The relationship was also described as cordial and informal. On average, supplying farmers claimed to contact the hotel twice weekly to determine whether their produce on hand was needed. They perceived that supplying the hotel with good quality local foods that are safe and clean will help to maintain a good relationship and credited their reliability as one of the main reasons

for the hotel procuring produce from them.

Suppliers stated that there is room for the hotel to improve its relationship with them and some suppliers indicated dissatisfaction due to the lack of a guaranteed market or a marketing contract from the hotel. This was emphasized as a major challenge for farmers. These suppliers are also of the view that if provided with the opportunity to supply more of their produce to the hotel, the relationship would be strengthened. Farmers welcomed the visits by hotel staff to their farms, with some farmers issuing open invitations to hotel staff; however staff do not visit. Some farmers indicated previously another major challenge was the long time they had to wait for payment from the hotel which also affected their business relationship; however this problem has been rectified by the hotel's new management.

“It is not really a partnership. I grow my produce by myself and I sell it to them and that is all.”(Farmer Interviewee, 8)

The hotel staff claimed to be dependent on local farmers for fruits and vegetables. However, foods are procured from other sources when farmers are unable to supply the hotels. The hotel's alternative sources are: supermarkets (where produce sold are both local and imported), other bordering countries or local middle men (local businesses that purchase from farmers for resale). There was a preference to for the purchase of fruits and vegetables from local farmers but only few farmers can be contacted on short notice to supply the hotel . The frequency of this type of procurement is perceived by these farmers as dependency on the part of the hotel.

Suppliers are extremely reliant on the opportunity to do business with the hotel even though sales fluctuate. On average, farmers have supplied the hotel with local produce for a period of 17 years; the maximum period mentioned was 25 years. These suppliers depend on selling produce to the hotel in order to sustain their livelihoods. As a result, several farmers convey gratitude and demonstrated a sense of indebtedness to hotels for doing business with them. According to these producers, even greater use of local foods should be made by the hotel which would result in an increase in sales.

Emerging from the data collected from informants at the hotel was the phenomenon of local food being a conduit that connects guests' in valued relationships and reinforces their loyalty to the hotel. Some returning guests demonstrated strong interest in re-experiencing the local foods that were served to them on their previous visit. In acknowledgement of the potential benefits, an isolated cooking course was tested for return guests with the purpose of teaching them how to prepare local meals. In addition, some guests often contact the hotel for menus or guidance so that they can prepare meals enjoyed at the resort while in their home countries. After experiences local foods in restaurants outside the hotel, guests would make requests for some of these dishes to be served at the hotel. Despite these insights on guests' interest in local foods, there are no established mechanisms to determine what the local food preferences for return guests are.

5.10 Intangible Resources in the Hotel's Local Food Supply Chain

Intangible resources are fundamental in the execution of a service centered approach to the local food supply chain. The SD Logic asserts that in the process of exchanging among people, benefits are acquired

in specialized competencies known as knowledge and skills or services. The knowledge and skills are operant resources (Vargo & Lusch, 2004, p. 7). Goods are also transmitters of operant resources (embedded knowledge); they are the intermediate “product” that are used by other operant resources (customers) as appliances in value co-creation processes (Vargo & Lusch, 2004, p. 7). The data revealed some awareness of the intangible resources by informants and acknowledgement of their role in the advancement of the hotel’s total service. The existence of information transfer in the supply chain and the networks of value co-creation amounted to an intangible resource in itself. Discoveries that inform the state of intangible resources in the hotel’s local food supply chain are as follows.

The hotel’s local food service benefited from the knowledge and experience possessed by staff. Chefs in particular have had experiences from working at several different hotel properties both in the country and internationally. Chefs native to Grenada tended to use more local produce in their meals than international chefs since they possess tacit knowledge about indigenous foods. The duration of service for chefs averaged 21 years while the average years of working experience of all informants was nine years. A full time certified trainer in hospitality services is also on the management staff at the hotel. The data also revealed that frontline staff are trained to explain local foods that are unknown to guest during orientation.

Notable observations emerging from data on the food service staff revealed that chefs were allowed to work at competing hotels during their food service tenure at the hotel during different periods of the work day. The hotel was also experiencing high turnover of frontline staff; the average years of experience of those interviewed was 21 months of service. Frontline staff are expected to be the main information transmitters (to share their knowledge on local foods with guests). However, there were extensive variations in service delivery standards as service execution was described. It was also observed that more experienced frontline staff described greater interaction with guests when serving local foods.

“[Referring to Waiters]...They are the first persons getting in contact with that customer; so they need to sell it [local foods] and be knowledgeable of the local fruits and vegetables. They should also know how to explain to the customers, for e.g. we have trained our wait-staff to know the grouping. A guest may ask what breadfruit is and you can explain where and how it’s grown, to make reference or comparisons that will give the guest an idea of what is explained.” (Food Service Interviewee, 5)

Generally, the food service staff were noted for their friendliness in guests feedback to the hotel. However, the informants suggested a greater need for creativity in the use and presentation of local foods to spark the interest of guests. It was also stated that this initiative should be led by the hotel’s management policy for local foods.

Information transfer throughout the supply chain is a vital facet of the interaction process. Informants at the hotel claimed that employees often communicate guests’ preferences for special food requests, a process which is initiated by the guests at the hotel’s reservation desk. Managers also take time to interact with guests regarding food needs, particularly with long term and repeat customers. Chefs occasionally visit and interact with guests during dinner to gain feedback on meals. The intention, however, is to improve their skills as opposed determining new ways of creating value for guests. Organized briefings are also held prior to lunch and dinner to facilitate the transfer of information on ingredients from the chefs to guests.

The knowledge and experience of supplying farmers was representative of intangible resources in the

hotel's local food supply chain. The majority of farmers garnered experiential skills and knowledge in agriculture production from childhood. Some were also formally trained in agriculture production and are constantly conducting research in the area via the internet. The application of this knowledge allowed the farmer to improve both the quality and the nutritional content of the foods produced. The average duration in which suppliers to the hotels are involved in farming was 24 years. Integrated farming systems that supported the production of organic foods were also a major asset that farmers possessed. Farmers alluded to the personal and individual touch in growing food which they claimed ensured higher quality.

“I do lots of research on what I produce via the internet and the information given will guide me accordingly, e.g. what is good for bell peppers might not be good for cabbages and so on. Therefore I administer treatments, nutrients, manure etc, according to what is prescribe after conducting my research. The produce bloom and grow better with the knowledge.”(Farmer Interviewee, 4)

All interviewees believed that Island foods had some distinctive characteristics. The World Intellectual Property Organizations describes this as geographical indication (GI) (WIPO, 2015). Informants, especially farmers, concur that the very fertile nature of the soils on the island contributes to the production of high quality and tasty fruits and foods. It was also noted that there are wide varieties of soil types, each better for certain crops. Guests also communicated to hotel staff that local fruits taste sweeter than those they are accustomed to when imported to their home countries.

“A number of persons when they come back [repeat visits] they will tell you that the fruits don't taste the same. The fruits here are fresh from the tree to the table because most of the foods you get abroad has been on the sea or in the air for a while then they will bring it to whosoever purchased it and then to the smaller outlets where they are sold to the public. The more they handle these produce the less quality there is.”(Food Service Interviewee 11)

*“Grenada has a unique soil and it is interesting that you can find so many different soil types in such a small area. You may have one small plot of land but you can grow a variety of produce that is suitable.”
(Farmer Interviewee, 6)*

5.11 Service Support Agencies Perspectives on the Service-Oriented Local Food Supply Chain

The discussion on the service oriented approach with service support agencies reflected a mix of challenges, strengths, opportunities within existing local food hotels-farmers relations and supply chains within the context of value co-creation and co-production, valued relationships and intangible resources. The roles of service support agencies are defined and the various perspectives presented in the following table.

Table 5.1: Showing perspectives of service support agencies on the service oriented local food supply chain.

Service Support Agencies	Value Co-creation & Co-production	Valued Relationship	Intangible Resources
Extension Officers: provides technical support to farmers in agriculture production.	Services provided to farmers that would allow them to achieve requirements of the market such as nutritional value and tastiness with Good Agricultural Practices. Other noted values are freshness of foods due to short travel distances to hotels and absence of some malpractices in other countries such as child labor.	Technocrats need to collaborate with the hotels and farmers to ensure that linkages are properly executed. All stake-holders need to be educated on the value of local foods produced on the island compared to those imported. The goal of technocrats is to ensure the holistic wellbeing of farmers and at the same time to ensure that hotel guests enjoy foods and the food experience so that they would want to return to the destination.	Services provided to guests must be geared towards them knowing what they need to know about local foods. Waiters were identified as key in providing the food experience guests desire by conveying information and interacting with guests. Chefs should present attractive meals. Local foods are described as safe, tasty, fresh and nutritional.
Agriculture Input Suppliers: procurement of agricultural inputs for retail to farmers.	Since small farmers do not have the capacity to source inputs, these service agencies consolidate to purchase input on the international market. In addition due to national legislation which enforces strict regimes on chemical usage, much of the dangerous chemical that are used to produced imported foods cannot be procured by input suppliers and therefore	Farmers depend on the input suppliers to procure agricultural input for their farms. There are some constraints in the markets that relates to varieties of inputs, price and sometimes consistency of supplies. Due to the small quantities required, local suppliers are unable to negotiate low prices from international suppliers of agricultural inputs.	Limited use of chemicals implies that local foods are much healthier than imported foods. Local fruit orchards which existed for decades and are organically grown on island. The orchards of indigenous fruits also provide the opportunity for guests to have unique experiences since many of these fruits are unknown to European and North American visitors.

Service Support Agencies	Value Co-creation & Co-production	Valued Relationship	Intangible Resources
	are not included in local food production for consumers.	Some level of consultation occurs between farmers and input suppliers but much more is needed if hotel guests' needs would be customized.	Chefs should play a lead role in the utilization of local foods at hotels and communicate all relevant information about foods and their preparation should be shared with employees interacting with guests.
Micro-Financiers: organizations providing micro-financing to small businesses with the aim of contributing to socio-economic development.	Lending portfolio includes farmers who are suppliers of local food to hotels. Unfortunately the economic impact of lending to farmers is stymied since the larger hotels are importing agricultural produce. There is concern that foods are imported due to unreliability of suppliers. An increase in collaboration between the two sectors led by the development bank is being considered for action in the near future so that farmers can understand required needs of hotels for their customers and also for hotels to better understand the issues of the farmer. The areas of ecotourism and agri-tourism are earmarked to create better experiences for	The supply chain relationship is seen as most critical to local food linkages with hotels. Hotels ought to consider investing in the farms of supplying farmers so that their guests could have greater connection with the local foods served and also improve their food service experiences. Meals could be named after farmers or their farms. These kinds of partnerships do not exist. Farmers lending from the micro-financiers complain about the long duration of time taken to be paid for their produce by hotels which affects their cash flow that is needed for replanting and debt servicing. Strong farmers' organization is pivotal to addressing some existing challenges in	Local foods are mostly organically produced by small farmers and are tasty. Due to the location of the country, most foods grow organically and therefore there is an opportunity to certify organically produce foods and differentiate in the market. The local food can also be prepared to offer a taste of the country known as the isle of spice because of the variety of spices naturally grown on island. Human resource development is needed; in particular hotel chefs so that they learn to innovate in the use and preparation of local foods and waiters should be trained to present highest level food service in context of the culture of the country to guests.

Service Support Agencies	Value Co-creation & Co-production	Valued Relationship	Intangible Resources
	guests and increase tourism spending.	the farming community such as access to credit since many small food producers cannot meet the structured payment requirements stipulated by financial institutions. There is a prospect for an apex structure of lending were banks loan to strong farmers organizations who then give credit access to their members.	
Policy Makers: public servants responsible for enunciating and implementing government policies to foster national sustainable development.	Government ministries such as tourism and agriculture should be involved in assisting the key players of local food supply chain both at the technical and policy level to ensure the symbiotic linkage between the two sectors. In the absence of formal interventions by government to support local food linkages with hotels, demand by the hotels for food does not match supply from farmers. Large hotel chains therefore freely import food needed to serve guests. The Ministries of Agriculture and Tourism should work more closely to ensure that food needs of	In support of local food supply chains, representatives of both tourism and agriculture sectors ought to engage hotels and the hotel association to aggregate food needs for targeted planned production. This type of market intelligence will help to benefit all stakeholders involved in local food supply chain of hotels.	Grenadian cuisine should be developed at a level where all visitors to the island benefit from gastronomical experiences since the memories of these experiences last for years and can influence return visits to the island. The opportunity to taste unique cuisine can significantly contribute to the total service experience of visitors. Food experiences can also introduce visitors to wellness since several world renowned 'power foods', used to fight illnesses such as cancer, are locally grown and exported. Many of the local foods produced and all

Service Support Agencies	Value Co-creation & Co-production	Valued Relationship	Intangible Resources
	hotels' guests are available. Critical issues identified are food standards, quality, pricing and sustained food production.		fruits are free from genetically modified organisms, fertilizers and chemicals. Increased employment in tourism and beyond is likely to be an outcome.
National Marketers (Marketing National Importing Board): quasi government institution responsible for marketing locally produced and agro-processed foods.	Intermediary, since purchasing local produce for resale to other markets. Provides information on the demands of the market to supplying farmers and sometimes acts as a liaison with hotels.	Provides access to large hotels that are currently not sourcing locally. Most farmers prefer to supply directly to the hotels to benefit from higher prices. However, the lack of guaranteed market arrangements with farmers by hotels limits the sustained supply of local foods demanded and hinders production planning and co-ordination. Consequently, food scarcities occur which translate into an increase in food importation. Ideally growth in the tourism sector should result in growth in the agriculture sector but the appropriate demand-supply relationship must first be established.	Experiencing local culture is a prime motivation for visitors. Food is integral to culture therefore the interaction with foods and communities enhances the visitors' experience. Health tourism is a growing segment; therefore there is the opportunity for guests to be introduced to and interact with the world renowned health foods, such as turmeric, sour sop and pure organic dark chocolate. Organized encounters for guests to engage with local foods will contribute to their cultural and wellness experiences. Locally produced meats such as grass-fed livestock and locally produced chicken are believed to taste far superior to imported ones. Many local foods are different in flavor, texture, and

Service Support Agencies	Value Co-creation & Co-production	Valued Relationship	Intangible Resources
			appearance.

5.12 Discussion and Conclusion

The explanatory case study revealed that the service oriented approach to the local food supply chain can contribute to strengthening linkages with local food and the hotel's food service. This particular case presents insights on the necessary conditions for a successful service oriented local food chain as it relates to value co-creation and co-production with consumers, valued relationships and optimizing intangible resources.

It is apparent that there is a lack of strategic vision for the use of local food and therefore limited attempts to harness its benefits. While some responsive actions to create value for guests exist, it is not comprehensive. Therefore a general failure to make value propositions to guests with the use of local foods or even to gain their involvement in the value co-creation and co-production limits the opportunities for guests to make demands of the food service. Limited communication with guests about their interest during their stay also translates into lost opportunities to know how involved guests want to become with their foods. The value proposition for guests to see where their foods come from is not presented.

There is the 'wastage of value' created by producers in their products. For example, organic foods are being served as regular food. This failure to differentiate represents lost opportunities for better margins for both the hotel and producers. The absence of coordination in the co-creation and co-production process that is consumer centric throughout the supply chain is a major contributing factor. The lack of partnerships rather than just transactional type relationships in the supply chain is yet another contributing factor.

The hotel's responsiveness to guests' desire to taste and experience tropical fruits with specific characteristics depict the potential for demand of local foods that can be stimulated by the consumer's interest. This resulted in the hotel's commitment to ensuring that local tropical fruits are always available which led to increased consistent market access for producers of fruits. In turn, this contributes to strengthening the local food linkage with the hotel's food service. Acknowledging guests' needs for a cultural experience by providing national dishes as part of the hotel's food service also triggered demand from consumers for local food ingredients therefore opening a market for the sale of local produce that would otherwise be untapped.

This case study provided insights on the limitations of valued relationships in the local food supply chain. Although farmers have been supplying the hotel for long periods, it has been in a transactional manner and there is therefore a weak relationship and an absolute lack of partnership in the local food supply chain. As such, there is limited commitment and valuing of the relationship.

Power differentiation in the local food supply chain makes it difficult for valued relationships to exist especially between the hotel and producers. Farmers remain committed to supplying the hotel mainly

because of their absolute dependence on it as a market to sustain their livelihoods. This reality keeps them committed even with limited information on the type or quantities of local foods demanded at any given time which does not allow them to plan or schedule their production. Despite these constraints these suppliers continually sought the market.

The hotel exerted greater power over the suppliers since they have the opportunity to purchase from arbitrary suppliers, source from supermarkets (for a combination of imported and local agricultural products) or import directly. This makes the hotel less dependent on local producers. Demand from consumers for local foods can therefore act to balance the power of hotels. However, since guests are unaware of the values embedded in local food or the issues that concern local producers as they relate to sustainability and local food, there are no ethical concerns or requirements expressed by guests. The consumers' awareness of the intricacies and dynamics of sustainability in supply chains can possibly convert into a demand for local foods therefore stimulating greater sustainable economic, social and environmental benefits.

The interest of some guests in local cuisine experienced at the hotel also translated into future demand (as returning guests) and loyalty to the hotel. Their food experiences at hotels weighed on their decisions to return to the destination or remain networked with service staff. This represents possibilities for increased demand of local food, thus contributing to strengthened food linkages in the tourism sector.

Finally, the intangible resources in the local hotel food supply chain are extremely vital to the overall success of a service oriented approach. Interaction among operant resources in a supply chain to create value for its members generates instructive information which is a resource in itself. This human interaction and information transfer present opportunities for hotels to differentiate and provide new services that are unidentified by competitors. Consumers together with service providers are likely to co-create values that are not transferable to other competitors thus translating into long-term relationships, loyalty and competitive advantages.

In this case study, the important role of frontline service employees who are directly interacting with guests in the food service was emphasized. These operant resources should possess special skills, knowledge and experience since the capacity to make requisite value propositions about local food also enhances the guest's experience. Inability to communicate intangible value, whether cultural, historical, healthy or tasty, can negatively affect consumers' demands therefore hindering opportunities for benefactors.

In conclusion, although this explanatory case study cannot be considered as a service oriented local food supply chain in its entirety, it affirmed the propositions presented with the conceptual framework. It also illustrated some of the current challenges to operating a service oriented local food hotel supply chain but also implied the necessary corrective actions under the basic theoretical underpinnings of the SD Logic. The research revealed how a service-oriented approach to local food farmers-hotel supply chains can result in strengthened agriculture and tourism linkages. The evolution of the local food movement in Caribbean tourism can therefore consider this approach out of which sustainability codes of conduct can also emerge.

5.13 References

- AFC. (2004). *Value chain guidebook : a process for value chain development*. Nisku, Alberta: Nisku, Alberta : Value Chain Initiative, AFCA.
- Al-Mudimigh, A. S., Zairi, M., & Ahmed, A. M. M. (2004). Extending the concept of supply chain:: The effective management of value chains. *International Journal of Production Economics*, 87(3), 309-320.
- Andall, A. (2011). Grenada has plenty to offer; Beautiful Sites, Rich Culture and Heritage, *Grenada Informer*, pp. 10-10. Retrieved from <http://www.onecaribbean.org/content/files/Asha%20Andall.pdf>
- Baltacioglu, T., Ada, E., Kaplan, M. D., Yurt And, O., & Cem Kaplan, Y. (2007). A new framework for service supply chains. *The Service Industries Journal*, 27(2), 105-124.
- Belisle, F. J. (1983). Tourism and food production in the Caribbean. *Annals of tourism research*, 10(4), 497-513.
- Chambers, S., Lobb, A., Butler, L., Harvey, K., & Bruce Traill, W. (2007). Local, national and imported foods: a qualitative study. *Appetite*, 49(1), 208-213.
- Clayton, A. (2009). Climate change and tourism: the implications for the Caribbean. *Worldwide Hospitality and Tourism Themes*, 1(3), 212-230. doi: 10.1108/17554210910980576
- Clayton, A., & Karagiannis, N. (2008). Sustainable tourism in the Caribbean: alternative policy considerations. *Tourism and Hospitality Planning & Development*, 5(3), 185-201.
- Conway, D. (2004). 11 Tourism, environmental conservation and management and local agriculture in the eastern Caribbean. *Tourism in the Caribbean: Trends, Developments, Prospects*, 3, 187.
- Curtis, K. R., Cowee, M. W., Havercamp, M., Morris, R., & Gatzke, H. (2008). Marketing Local Foods to Gourmet Restaurants: A Multi-Method Assessment. *Journal of Extension*, 46(6).
- Dolland, H. (2014). [Address on Lawrence Lambert Retirement].
- Duram, L., & Cawley, M. (2012). Irish Chefs and Restaurants in the Geography of “Local” Food Value Chains.
- Flott, L. W. (2001). Understanding Supply Chains. *Metal Finishing*, 99(8), 47-50.
- Gomes, A. (1993). Integrating tourism and agriculture development. In D. J. Gayle & J. N. Goodrich (Eds.), *Tourism marketing and management in the Caribbean* (pp. 155-166): Routledge.
- Gooch, M., Marenick, N., & Zimm, V. (2012). *Increasing the market opportunities for local food: Guelph, Ont. : Value Chain Management Centre, George Morris Centre, [2010]*.
- Grönroos, C. (2007). *Service management and marketing: customer management in service competition*: John Wiley & Sons.
- Gummesson, E. (1995). Relationship marketing: its role in the service economy. *Understanding services management*, 244, 68.
- Harford, R. (2014). [The changing face of Caribbean Banking].
- Herbert, B., & Christian, C. S. (2014). Regional Tourism at the Cross-Roads: Perspectives of Caribbean Tourism Organization's Stakeholders. *Journal of Sustainable Development*, 7(1), 17-32.
- Ingenbleek, P., & Reinders, M. (2013). The Development of a Market for Sustainable Coffee in The Netherlands: Rethinking the Contribution of Fair Trade. *J Bus Ethics*, 113(3), 461-474.
- Inwood, S. M., Sharp, J. S., Moore, R. H., & Stinner, D. H. (2009). Restaurants, chefs and local foods: insights drawn from application of a diffusion of innovation framework. *Agriculture and Human Values*, 26(3), 177-191.
- Kolk, A. (2005). Corporate Social Responsibility in the Coffee Sector:: The Dynamics of MNC Responses and Code Development. *European Management Journal*, 23(2), 228-236.

- Lambert, D., & Garcia-Dastigue, S. (2006). Cross-functional business processes for the implementation of service-dominant logic. In R. F. Lusch & S. L. Vargo (Eds.), *The service-dominant logic of marketing : dialog, debate, and directions* (pp. 150-165). Armonk, N.Y.: Armonk, N.Y. : M.E. Sharpe.
- Lambert, D. M., Cooper, M. C., & Pagh, J. D. (1998). Supply chain management: implementation issues and research opportunities. *International Journal of Logistics Management, The*, 9(2), 1-20.
- Lundgren, J. O. (1973). Tourism impact/island entrepreneurship in the Caribbean. In A. Mathieson & G. Wall (Eds.), *Tourism: Economic, Physical and Social Impacts*. Paper presented to the Conference of Latin American Geographers: London: Longman.
- Moore, G. (2004). The Fair Trade movement: parameters, issues and future research. *Journal of business ethics*, 53(1-2), 73-86.
- Pattullo, P. (1996). *Last resorts: The cost of tourism in the Caribbean*: Ian Randle Publishers.
- Pillay, M., & Rogerson, C. M. (2013). Agriculture-tourism linkages and pro-poor impacts: the accommodation sector of urban coastal KwaZulu-Natal, South Africa. *Applied Geography*, 49-58.
- Redfern, A., & Snedker, P. (2002). *Creating market opportunities for small enterprises: experiences of the fair trade movement*: ILO Geneva.
- Sims, R. (2009). Food, place and authenticity: local food and the sustainable tourism experience. *Journal of Sustainable tourism*, 17(3), 321-336.
- Taylor, A. K. (2009). *Sustainable Cities and Local Food Systems: A partnership between restaurants and farms in Portland, Oregon*. Stellenbosch: University of Stellenbosch.
- Timms, B. (2006). Caribbean agriculture–tourism linkages in a neoliberal world: Problems and prospects for St Lucia. *International Development Planning Review*, 28(1), 35-56.
- Torres, R. (2003). Linkages between tourism and agriculture in Mexico. *Annals of tourism research*, 30(3), 546-566.
- Torres, R. M., & Momsen, J. H. (2011). *Tourism and Agriculture: New Geographies of consumption, production and rural restructuring*: Taylor & Francis.
- Vargo, S., & Lusch, R. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1-17.
- Virgin Holidays. (2016). The Flamboyant Hotel January 13, 2016, from <http://www.virginholidays.co.uk/destinations/caribbean/grenada/the-flamboyant-hotel>
- von Massow, M., & Canbolat, M. (2013). A strategic decision framework for a value added supply chain. *International Journal of Production Research*(ahead-of-print), 1-16.
- WIPO. (2015). Geographical Indications. Retrieved November 2015, from http://www.wipo.int/geo_indications/en/
- Witkowski, T. (2005). FAIR TRADE MARKETING: AN ALTERNATIVE SYSTEM FOR GLOBALIZATION AND DEVELOPMENT. *Journal of Marketing Theory and Practice*, 13(4), 22-33.
- Worme, G. (2014). Lawrence Lambert quits flamboyant after 25 years at the helm, *The New Today Newspaper* Retrieved from <http://thenewtoday.gd/local-news/2014/05/22/lawrence-lambert-quits-flamboyant-25-years-helm/>
- WTTC. (2013). Travel and tourism economic impact 2013 Grenada from http://www.wttc.org/site_media/uploads/downloads/grenada2013_1.pdf

Chapter 6

6.0 Summary and Synthesis

This chapter is intended to provide a summary and synthesis of findings of the overall study. It will address the applicability of the service oriented framework based on the investigations of the local food supply chains of two different hotels. Based on the findings from the individual case studies, contributions of the research will be highlighted together with implications for managers and areas for future research.

6.1 *Review of the Findings*

The explanatory case studies provided rich insights on the service oriented farmers-hotel local food supply chain phenomenon. The opportunity to investigate two different types of accommodation properties also contributed to a wealth of insights to the overall investigation. Case study A, the luxury property was exemplary in its service focus. This property uses a concentrated service management approach to its local food supply chain whereby all members of the supply chain are consumer centric. The drive to meet, co-create and co-produce the food needs of the consumer also triggers higher demand for local foods. This entity has also been able to maintain valued relationships throughout the supply chain but especially with guests which contributes to repeaters to the luxury resort. The entity's relationship with its suppliers also contributes to sustained livelihoods of these rural food producers and thus their loyalty to continue to meet the food needs of the guests. Case study A was also able to optimize the use of intangible resources both human and that which is embedded in local foods which contributed to benefit of providing unique service experiences to their guests.

The findings from case study A corroborated with the research propositions indicating that the service oriented approach to farmers-hotel local food supply chain contributes to strengthening agriculture and tourism linkages. In addition, two major themes, leadership and innovation emerged from the data on case A as critical to maintaining a service oriented local food supply chain. The vision of the owner and president of the property emphasizes the innovative and creative use of local food to provide the guests with unique experiences. The leader's leadership can be described as servant leadership, one in which has been able to influence followers to service excellence and has been transforming the accommodation property thereby positively influencing the organization's performance and culture through personal and ethical values (Brownell, 2010).

Investigation on case study B, the 3 star hotel, indicated that less emphasis was placed on a service management approach within the hotel's local food supply chain although the service focus was not entirely nonexistent. This study also revealed that the service oriented approach to the local food supply chain can contribute to strengthening linkages with local food and the hotel's food service. Although not comprehensively, the hotel had some focus on the co-creation of value with guests though there was little focus on co-creating value with the food producers. Relationships with guests were highly valued while the relationships with suppliers were cordial. This hotel attempted to optimize on intangible resources embedded in some local foods but the strategic utilization of its human resource to promote the use of local foods did not occur. This suggest that the hotel has been limiting its capacity to use more local food and also limiting its ability to create greater service experiences for its guests and also improve the livelihoods

of the suppliers in a sustained manner.

In comparison, as it regards to the local food supply chain, case study A's service focus was both forward (towards the consumer) and backwards (towards the supplier), contributed to the overall success and increased demand for local food. Case study B on the other hand service focus was only forward (towards the consumer) though not consistently thereby forfeiting the opportunity to co-create value with suppliers and more so with the consumer to trigger increase demand for local food. Additionally, case study A focused much more on creating value and quality foods for its customers, whilst, representatives from case study B, during the presentation of research findings admitted to placing too much focus on managing the cost of local food. This resulted in its relationship with suppliers being transactional in nature. Also, during the presentation of findings interaction with stakeholders of case study B, it was noted that the service oriented approach can be replicated despite the classification of the hotel (whether 3-star or 5 star). In conclusion, despite the different situations, both cases indicate that a service oriented farmers-hotel local food supply chain facilitates stronger agriculture and tourism which can foster tremendous benefits for the stakeholders involved and also to tourism destination.

6.2 Contribution of the study

The underlying contributions of this research are both conceptual and managerial. Conceptually, the research illustrated that an integrated service approach to value co-creation and co-production, valued relationships and optimization of intangible resources in local food supply chains can strengthen agriculture and tourism linkages. The extent to which Lusch and Vargo (2006)'s pre-theoretic service-centered dominant logic has power to contribute to problem solving and to sustain economic exchange relationships within supply chains is the main contribution to the SD logic literature. This is therefore a significant contribution to service management and management theories.

The managerial contribution of this research suggests an integral role of service oriented supply chains to the agriculture and tourism linkages literature. The shift from a transactional approach to the trade of local food to a service management approach provided deeper insights on the value compositions of goods when linked to services and how a service management approach is likely to address managerial challenges. Greater focus by hotels' management on anticipating and responding to the local food needs of its guests can potentially increase the use of local foods in tourism destinations. Another significant managerial contribution is the importance of leadership in creating value for consumers which can be transcended to staff of the hotel but also key players in the supply chain. Leadership which also contributed to innovation emerged as another type of intangible resource that benefited the luxury resort. Also, while the cost for seeking value was high, the overall satisfaction with the value created was also high, thus resulting in repeat business by consumers.

Other contributions include the theoretical and practical importance of integrating sustainability in supply chain management literature. While sustainability in the supply chain management literature has been established, there has been limited use of it in mainstream research (De Brito & Van der Laan, 2010). This research provided insights on the importance of sustainable supply chains, the evolution of a supply chain to a value chain as exemplified in case study A illustrated the potential value for all stakeholders involved, including the local food producers.

In addition, the research contributed to improving the understanding and knowledge of supply chain

management and what will be necessary for supply chains to deliver exemplary service experiences to the final consumer. It also provided insights on how an absolute focus on service throughout a supply chain can limit traditionally known power differential between suppliers and service enterprises due to the mutual focus on the needs of the end consumer. This was also exemplified in case study A. This research presented a real and practical illustration that the service oriented conceptual model for local foods hotel-farmers supply chains can work.

6.3 Implications for Managers

Strengthening local food linkages is highly dependent on the hotel's business model and management's commitment to providing and proposing the necessary value propositions to its consumers. These value propositions that are embedded in local food may be related to the value in providing a 'farm to table' food service, the value in serving organic foods or the value in promoting healthy lifestyles and wellness in the hotel's food service. These 'categories of value' for the consumer must be identified as value propositions for guests by the hotel's business model so that they can be implemented. A farmers-hotel local food supply with inadequate planning and lack pre-identified value propositions for consumers is not likely to contribute to strengthening agriculture and tourism linkages in a sustained manner.

6.4 Future research

The pioneering nature of this study suggests the need for a research program in the area of a service oriented approach to local food supply chains mainly because of the potential benefits that may be derived for tourism destinations. In addition, several other case studies in similar research contexts are necessary together with quantitative studies to confirm and search for more strategies towards favorable outcomes. The role of leadership and innovation should also be studied in greater depth. Several other areas for future research can be identified. The interviews generated much more information than can be addressed in this dissertation. The richness of the data collected provided many research avenues which could not be addressed directly as part of this research topic. These includes the proposed models for agriculture and tourism local food linkages from the perspective of different stakeholders, the impacts of trade liberalization on agriculture and tourism linkages in the Caribbean, understanding the concept of service experience as perceived by hotels' guests, service wow factor, and the role of local food in improving hotels' guests satisfaction. These areas will all be addressed in future studies.

6.5 Bibliography

- Anderson, L., & Bennett, N. (2003). *Developing educational leadership: using evidence for policy and practice*: Sage.
- Ashley, C., De Brine, P., Lehr, A., & Wilde, H. (2007). *The role of the tourism sector in expanding economic opportunity*: John F. Kennedy School of Government, Harvard University.
- Belisle, F. J. (1983). Tourism and food production in the Caribbean. *Annals of tourism research*, 10(4), 497-513.
- Belisle, F. J. (1984). Tourism and food imports: The case of Jamaica. *Economic Development and Cultural Change*, 32(4), 819-842.
- Berg, B. L., & Lune, H. (2012). *Qualitative research methods for the social sciences* (Vol. 5): Pearson Boston.
- Bernstein, R. J. (2010). *The pragmatic turn*. Cambridge, UK ; Malden, MA: Cambridge, UK ; Malden, MA : Polity.
- Bracken, S. (2010). Discussing the Importance of Ontology and Epistemology Awareness in Practitioner Research. *Worcester Journal of Learning and Teaching*(4), 1-9.
- Britton, S. G. (1982). The political economy of tourism in the Third World. *Annals of tourism research*, 9(3), 331-358.
- Brohman, J. (1996). New directions in tourism for third world development. *Annals of tourism research*, 23(1), 48-70.
- Brownell, J. (2010). Leadership in the Service of Hospitality. *Cornell Hospitality Quarterly*, 51(3), 363.
- Bryman, A., & Bell, E. (2007). *Business research methods*. Oxford ;: Oxford ; Oxford University Press.
- Burrell, G., & Morgan, G. (1979). *Sociological paradigms and organizational analysis: Elements of the sociology of corporate life*. Exeter, NH: Heinemann Education Books.
- Clayton, A., & Karagiannis, N. (2008). Sustainable tourism in the Caribbean: alternative policy considerations. *Tourism and Hospitality Planning & Development*, 5(3), 185-201.
- Cohen, D., & Crabtree, B. (2006). *Qualitative Research Guidelines Project*. from <http://www.qualres.org/HomeTria-3692.html>
- Copeland, B. R. (1991). Tourism, welfare and de-industrialization in a small open economy. *Economica*, 515-529.
- CSO. (2015). *Importation of Meats & Agricultural Products*. Grenada Central Statistics. Government of Grenada.
- CSO(2016). *Destination Accommodation*. Grenada Central Statistics. Government of Grenada.
- CTO. (1999). *Caribbean tourism organization sustainable tourism development plan of action for the Caribbean* (pp. 1-7). Georgetown: CTO Publication.
- CTO. (2010). *Agro-Tourism - linking tourism and agriculture*. Barbados Caribbean Tourism Organization
- De Brito, M. P., & Van der Laan, E. A. (2010). Supply chain management and sustainability: procrastinating integration in mainstream research. *Sustainability*, 2(4), 859-870.
- Denzin, N. (1978). *The research act: A theoretical introduction to sociological methods*. McGraw-Hill. New York.
- Enríquez, L. J. (2010). The Cuban alternative to neoliberalism. *International Journal of Development Issues*, 9(2), 92-112.

- Freeman, E. R., Harrison, J., Wicks, A. C., Parmar, B. L., & De Colle, S. (2010). Stakeholder theory : the state of the art. Cambridge, UK ; New York: Cambridge, UK ; New York : Cambridge University Press.
- Gill, J., & Johnson, P. (2010). Research methods for managers. Los Angeles: Los Angeles : SAGE.
- GoG. (2014). Budget statement 2014 to the House of Representatives Grenada Government of Grenada.
- Gomes, A. (1993). Integrating tourism and agriculture development. In D. J. Gayle & J. N. Goodrich (Eds.), *Tourism marketing and management in the Caribbean* (pp. 155-166): Routledge.
- Green, G. P., & Dougherty, M. L. (2008). Localizing linkages for food and tourism: Culinary tourism as a community development strategy. *Community Development*, 39(3), 148-158.
- GBT.(2011). Grenada Board of Tourism, Strategic Plan 2011-2014. Government of Grenada. Grenada.
- Harrison, D. (2010). Tourism and development: Looking back and looking ahead—more of the same? In D. Harrison, D. Pearce & R. Butler (Eds.), *Tourism research: A 20-20 vision* (pp. 40-52). Oxford: Goodfellows Publishers Limited
- Hawkins, D. E., & Mann, S. (2007). The World Bank's role in tourism development. *Annals of tourism research*, 34(2), 348-363.
- Herriott, R. E., & Firestone, W. A. (1983). Multisite qualitative policy research: Optimizing description and generalizability. *Educational researcher*, 12(2), 14-19.
- Hettne, B. (2008). 1.2 Current trends and future options in development studies The companion to development studies (pp. 7-12). Great Britian: Routledge.
- Hookway, C. (2008). Pragmatism. from <http://plato.stanford.edu/entries/pragmatism/>
- Hummel, J., & van der Duim, R. (2012). Tourism and development at work: 15 years of tourism and poverty reduction within the SNV Netherlands Development Organisation. *Journal of Sustainable tourism*, 20(3), 319-338.
- Hwarng, H. B., & Xie, N. (2008). Understanding supply chain dynamics: A chaos perspective. *European Journal of Operational Research*, 184(3), 1163-1178.
- Inwood, S. M., Sharp, J. S., Moore, R. H., & Stinner, D. H. (2009). Restaurants, chefs and local foods: insights drawn from application of a diffusion of innovation framework. *Agriculture and Human Values*, 26(3), 177-191.
- James, W. (1975). Pragmatism. Cambridge, Mass.: Cambridge, Mass. : Harvard University Press.
- Johnson, P., & Duberley, J. (2000). Understanding management research : an introduction to epistemology. London: London : SAGE.
- Krippendorff, J. (1989). The Holiday-makers: Understanding the Impact of Travel and Tourism: Butterworth-Heinemann, Oxford.
- Lacher, R. G., & Nepal, S. K. (2010). From leakages to linkages: Local-level strategies for capturing tourism revenue in Northern Thailand. *Tourism Geographies*, 12(1), 77-99.
- Lambert, D., & Garcia-Dastigue, S. (2006). Cross-functional business processes for the implementation of service-dominant logic. In R. F. Lusch & S. L. Vargo (Eds.), *The service-dominant logic of marketing : dialog, debate, and directions*(pp. 150-165). Armonk, N.Y. : M.E. Sharpe.
- Lambert, D. M., Cooper, M. C., & Pagh, J. D. (1998). Supply chain management: implementation issues and research opportunities. *International Journal of Logistics Management*, The, 9(2), 1-20.
- Larson, D. W., & Shaw, T. K. (2001). Issues of Microenterprise and Agricultural Growth: Do Opportunities Exist Through Forward and Backward Linkages? *Journal of Developmental Entrepreneurship*, 6(3), 203.
- Law, J., & Lodge, P. (1984). Science for social scientists: Macmillan London.
- Lundgren, J. O. (1973). Tourism impact/island entrepreneurship in the Caribbean. In A. Mathieson & G. Wall (Eds.), *Tourism: Economic, Physical and Social Impacts*. Paper presented to the Conference

- of Latin American Geographers: London:Longman.
- Lusch, & Vargo. (2006). The service-dominant logic of marketing: dialog, debate, and directions: ME Sharpe.
- Lusch, R., & Vargo, S. (2011). Service-dominant logic: a necessary step. *European Journal of Marketing*, 45(7/8), 1298-1309.
- Lusch, R. F., & Vargo, S. L. (2006). Evolving to a new dominant logic for marketing. In R. F. Lusch & S. L. Vargo (Eds.), *The service-dominant logic of marketing : dialog, debate, and directions* (pp. 3-28). Armonk, N.Y. : M.E. Sharpe.
- MPFTS.(1997). Master Plan for the Tourism Sector, Grenada, Carriacou and Petite Martinique. Government of Grenada and Organization of American States. Grenada.
- Meyer, D. (2007). Pro-poor tourism: From leakages to linkages. A conceptual framework for creating linkages between the accommodation sector and 'poor' neighbouring communities. *Current Issues in Tourism*, 10(6), 558-583.
- Meyers, R. (1999). The beginnings of pragmatism: Peirce, Wright, James, Royce. In R. H. Popkin (Ed.), *The Columbia history of western philosophy*. New York: Columbia University Press.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook*: SAGE Publications, Incorporated.
- MoA. (2008). Annual Agriculture Review Grenada: Food and Agriculture Organization and European Union
- MoA. (2009). Annual Agriculture Review. Grenada Food and Agriculture Organization and European Union
- MoA. (2013). Annual Agriculture Review. Grenada Food and Agriculture Organization and European Union
- MOF. (2006). Grenada Export Strategy Grenada Government of Grenada, Commonwealth Secretariat and International Trade Centre
- NSAP. (2012). An alternative growth and poverty reduction strategy for Grenada. Grenada: 10th European Development Fund.
- Orlikowski, W. J., & Baroudi, J. J. (1991). Studying information technology in organizations: Research approaches and assumptions. *Information systems research*, 2(1), 1-28.
- Ostrom, A. L., Bitner, M. J., Brown, S. W., Burkhard, K. A., Goul, M., Smith-Daniels, V., . . . Rabinovich, E. (2010). Moving forward and making a difference: research priorities for the science of service. *Journal of Service Research*, 13(1), 4-36.
- Patton, M. Q. (1999). Enhancing the quality and credibility of qualitative analysis. *Health services research*, 34(5 Pt 2), 1189.
- Pillay, M., & Rogerson, C. M. (2013). Agriculture-tourism linkages and pro-poor impacts: the accommodation sector of urban coastal KwaZulu-Natal, South Africa. *Applied Geography*, 49-58.
- Pratt, S. (2011). Economic linkages and impacts across the TALC. *Annals of tourism research*, 38(2), 630-650.
- Ramroth, W. G. (2006). Pragmatism and modern architecture. Jefferson, N.C.: Jefferson, N.C. : McFarland.
- Rogerson, C. M. (2011). Tourism Food Supply Linkages in Zambia: Evidence from the African Safari Lodge Sector. *Tourism Review International*, 15(1-2), 21-35.
- Rorty, R. (1998). *Truth and progress: Philosophical papers* (Vol. 3): Cambridge University Press.
- Sandbrook, C. (2010). Local economic impact of different forms of nature-based tourism. *Conservation Letters*, 3(1), 21-28.

- Scheyvens, R. (2007). Exploring the tourism-poverty nexus. *Current Issues in Tourism*, 10(2-3), 231-254.
- Scheyvens, R. (2011). *Tourism and poverty*. New York: New York : Routledge.
- Scheyvens, R. (2012). *Tourism and poverty*: Routledge.
- Sharpley, R. (2000). Tourism and sustainable development: Exploring the theoretical divide. *Journal of Sustainable tourism*, 8(1), 1-19.
- Sinclair, M. T. (1998). Tourism and economic development: A survey. *The Journal of Development Studies*, 34(5), 1-51.
- Sindiga, I. (1999). *Tourism and African development: change and challenge of tourism in Kenya*: Ashgate Publishing Ltd.
- Spohrer, J. C., Gregory, M. R., & Ren, G. (2010). The Cambridge-IBM SSME white paper revisited. In P. P. K. C. A. S. J. C. Maglio (Ed.): New York ;London : Springer, c2010.
- Telfer, D. J. (2000). Tastes of Niagara: Building strategic alliances between tourism and agriculture. *International Journal of Hospitality & Tourism Administration*, 1(1), 71-88.
- Telfer, D. J. (2002). The evolution of tourism and development theory. In D. J. Telfer & R. Sharpley (Eds.), *Tourism and development: Concepts and issues* (pp. 35-80).
- Telfer, D. J. (2009). Development studies and tourism. *The SAGE handbook of tourism studies*, 146-165.
- Telfer, D. J., & Sharpley, R. (2007). *Tourism and development in the developing world*: Routledge.
- Telfer, D. J., & Wall, G. (2000). Strengthening backward economic linkages: Local food purchasing by three Indonesian hotels. *Tourism Geographies*, 2(4), 421-447.
- Thomas-Francois, K., & Francois, A. (2014). Spices and Agro-tourism on Grenada, Isle of Spice in the Caribbean. *Spices and Tourism: Destinations, Attractions and Cuisines*, 38, 17.
- Timms, B. (2006). Caribbean agriculture–tourism linkages in a neoliberal world: Problems and prospects for St Lucia. *International Development Planning Review*, 28(1), 35-56.
- Torres, R. (2003). Linkages between tourism and agriculture in Mexico. *Annals of tourism research*, 30(3), 546-566.
- UNWTO. (2008). *Tourism Highlights*. Madrid: United Nations World Tourism Organization.
- UNWTO, W., Earth Council (1996). *Agenda 21 for the Travel & Tourism Industry Towards environmentally sustainable development*. Madrid: Spain.
- Van de Ven, A. H. (2007). *Engaged Scholarship: A Guide for Organizational and Social Research: A Guide for Organizational and Social Research*: Oxford University Press.
- Vargo, S., & Lusch, R. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1-17.
- Wicks, A. C., & Freeman, R. E. (1998). Organization studies and the new pragmatism: Positivism, anti-positivism, and the search for ethics. *Organization science*, 9(2), 123-140.
- Worme, G. (2015, November 06, 2015). Former Prime Minister calls for Reduction in Food Import Bill, The New Today.
- WTTC. (2013). *Travel and tourism economic impact 2013 Grenada from*
http://www.wttc.org/site_media/uploads/downloads/grenada2013_1.pdf
- Yardley, L., & Bishop, F. (2007). Mixing qualitative and quantitative methods: A pragmatic approach. *Handbook of qualitative research methods in psychology*, 352-370.
- Yin, R., & Moore, G. (1987). The Use of Advanced Technologies in Special Education. *Journal of Learning Disabilities*, 20(1), 60-63.
- Yin, R. K. (1981). The case study crisis: some answers. *Administrative science quarterly*, 26(1), 58-65.
- Yin, R. K. (1994). *Case study research: design and methods*. 2nd: Thousand Oaks, CA: Sage.
- Yin, R. K. (2014). *Case study research : design and methods* (5th ed.). Thousand Oaks, Calif.: Thousand Oaks, Calif. : SAGE.

Appendix A

Explanatory Case Study: Coding Guidelines

Topic:

Strengthening Farmers-Hotel Supply Chain Relationships - A Service Management Approach: Explanatory Case Study

Research Question:

How can the local food supply chain relationships of farmers and hotels be strengthened within a service oriented goal throughout the supply chain?

Research Propositions:

1. A consumer-centric supply chain that purposes value co-creation and co-production throughout the value chain would significantly strengthen farmers-hotel food linkage.
2. Strong and valued business relationship among stakeholders in the Supply Chain would contribute to strengthening farmers-hotel food linkage.
3. Intangible resources embedded in local food and possessed by operants of the supply chain contribute to the strengthening of farmers-hotel food linkages.

Research Objectives:

- To provide the conceptual framework that can guide future research in providing a solution to the problem of weak agriculture and hotel linkages in developing tourism countries.
- To explore how to improve the benefits of tourism in tourism dependent countries such as those in the Caribbean.
- To suggest how local food supply chain relationships of farmers and hotels can be strengthened.

Lists of Codes

Codes	Definition	Sources
Priority Codes:		
Co-creation and Co production	Stakeholders in the chain working together	Conceptual Model & Interview Questions
Intangible Resources	Resources that exist within the chain that cannot be touched or seen with the physical eyes. Also measured in number of	Conceptual Model, Interview Questions & Emerged from Interviews.

	years experience and skills of operants (eg. farmers or resort workers). Or specific characteristics of food from a particular place or environment.	
Consumer-Centric	Strong focus on the needs of the final consumer	Conceptual Model & Interview Questions
Valued Relationships	Information sharing with the focus to add value for all members of the chain including the final consumer (resort's guest).	Conceptual Model & Interview Questions
Service focus/ service oriented	Strong attempts to satisfy needs of guest by all members in the chain.	Conceptual Model & Interview Questions
Information Transfer	Established mechanism to share information that will contribute to adding value for the final consumer throughout the chain.	Conceptual Model & Interview Questions
Service Support Agencies	Agencies identified as critical to ensuring that valued services are extended to guests in the local food chain.	Conceptual Model & Interview Questions
Description of Proposed Models	Models suggested by interviewees that will be necessary to strengthen agri-tourism local food linkages.	Interview Questions
Supply Chain Relationships	Description of existing supply chain relationships between farmers and the resort.	Interview Questions
Leadership	Reference to a person or entity responsible for the vision and modus operandi of the resort's farmers-hotel relationship and utilization of local foods.	Emerged from Interviews
Creativity and Innovation	Avenues identify as sources or opportunities for the creative, production, uses and presentation of local food.	Emerged from Interviews

Taste of Place	Experiencing the culture of a place that is consumed by visitors through the taste of food.	Conceptual Model & Emerged from Interviews
Service Experience	The total experience of the destination which includes food, place and activities.	Conceptual Model & Emerged from Interviews
Challenges with Agri-Tourism Linkages (Farmers)	Challenges faced by farmers that disrupt local food linkages with the resort.	Interview Questions
Challenges with Agri-Tourism Linkages (Hotels)	Challenges faced by the resort that disrupt local food linkages with farmers.	Interview Questions
Service WOW Factor	Events, experiences or activities that leave guests in awe as it relates to local foods and or service experience.	Emerged from the data
Market Stratification	Division of the local foods markets by farmers in order to adequately service existing needs.	Emerged from the data
Consumers Responses	Expressions of satisfaction of dissatisfaction of resort guests to local foods.	Emerge from the data & Trip Advisor
Other themes identified in the data during the coding process.	Service other themes exist but will be defined when they emerged from the data.	Review of all data sources; Transcribed interviews, Newspaper Articles, Trip Advisor and Video.

Appendix B

Verbatim for Explanatory Case Study A⁶

Value Co-creation & Co-production with local foods to guests

Guests desire to see where their foods are grown

“A lot of people like to know exactly where you are getting your foods from....Where?.....because they want to know how it is being produced, whether it is being organically grown, chemically grown or processed, if it’s from a tin So we let them know that it is locally grown. It is not a processed item, it is not a fully chemically grown produced but it’s straight from the farmer to the kitchen to your plate.”

“Yes, we do tours of our kitchen garden; in that case if they want to go to places like Belmonte Plantation, these are tours that we do sell to them as well. There aren’t any [referring to farms for guest to visit]....and this is something that the farmers association and so can do is to get farmers to open up their prosperities for tourist because it’s a way for them to gain additional income and things like that but there isn’t anything like that available really for them to go to see these foods being produce but when you go on a tour you see so much vegetations so you do see some of these farms sometimes on the way depending on where you go.”

“Yes, regularly they [guests] ask if it is local food and sometimes I would tell them that we have a garden at the back where we get fresh herbs and lettuce and other produce.”

“Where it comes from, how it’s produced, is it organic or inorganic and things like that. How long does it take to get here. Well it’s local, and most of the guest understands it’s a small island so it doesn’t have to be frozen or sprayed to preserve it.”

“Well, that [visiting farms] will open their imaginations, they would ask more questions, if some things draws their attention here, they come to ask about it..... does dasheen grow there and does it.....this or that....then you would have to hold an entire conversation with them explaining to them that dasheen is a root vegetable that comes with callaloo and it’s a very high in starch vegetable and you will have to break it down because they have no idea. Sometimes you have to go to the kitchen to show them one of the natural visual for them to see this is a dasheen so that they would understand.”

⁶ Random excerpts from interview data to support authenticity of research findings

Guests desires for a Taste of Place

"I think it is because most guests..... if you as a guest are going to another country, you would like to eat their cuisine instead of eating what you eat regularly or what you are accustomed to.....If you get what I am saying. So I guess it does have a lot of value to them."

"It is because before they come they researched Grenada so they will discover a lot of things in their research and they will like to try it. So it is special for them that when they come we have a lot of local foods so they could have."

"Most of the times when they [guests] come to the Caribbean they basically look forward to local foods. They don't want to have the same thing they had back at home. They would tell you that. For example when you have buffet night they would say...yeah I am accustomed having steak back home so I'll have some curry mutton. I have the things that I cannot prepare at home and things I do not have. They would tell you that. So you can see from the time they probably booked the trip that's when they have the mindset..... that's why you have to meet these expectation so that when they go back home they can go back with that sort of memory."

"At least you can boast and say.....well you might get some green bananas in Jamaica but this is local this is Grenadian so you want to say this is from Grenada... you know however different it will taste. But yes, because it's part of what you offer as Spice, as the Isle of Spice and its unique to us so it's something you can pride yourself on and boast about. You know because people might say the other islands have similar spices but is it the same way that they infuse these spices to get the flavor? So I think that is something different and no wonder the guests would say.....well first they say the food is so muchand then they say....oh gosh this food taste good. You all need to teach me how to use these spices. A lot of them go to buy the spices but they don't know what to do with it..... so you need to teach me how to use this in cooking. That's one of the big things.a few years ago, I don't know if you have ever seen this book 'Taste of Spice' it was created along with the head chef at the time because a lot of the guests requested recipes so they put together this book and the guests had it readily available.....these guests now are saying well we need to get some of the recipes..... that's a lot of the request that we have and at times we would have to email these recipes to guests. So food is a big part here."

"I think they do value the taste of the place, mind you even though they don't know what is breadfruit soup or yam soup or blugar soup or green bananas or whatever they just want West Indian foods whereas other people would be like....oh my gosh this is an avocado this is what you can do with it, this is all things you can make....I think they value a different taste because they may have had it somewhere else but it didn't taste the same way."

Nutritional benefits of local foods

“Yes, one of that [referring to value] is it is fresher, from the farm to the kitchen to your plate...so its fresher..., it takes at least one day, let’s say within 24 hours to 48 hours time span from the farm to the kitchen and the guest plate. So you get directly all nutritional benefits out of it. Everything else out of it..... Meaning the freshness, you can actually taste the freshness, you get the crunchiness in it, you don’t to get it tasting like it stayed on the refrigerator for so long or traveling for so longyou get every nutritional value at it is in its natural state.”

“Yes, our local foods basically have no preservatives, so that’s a 100% win-win situation already. You have less chemicals, less toxins, less everything.....it is friendly to your body because it’s basically all natural. So you come for a two weeks’ vacation basically you will be toxin free. You go back home to eat..... (laughter).”

“I [a farmer speaking] provide them with life, if you don’t eat well you will die. It helps the guest to be healthy it helps them to live longer; it helps them to enjoy proper agricultural produce. Its sweeter on the pallet, it taste better, you enjoy your meals better and you live longer and you get to be stronger.”

“Like last night I had some guests and we had soursop sobey on the menu.....Sobey is flavored ice, so the flavor of it was soursop so this is what I didnow they didn’t want to have any dessert but I put it forward and I asked them to try the soursop sobey, its interesting I know that you will like it. So they said ok....I sort of twisted their arms a bit....then they started to taste but when I went back to the table there was a scoop and a half in the bowl so I asked how was it.....they said it was good we liked it you know.... So I told them I will like you to do something for me....when you get to the internet you can do a little research and I said you will be interested to see what you will find,what soursop can do for you... so I spelled it out for them and they did the research..... by the time I told them that left then return all the sobey was gone.... So by hearing doing a little research, it made them get a little excited, it has to be something good, the health properties and so on. So they did the little research and the feedback this morning was like...they found that it helps prevent cancer and all the different things. So that is what got them..... we will get them to have local foods by explaining it to them and maybe asking them to do a research. We don’t have to tell them what it’s for or what it can help with we will just say if you do a little research you might be surprise so they go do it and they will see the result for themselves so that helps.”

....because of the nutritional content of it [local foods]....you knows the guests would...some of them [referring to guests] what they do when you tell them something..... they research it

	<p><i>right away because you know it's a computer age we are in....so they will google it one time to find out what it is about and allyeah they will find out what are the health properties, what it is good for....like Soursop and all these fruits there are a lot of health benefits to them....so the guests definitely will then look it up to see what it is....but when we explain we explain all that....foods like Callaloo and these sort of things we do all of that....because you know callaloo is full of iron. And we use a lot of the local foods like Callaloo dasheen, sorrels, seamoss, all the local foods you can find we use.</i></p> <p><i>“Well in the local food, I think we get more nutrients from the local food than the imported food, because when the imported foods comes, it comes in a tin or in a package, or it comes in frozen... but we can get it fresh so all the minerals and vitamins are still in the fruits and vegetables so they get to enjoy it fresh. Because when it comes in local the shelf life is just three days and we have a quick turn over so guest always gets it fresh.”</i></p>
<p>Guests allowed to make special food request</p>	<p><i>“If you are here and you really don't like what's on the menu you can order just about anythingtoday if you feel like you want curry goat you could just say..... ok I'll like to have curry goat for dinner you pre-order that and your wish is our command more or less and a lot of guests have said, and they are well traveled people, that haven't really gone anywhere and had such services.”</i></p> <p><i>“Oh yes, on a regular basis, because that is the purpose here, you can request what you want. If it's not at the resort they would source it for you. Once it is available you will get it. So it doesn't really matter, you just have to say exactly you feel like and you will have it. If you want to eat steak seven days a week it's up to you, because we are all inclusive, you get it. That's why you are here. We are creating the experience.....if that is what you want that is what you get.”</i></p> <p><i>“Yes, we have guests who are allergic to certain foods, so you have to make sure when you are preparing that you careful and be safe to make sure that guest is safe and at the end of the day, the guest is happy.”</i></p> <p><i>“ We have an open policy that the menu is not restricted to what we offermeaning the menu that we give...if a guest doesn't like anything on the menu they can request anything else that they want and then we will try our best to provide it for them.”</i></p> <p><i>“Well they will explain to the front desk, what it is that they need..... what they will like to have. Then the front desk will set up a meeting between the guest and the chef and they will come to that agreement so the chef will sit with the guest directly and then the guest will tell the chef what it is that he needs and what they will like to have and then the chefs will give them a range or list of what we can work with, what we have available, what</i></p>

	<p><i>we don't have available and what we might be able to source or not. And when they come to that agreement then he comes to me, then we provide everything else for that guest. So we will do that menu for however long they want it."</i></p> <p><i>"Once the guests are happy, I am happy. When it comes to special request and we get what the guest is asking for that's when you feel good, you know whatever the guest ask for based on dietary restrictions and so on, the gluten frees and so on.....you get what every they need... so we get good response on the comment cards as it regards and pertains to that."</i></p>
Valued Relationships in the Resort's Local Food Supply Chain	
Farmer's Dependence on the Resort	<p><i>"When you sell to supermarkets..... and I also sell to Goddard Carters and Coyaba Hotel but something about [Hotel's Name]..... Somehow I find [found] that their market buys on a large scale..... so when you they take your produce from you...you get your money very soon.....every two weeks. You don't have to wonder how you are getting your money. That is a surety. I love selling for them. I love selling for them. You are sure when the 15th [of the month arrives] reachI get my money. So you could do your own business."</i></p> <p><i>"When the check comes and 'it marks these are tourism dollars' it makes me feel really happy...so you know [I have] money in my pocket and once you work serious business you would want pay [to be paid] and they [resort hotel] pay a decent price."</i></p> <p><i>" [I am] able to take care of my family, and being able to do a lot of other things in terms of educating my children."</i></p> <p><i>"Well tomatoes, there was a time when I would collect a check of \$1800....normally I produce a lot of tomatoes and rewarding in terms of financial rewards.....financially I could remember a few occasions I left there with checks of over \$1800 dollars, in Grenada that is good money."</i></p> <p><i>"I think that they [referring to the hotel] are an important source of revenue for me and my operations. Sometimes I feel how they rely on us or rely on me..... that make me feel good. It makes me feel that I have.....that there are expectations for me to meet with respect to the hotel, you know and they are looking forward to my sweet corn or my cantaloupes and things like that."</i></p>
Guests acknowledgement of staff roles in creating an excellent service experience	<p><i>"Yes, as I said earlier, you can find out how they prefer to have it [local food], you can give them an option and in some</i></p>

	<p><i>instances we surprise them..... I know Ms Thomas is coming and she likes mangoes, the first morning you know she's coming so you bring out her mangoes for her. A special drink you let her have it....it's better that she says no ...than you don't do it... this 'wow' them."</i></p> <p><i>"Well there are lots of memorable ones but there are some guests, repeaters, who tend never to forget. Every time they come they ask for me if I am not working or if I am here. And when I come they don't treat me like a server they treat me like family, they even give me hugs and kiss me on my cheeks so it is veryyou know that's one of the memorable experiences and they are even book to come back in May already just to be back here and just to be with us."</i></p>
<p>Farmers description of relationship with the Resort</p>	<p><i>"Well it [the hotel] is one of the biggest, it has been winning all the medals and it plays a significant role in the tourism industry in Grenada. I think it's a good outlet for farmers for their produce. I feel pretty good about that and think it is one of the better managed hotel in the country and I think it is a hotel that assist the agriculture sector very much in the country. Yes I feel important to them and I feel glad to know that I am contributing in some way."</i></p> <p><i>"I feel very important because there were times when they didn't have produce and they would call me and I would feel good, because I have to supply them, I feel like a King."</i></p> <p><i>"Well, very well, very good....excellent! [Referring to the business relationship] I can't complain because their price is right. Their price is right and they look for quality produce, that's one thing.....but I know I have quality produce so I have no problem with them. I supply them twice a week, three times a week according to demand. I give them produce Monday and then today I have to give them some produce again."</i></p> <p><i>"They give you the opportunity to set your prices and that is a major consideration because in other markets like the supermarkets and other hotels they tend to tell you what they are going to pay you but with the [mentioning the hotel's name] they won't go out of the way to do that.... exorbitant or totally overcharged prices you would not do.... but they usually respond to your price without any querying and too much questioning and so forth and that I appreciate very much as well."</i></p> <p><i>"Yes, because I can appreciate and I can see the link between agriculture and tourism so it is a partnership in fact a lot of their guests who stay with that resort have commended them tremendously for the quality of fruits and vegetables that they serve them and we feel proud as farmers because they don't grow it, we grow it for them so our relationship, my relationship with that hotel is one of a partnership so to speak."</i></p>

Resort's description of relationship with farmers	<p><i>“We have an excellent relationship with them. We keep a verbal communication with them on a regular basis; we also give them feedback based on our occupancy..... when we will be high, when we will be low. The will give us a feedback as to when things [produce] will be, up or down,when they will have produce available, so that gives us the flexibility to rotate farmers so that you don’t have one person giving you the same produce all the time but if that person is off....you can always get it the produce from somebody else.”</i></p> <p><i>“As I explained, we meet with them from time to time and even when they come to deliver we will explain to them what it is we expect, how the trend is going, this is what we expect....for instance they might produce a melon, the melon will look good on the outside but when it gets here it’s not something that is our standard or it’s not the standard that they were accustomed to, we will let them know this what we got so they will know whether they did something wrong.”</i></p> <p><i>“For example we have some issue with farmers, the poultry farmers, if their eggs come we will know if it has too much water in it ...you know if the chicken’s temperature is too high if the temperature is too low if their surrounding is not clean it will reflect on the quality of the eggs that comes so we will tell them about it. Look this batch of eggs is so, and then the farmer will go back and x, y, z is the case and they will monitor their chickens see what is, what and know if anything is wrong with that batch and then they will correct it.”</i></p> <p><i>“I think we have an excellent relationship with farmers, from what I’ve seen I think we have an excellent relationship and the guys in purchasing really do a good job in sourcing people who match up to our expectations, because I guess, well you know, we look for the best and the guys have a really good rapport with farmers.....and even though they lose a farmer because he has stopped producing they will go out and they find people, I don’t know how they do it but you know they find them and they have a really good relationship with them.”</i></p>
Intangible Resources in the Resort's local food supply chain	
Resort's staff knowledge and Experience	<p><i>“Before they [waiters] deliver that food to the guest they will explain to the guest what the food is made of....you know what they expect of the meal that the chefs cooked, what the menu entails so before the guest makes a decision on what it is that they will like to get, the servers will tell them upfront. So the guest vision is clear the idea is clear when that food comes out.”</i></p> <p><i>“For me, from my perspective, I just want to develop myself even to be a more creative chef and put myself out there to learn more and to keep going on the path that I am going. I think I would be alright.”</i></p>

“It’s a good experience, I love working here and I love being a chef. To be able to do different dishes and to make sure that all guests are happy.”

“For example, everyday on lunchtime we have to do a special meal for guests this is something we have to come up with. You will know by the amount you sell that it is something you did well.”

“Soursop for example has cancer fighting properties and I know there is one waiter in particular that will....when we have soursop sobey on the menu and she speaks to the guest she would say we have soursop sobey and share that the fruit has cancer fighting properties. The guest will be excited to try. So yes, I will say that. The guests seem to be happy and willing to try those kinds of foods and desserts. Seeing that they never had it before. They are fascinated to try it and generally the outcome, from what I have heard the outcome pleasing or satisfactory.”

“The willingness to create something new every day. I am working with different people, there are five of us in Pastries for example and everybody can’t be doing the same thing. So everyone has to be on top of their game and come up with some new designs and so on. It helps me to beand try to stay alert and focus. There are six to seven of us in the pastries. Yes we have competition there but not rivalry.”

“I will like to say preparing fresh foods, good tasting meals and generally have my surroundings looking nice and presentable. I like whenever I do something the quality has to be high and the standards have to be high and people must say wow!”

“I see my role as educatingit’s a role that you are educating guests about what they are having and for you it enables you to understand what you are serving because when you have to explain something it becomes part of you so in that light it’s a form of education.”

“Well there are lots of memorable ones [experiences] but there are some guests, repeaters, who tend never to forget. Every time they come they ask for me if I am not working or if I am here. And when I come they don’t treat me like a server they treat me like family, they even give me hugs and kiss me on my cheeks so it is veryyou know that’s one of the memorable experiences and they are even book to come back in May already just to be back here and just to be with us.”

“Of course the flavors of local food are so much richer and different flavorfully the guests love it, when they have sauces that have things like cinnamon or nutmeg or even if it’s our local turmeric and things like that it’s just different. We cook

	<p><i>different, we cook with a lot of flavor, we season our food am sure as you know over there when you are in culinary class they teach you that a little black pepper and a little salt to taste you know stir it up quickly and throw it on the plate and you are eating the cow. Here we marinate our meats and marinate or fishes. Our food has much more flavor, we add gingersso they get to experience something totally different here in Grenada and that's what they love and we also like to mix up different Where do you go and you get to eat farine cake.....where do you go and get to eat Sorrel ramsossas which is like a sorrel jelly. Farine pudding as a dessert."</i></p>
Farmers Knowledge and Experience	<p><i>"The romaine lettuce needs special technical skills for example, the romaine lettuce requires a lot more moisture than the ordinary lettuce. Then you have to know when it's ready, because it rolls like this "" it is the heart of the lettuce that give you the eatable part so it is like you are cutting the entire lettuce and cut out the heart to get the actual fold so you have to know that."</i></p> <p><i>"They are not laced with agrochemicals at all.....because being a permaculturist we believe... and I also studied organic farming in Cuba..... so I believe and I try to implement a lot of those practices on my farm as much as possible."</i></p> <p><i>"I follow the good agriculture husbandry practices that I am thought. Basically that is what it is. It is different because here it is more manual as against mechanical farming in larger countries. I think our soil is much richer in nutrients and such we don't have to incorporate so much of fertilizer, we don't have so many pest as the other places have so we don't utilize a lot of insecticides as is being done out there (in developed countries). The other thing too is that we can farm throughout the year. Farming in the other places is seasonal, especially in Europe and North America. So everything is highly intensive."</i></p> <p><i>"I am open to new technology and new ideas all the time. In fact I am a big subscriber to a lot of those organic organizations such as mother earth and all of those and I order, CDs and books to improve my farming skills and I try to follow best practices."</i></p> <p><i>"Well you know, Grenada has fruitful soil, you just have to take care of the produce and them grown good. I feel good because I love to see my produce grown. You plant a little plant like that the next few weeks you see it and you feel good to see it grow and I have a husband, he loves to see his plants grow so you know he will take good care of it."</i></p> <p><i>"Well our farming practices, for instance, we make our melons get sweeter, at certain times, when the melon is almost ready we stop giving it water. So it picks up the sweetness. A lot of farmers don't know that. So it picks up all its sweetness. When the melon reaches a week before its good you stop giving it</i></p>

	<p><i>water so it builds up all its sweetness, all the sugar, so the melon will be real tasty. We do that with mostly melon. So the guest gets melon, very sweet, good quality melon.”</i></p> <p><i>“To meet special food needs for guests..... well good listening skills..... that is key and application. So I listen to what they [the hotel’s] guests want..... What they say they prefer and I go and I apply that knowledge..... I translate that into production of whatever produce.”</i></p> <p><i>“Well a skill of enquiring I want to know more, yes I want to do things differently for example, I use skills such as timely management of my nursery, I use skills in terms of my fertilization program, I avoid fertilizing and leaving it at the service so my skill is to strategically put the fertilizer within the zone of the root and cover it so that it can fed adequately, I use skills such as to irrigate very early before the breeze get too heavy. I use over head irrigation to avoid loss of water and the coolness,so timely irrigation, I use skills such as hand weeding which gives you the opportunity to be in close contact with the plant and to observe attentively any approach by pest and disease problems.”</i></p>
Benefits from Geographic Indication	<p><i>“Local food will always be better, its naturally grown here and it does not have preservativesyou know we live on a tropical islands so fruits and everything else are grown naturally from our volcanic soils, somaybe because of that they give it a special taste..... a difference because when they eat food in Grenada compared to their home place even though it’s the same name...like bananas or anything it gives them a different taste. They say that for themselvesThere is a difference in the taste.”</i></p> <p><i>“Yes because you see they[guests] get a difference in taste, texture, flavor everything...so for them...like when they have the fresh fruits.... even the watermelon....they get watermelon up there (North America or Europe), but water melon up there and water melon down here is two different taste. The papaya, the mangoes all of these, it taste totally different because remember they have it...it has been through a process before they can get it...here it’s straight from the farmer and straight to the hotel.”</i></p> <p><i>“Well again, we have virgin soil and we don’t use and abuse too much agrochemical. We do not do high intensive farming which gives us that, you know our environment is very friendly to the produce that we grow.”</i></p> <p><i>“Sunshine, water and happy people they make things grow...if you are not happy with what you are doing it will never be done well.”</i></p>

Family Culture

“In our case, we are a little bit more unique because we enjoy 60% repeat clientele to the hotel so it means that guests are coming back year after year after year and if you don’t keep it fresh and new then you can stand the chance of losing repeat guests. Also the staff has to be highly trained and it helps that our team have a very genuine personality to work with and we are family run and we look at them as extended family not just employees we call them our team members and [Hotel’s Owner & President Name] also refers to them as family, extended family as well so he has an open door policy so the staff also have an open door to get to him, he does not over step the management team, the general manager and the rest of us managers but there is a good comrade right around all the time.”

“So far its wonderful working here, everyone is like a family here.... so we tend to take care of each other. So it has been a wonderful experience for the last couple of years I’ve been here.”

“Basically there is always room for improvement and a lot of emphasis is placed on self development and internal promotions so once they see that you have the capability they would give you the opportunity to excel in whatever position it is. So that’s one of the things I really love about here it’s about family and about growth within the company.”

“Well some of my most memorable experiences, some are with the guests who went away but felt the need to see me again so they actually came back. There was a guest who was overseas and she was having an operation but she was still thinking about me....I wonder what’s happening at [hotel’s name], about Kurt and how everyone is doing... she actually calls me her son.”

“Of course I am an asset an important one too, yes because without me and the role I play most of the guest will go back unhappy or have complaints but it’s always good on trip advisor and sometimes if you go there you will see my name there, that shows that I am a very good asset for the company. Just by them telling me am a gentle man, they are always looking forward to see me when they return, it makes me feel very ...very happy and it makes me have a high self esteem because of that. It shows that I am doing something to make someone happy.”

“Wow, I have so many [referring to memorable experiences]....meeting people! That’s my thing, so just meeting people and I love children so when people have children that kind of get at me too, our repeating guests seeing them coming back time and time again, that means we’re doing an excellent job and just being a waitress it just takes me away. You see you are called for certain things and when you are in that light it’s easier for you to do it. So in that way, I say ok it’s in me....so you just have to do. I think it’s that.”

<p>Innovation and Creativity</p>	<p><i>“You get the wow factor every time. Even at the guests’ cocktail party, because most of the cocktails meals are made from local produce, everything is local. So when they get it they would say, I never tried dasheen, I have never tried callaloo, so you make a nice callaloo fritters and you send it out nice flavoring because of all the spices and the guest will come back to you and request, can I get it when I come upjust like that. Most of the times they ask for recipes and what we do , everything we prepare we make a recipe, we do the recipe and we put it on the system , so when they ask for the recipe it is available to them. Even our avocado ice cream, avocado sorbet, avocado soup, it no longer just avocado in a salad, you can use avocado man different ways, avocado cheese cake and things like that.”</i></p> <p><i>“Because its different to what they are use to, based on where they are from, sometimes they are accustom to their potatoes and their fried chips and whatever but when they come here they say we have lots of different meals.”</i></p> <p><i>“The local juices, mango juice, including cucumber, melon and all different types of juices we provide it.”</i></p>
<p>Leadership</p>	<p><i>“Well we keep more on the local side because our chairman doesn’t want..... like apples and grapes and those kinds of fruits. When his guests come he wants them to experience our local fruits but on a high level in terms of preparing and presenting it.”</i></p> <p><i>“At spice, the Chairman will always say that we try to keep it as local as possible, even though it’s an international restaurant we have..... but we try to serve more local cuisine to the guest. Sometimes we have the oil down and so on and the breadfruit soup and so on.... we try to serve most of the local produce and local cuisine. I think that would set us aside from other resorts in Grenada.”</i></p> <p><i>“Very high, I think all the staff and some of our repeat guests will know the standards that we try to maintain, I think that is what gotten us this far and so like [chairman’s name] will say if you have met the guests expectations then we have failed because you need to be able to exceed guests expectations, that’s the only way you would know you have achieved what you set out to achieved.”</i></p> <p><i>“So I think food for us.... and.....[chairman’s name].. and his background based on..... his parents had a restaurant.... he is into food and he knows good food... so you will see him throughout the day passing by the kitchen and tasting and he will say well Chef this is not tasting right, or he would say yes man, I need some more of this. So from his hands on approach you can tell that you can’t serve terrible food here.”</i></p>

	<p><i>“I would say we are fairly dependent[referring to local farmers] because as I said because of our policy, the Chairman, [stating his name] has had thatthat has always been his law in side here basically that it is.... purchase all locally.”</i></p> <p><i>“Oh yeah, [stating his name] the owner, the chairman of this hotel, he likes local products in this hotel that is why he ensures that we always have local foods done. Just to highlight that the bake shop provides everything freshly baked everyday and it has to be local. We don’t use any artificial ingredient. Like you know they have the cherries and so on.... We don’t use any artificial ingredients. Everything has to be local.”</i></p>
--	---

Description of outcomes experienced by stakeholders in promoting a service oriented local food supply chain

“At the resort, we use local food..... we have an international menu but it is incorporated with all the local produce. So if that could explain it..... our food quality here is at a five star, five diamondwell it is at a six diamond right now, so I think that will explain how it is here”.....Nine consecutive times the gold award in the platinum section of Virgin Atlantic was attained and that is because of service which includes food because if you get a bad rating with food you can’t make the impact on service for the award.”

“Well, it’s one of the hotel on tripadvisor where everyone goes to tell. There are a lot of ways, it is just working to maintain all the positive comments and then the word will get around. Because when they go back some of these people, work in big companies, big firms and then colleagues will say, how was your vacation to the Caribbean?.... and they will share that it was lovely you should try it sometime. And the word gets around and two other guests might come. They go back and two others will be looking at it, then they tell their aunty and their cousins. So once you are mindful to meet every guest expectation that comes through here, and you make them happy, make them feel at home, once you do that you will get rewards in the long term.... because they will go back with the news. If you have negative feedback then no one is coming back. It’s all about the positive feedback that is important.”

“Farmers get their stocks rotation turnover on a very quick basis. So I guess at much it puts money in their pockets, it brings income to them so that gives them probably an incentive to produce more.”

“They will tell their friends, when they go back home, we went to this hotel in this country and we had nice local foods and I think most of them are really ecstatic, honestly, I think they are very generally satisfied and a lot of them from what I have read and heard do go back and tell their friends when you come to this place they have nice local foods and friendly people so the experience is great and I think they pass it on to their other friends.”

“Well the guests are not complaining but what I could say is a lot of the times, the guests do read a lot before they come here. They read about Grenada’s foods and so on, so what I would say and I have noticed while in the kitchen, sometimes the guest will want an oil down for dinner or a callaloo soup with dumpling or something like that so, maybe they have never tasted that particular food like callaloo before and they are inquisitive about it then they will order it and they will say oh we had callaloo the other day and it was great and sometimes they do like it. They like trying new foods and as I said before it is satisfying to them.”

“Well I think there will be more customers. It [purchasing local foods] will save a lot of money too because we would not have to be importing containers of food and we would help the local economy more. This will create employment so that it can trickle down to the greater society.”

“We have all these recipes in our system and anytime they [guests] ask for, 9 times out of 10 they ask for the recipe and we just send it to them. We try to stay away from all the international soups and starches; we try to use what we have here and turn it into great meals.”

“Financially of course, they [Farmers] know they have a constant market....well they are constantly supplying us. So their cash flow will be constant so that’s where they benefit most. That they have a steady cash flow year round. Once we have guests year round.”

“An improvement in the standard of living of the farmers.”

“A belly full, (interviewing laughing while referring to the guests).... More or less, experience of the spice, it’s all about the experience.”

“For the guest it’s an experience and as I said once you have a good experience then you will want to go to speak about it to others.”

“Well as I said earlier we have a lot of repeat guests, yearly they come back for the service, for the food, for the sunshine....yearly they come back. So that’s value to them because when they leave here they feel fulfilled that their expectations were met they feel so happy and everything that they are willing to come back, year upon year and even tell others and they even bring along others also to the resort.”

“In our [the hotel] case, we are a little bit more unique because we enjoy 60% repeat clientele to the hotel so it means that guests are coming back year after year after year and if you don’t keep it fresh and new then you can stand the chance of losing repeat guests.”

Appendix C

Verbatim for Explanatory Case Study B⁷

Value Co-creation & Co-production with local foods to guests

Farmers Account of Value Co-Creation and Co-production

“I think it will be very useful because whatsoever you want, I will be able to prepare it for you and it will not be accidental; so if I need to do something special with it so that it becomes sweeter or let it mature a little bit. For example guavas, you will want it half ripe, some may prefer it ripe, some may prefer a red flesh guava while others will prefer the yellow flesh ones. So if I know this I will then know how to harvest for you, what to harvest and when to harvest.”

“I am very much interested in getting to know that what I have provided has brought satisfaction to the hotel and their guests.”

“They will normally tell you to bring things [produce] that the guest will enjoy. For instance if an orange is not sweet you know definitely that the guests will not enjoy it so we try to bring the sweet ones and they will also let you know that the sweet ones are the better ones to bring for them. Was the produce tasty? And things like that....but the people I deal with has no knowledge of this information. It is up to the waiters or waitresses to pass on this information.”

“I think if you know what the guests what are ‘up front’, then you can actually plan ahead and get your produce in order and on time as well.”

“I think if you know what the guests what are ‘up front’, then you can actually plan ahead and get your produce in order and on time as well.”

“Like I have said earlier, when we eat it’s for pleasure-one but we also eat for health benefits and I am sure when you eat my produce you should have some health benefits that those produce has; at least once prepared properly.”

“Yes this will be awesome if they can visit but sadly they never do. As they visit they will have better knowledge to share with the guest about what they are consuming.”

“Generally, no, I don’t think from the hotels perspective they look at produce, it’s like we want this and how they get it is

⁷ Random excerpts from interview data to support authenticity of research findings

	<i>not too much of their concern.”</i>
Hotel Staff Account for Value Co-creation and Co-production	<p><i>“Yes because most of the time the guest would have a lot of questions for you and as a waiter or bartender you have to be able to explain. Sometimes they well want to know about the plants, if it came from above the ground or below, just a lot of question. When you are able to answer these questions, you keep a conversation with them and they leave knowing something about this fruit or vegetable that you have served them.”</i></p> <p><i>“Yes I think this [conveying value adding] is mostly on the waiters, they are the one to push the local product. Sometimes on lunch time they will put up their menus at the front desk letting them know what’s for lunch, if they have a new drink at the bar; they let them know at the bar. So when they come to the restaurant they will encourage them or suggest to the guest what to buy and so on.”</i></p> <p><i>“..... the guests will interact with the hotel manager and staff alike so it’s critical for the staff to be aware of the nutritional values of our food so that they could be able to pass the information on to our guests.”</i></p> <p><i>“I think they [waiters] can bring local food up as a suggestion to the guest, like trying to get them to eat more local foods than the imported ones..... Well I know it’s healthier and it is good for us.”</i></p> <p><i>“Yes, they [referring to waiters] can play a major role. Based on the guest coming in they can push [promote] the produce. For example guest from Europe come to experience something new, that which they are not accustomed to. There are so many ways the local foods can be prepare so the guest can enjoy.....but it is up to management to give it that push.....from the yams to the breadfruit to the dasheen, you can do as much with it, e.g. pies, salads, soups, just about a little of everything.”</i></p> <p><i>“What I have seen is that our customers like our local foods and you will hear them saying that it taste different to what’s back home. For e.g. papayas-they love our papayas, watermelons, mangoes. It’s just unfortunate that the mangoes are seasonal and you just can’t get. We even tried introducing sapodillas and plums to them, so we try our best to make them get a feel of what is local. They love pineapple...”</i></p> <p><i>“The value is in sharing your local foods with the customers, it relies mainly on your culture-giving the people a taste of how you live, what you do, how/what you eat; it’s culture.”</i></p> <p><i>“Our local food is very special and some guests when they taste some of our items for the first time and would like it. We have situations where persons want to know how to cook</i></p>

	it.
Staff Accounts for Value Co-creation and Co-production with Special Requests for Guests	<p><i>“Yes that is the main thing [special meals request], guests are free. If in the morning you will like to have some bully bakes, saltfish and cocoa tea, sometimes in the evening you may request it or even in the morning time when they come down- they are free to do so at any time. We do have a lot of special request going out. Who are these guests?.....sometimes they are returning nationals, foreigners who just want to come to Grenada because everybody is hearing about us.”</i></p> <p><i>“Most definitely! Our staff, they know once they have communication with our guest in terms of preferences they let us know. If a guest requests something special that is not on the menu or they would even suggest to them what to try, and they would ask when next are you coming for dinner, what day, what time and we would prepare that special dish for that person.”</i></p> <p><i>“We do facilitate guests with special food requests. They sometime make these requests upon arrival to the hotel and we try our best to facilitate them in the most professional manner. Sometimes there are vegetarian request in which we facilitate on our menus just to satisfy our guests’ needs.”</i></p>
Valued Relationships in the Hotel's Local Food Supply Chain	
Hotel's Staff Description of Relationship with Farmers	<p><i>“Being here over the year, we have had a good relationship with the farmers. Whenever things are scarce they make it their duty to supply whatever little if possible.....I think we have a fairly good relationship with the local farmers.”</i></p> <p><i>“It’s pretty good! What we do is we have a number of farmers we work with because individually they don’t always have the produce every time. So we have a pool of person we would draw on. The beauty of it.....what we sometimes do is we buy from all of you let’s say 200lbs of melons we will split the sale, so ‘no one person’ will get the 200lbs so everybody’s happy.”</i></p> <p><i>“We have the contacts of all farmers who supplies to us so that whenever we need supplies we can always contact them.”</i></p> <p><i>“My main thing with people is communication and once you have a good communication with somebody you would be able to understand that person, once this is establish there must be a good rapport there in that you should know how things will and will not work.”</i></p>

Farmers Dependence on the Hotel	<p><i>“I will be very interested because that is my livelihood. I live by this. I have to send my children to school and I have no husband so it’s up to me and what I have to do.....I try my best to bring the best.”</i></p> <p><i>“Well when they take eggs twice for the month there is a little revenue coming. There are times things are very slow so when they take twice from us it helps accumulate more cash.”</i></p> <p><i>“Well we may have talked back and forth on how much local produce should be given to the guests. I believe that they should be giving them more of our local food. They have selected what I call smooth fruits for the guest; those that they will normally find out there like mangoes, bananas and oranges; these are the ones they will give all the time. [Hotel’s Name] normally will ask for our French cashew a lot but in terms of offering the other fruits, they are not willing to try at least..... that’s how it seems to be.”</i></p>
Local food is a conduit that connects guests' relationship and loyalty to the hotel	<p><i>“Most times we have repeat guest who are showing interest in learning how to prepare foods locally. At one time we had set up a class for some of our repeat customers- to cook callaloo soup and sometimes we give them recipes to that back home. At one time we had a phone call from England and one of our customers wanted to make something they had here, they were having a party and they wanted to make something from here and they wanted us to talk them through it.”</i></p> <p><i>“Our local food is very special and some guests when they taste some of our items for the first time and would like it. We have situations where persons want to know how to cook it.”</i></p> <p><i>“There are benefits for the hotel yes in terms of the relationship they would develop out there with the local farmers and in terms of the name they would leave with the customer. So it’s nice and fulfilling and it is also beneficial advertisin- wise for a customer to always go back and say I had the best local dishes prepare here or I had never had this before and I think I’m looking forward in going back and it and so on.”</i></p>
Farmers’ Description of Relationship with the Hotel	<p><i>“It is not really a partnership. I grow my produce by myself and I sell it to them and that is all.”</i></p> <p><i>“I won’t say I’m important because there are other farmers</i></p>

	<p><i>just the same. I am just an ordinary farmer.”</i></p> <p><i>“I will say it’s sort of on a weekly basis. It is not guaranteed that on a Monday morning you will bring the produce to them because you are certain that they will buy it; no it’s not like that.”</i></p> <p><i>“I provide supply 50 to 60% of my goods to them. There have been issues in the past concerning payment, the promise of stepping up was made and they did some. So I will have to say it’s been a good relationship.”</i></p> <p><i>“Not really because there are times when you offer them..... You can’t depend on them too much. As I have told you there are certain things they do depend on....they must have it. With the hotel it’s really a ‘luck and chance’. It’s not to say that you have a guaranteed market and if you produce X amount of things and you know they would be taking just a little, so it’s not guaranteed.”</i></p> <p><i>“One of the main challenge is, like the supermarkets, the hotels are not prepare to issue contracts; they have a verbal arrangement with you, they expect you to come in and they will take a certain number of your produce but you cannot depend on them.....for instance you may have a lot of you produce but they may buy it elsewhere because they can get it for a cheaper price or sometimes there are a lot of farmers selling the same produce so there can be a challenge with that. So sometimes you supply this week and next week they buy from someone else so it’s like..... what will you do with the produce from this week? As it relates to payment, at one time you had to wait quite a while to receive payment but it’s has not been so for the pass 6 to 8 months because there is a new management.”</i></p> <p><i>“I will call it a cordial business relationship because I don’t think we are at a partnership as yet.”</i></p> <p><i>“There is always room for improvement.”</i></p>
Intangible Resources in the hotel's local food supply chain	
Knowledge and Experience of Farmers	<p><i>“I do lots of research on what I produce via the internet and the information given will guide me accordingly, e.g. what is good for bell peppers might not be good for cabbages and so on. Therefore I administer treatments, nutrients, manure etc, according to what is prescribe after conducting my research. The produce bloom and grow better with the knowledge.”</i></p>

	<p><i>“I guess it’s all about the touch of the hands because lettuce and so on that’s what they like.....people to come and play with them. So every day I will go and play with them and talk with them.....I guess it is the love!”</i></p> <p><i>“I think that will be early land preparation and general preparation.”</i></p> <p><i>“Well I have training in agriculture, some training in processing, I have firsthand experience in construction and engineering, and I also have some training in health and nutrition combine with my interest in faming.”</i></p> <p><i>“I am delighted and privileged to have the goats and fowls on the farm in so we don’t have purchase the manure used to cultivate our produce. We also recycle waste products by placing them into the pens.....so it is extremely rewarding.”</i></p> <p><i>“The most important thing for me is to continue keeping it organic.”</i></p> <p><i>“It will benefit them [guests] tremendously because I know what I am supplying ‘health wise’, being organic. Eating something healthy can be very beneficial for you.”</i></p> <p><i>“I believe it’s the way in which I attend to my produce such as.... the way I treat them, when I water that I give to them on time.... and applying the fertilizer on at the right time; I think if I continue to treat them that way they will grow and produce.”</i></p>
Geographical Indication of local foods	<p><i>“A number of persons when they come back [repeat visits] they will tell you that the fruits don’t taste the same. The fruits here are fresh from the tree to the table because most of the foods you get abroad has been on the sea or in the air for a while then they will bring it to whosoever purchased it and then to the smaller outlets where they are sold to the public. The more they handle these produce the less quality there is.”</i></p> <p><i>“Grenada has a unique soil and it is interesting that you can find so many different soil types in such a small area. You may have one small plot of land but you can grow a variety of produce that is suitable.”</i></p> <p><i>“The soil is very fertile and where I’m located in Madi Gras, there is good rainfall. I wouldn’t go anywhere else to farm.”</i></p> <p><i>“It is quite known that some of our local foods are quite nutritious and healthy so having the nutritional value of our</i></p>

	<i>foods so we could impart that to our guest.</i>
Knowledge and Experience of Staff	<p><i>Altogether it has been 20 years..... I have worked in Spice Inn, Flamboyant, Coyaba Beach Resort, Rex, Blue Horizon and Calabash..... I have always been doing two jobs; one in the morning and the other in the evening.....This has been happening for 15 years.”</i></p> <p><i>“I take it upon myself and visit the dining area and talk to the guest and get feedback and so on. Feedback from guest helps, this is where you know whether they enjoyed the meal or to better yourself.....Sometimes they ask a lot of funny questions that we have to turn into a joke. Some of the guests might see a green orange and ask ‘what’s that?’.....so we have to explain our products to them. Ingredients in the food are sometimes exhibited and explained using local name and benefits.”</i></p> <p><i>“Knowing that the foods are from my island, it’s a joy to prepare and know that they are served from the Isle of Spice, where everything’s nice.....Where I was born!.....Local chefs as compared to international chefs use more local produce..... Well they were taught a bit different to us. ... The West Indian way of preparing foods is different to that of the European way.”</i></p> <p><i>“I have had a good experience, the opportunity to work in different departments and the chance to travel and study. Overall my experience was good.”</i></p> <p><i>“Yes I think this [promoting local food] is mostly on the part of waiters, they are the ones to push the local product. Sometimes on lunch time they will put up their menus at the front desk letting them know what’s for lunch. If they have a new drink at the bar; they let them know at the bar. So when they come to the restaurant they will encourage them or suggest to the guest what to buy and so on.”</i></p> <p><i>“I generally like the hospitality industry that’s why I got into it in the first place and that’s why I don’t think one area of the job that I like more. I generally like the industry and one of my strong points in the industry is training because I am a certified trainer. I have literally worked in every department of the industry and had always been in supervisory or management role I understand all the jobs. So it’s a joy. In addition to that, another joy is..... once the customer is satisfied and they are happy with the service this makes me feel that way.”</i></p> <p><i>“[Referring to Waiters]...They are the first persons getting in contact with that customer; so they need to sell it [local</i></p>

	<i>foods] and be knowledgeable of the local fruits and vegetables. They should also know how to explain to the customers, for e.g. we have trained our wait-staff to know the grouping. A guest may ask what breadfruit is and you can explain where and how it's grown, to make reference or comparisons that will give the guest an idea of what is explained."</i>
Need for Creativity	<p><i>"[Referring chefs]....Has to be knowledgeable of what he's preparing and in order to create that wow with the customer you can transform a simple breadfruit into something fantastic."</i></p> <p><i>"[Referring to chefs]... To use his creativity to present the local food to the customer and to get that customer to buy-in to it, especially that new customer- those that will say breadfruit what's that. So he needs that buy-in from the customer."</i></p>

Description of anticipated and experienced outcomes by stakeholders in promoting a service oriented local food supply chain

[Outcome for Farmers when local food is served].... "Well I will produce more and make more money.....The guests themselves will eat more, spread the word and even spend more. This is the main thing they talk about, the food here in Grenada.....Thing is part of the tourist experience."

"An improvement in the standard of living of the farmers."

"I live by this. I have to send my children to school and I have no husband so it's up to me and what I have to do....."

"They [Farmers] will be benefit by producing and selling more of their produce. So they will have a greater income generated from the exercise."

"For the guest it's an experience and as I said once you have a good experience then you will want to go to speak about it to others."

"The hotel will make more money instead of bringing in all these produce were they have to pay all the duties to bring them in, they get it from the farmers and it will be good for them."

"The guest will have a belly full of good food and they will remember Grenada. When they go back they will tell their friends..... I had a wonderful thing in Grenada, it's called breadfruit balls. You should taste, if you go or you should eat that. It will go by word of mouth and some people will tell others online about different things they experienced and those things help a lot."

"With the use of more food, they get more guests and the guest would consume....when a guest comes rather than going somewhere to dine they will stay at the hotel to dine because they know that the food is prepared under very good condition and the raw material is produced under very good condition."

“You know the saying..... the way to a man’s heart is through his mouth. So if a guest comes and is satisfied with the food I think he is going to go back and boast and he is going to get others to come. They [guests] will come back and express how good they feel, how refresh they were and they will tell their friends and their family members and they too will want to come to taste and to experience.”

“If they buy from us locally, this means we must always have to ensure that we keep that foreign exchange in Grenada.”

“I think it will keep them coming back because most of the times there are repeaters at the hotel. E.g. we may create oil down or fig and salt fish and the next time they come back they ask may for it again.”

“I think we [at the hotel] have a good service going because people keep on coming back so I guess as much they are enjoy it.....Well like more local foods and when you come here you get more local things.”

“I think this will help Grenada’s economy if we purchase from our local farmers. What is the sense a hotel is established in a country and half of the population does not have an income..... then the tourist wouldn’t want to come here because half of the population isn’t happy.”

Appendix D

Research Protocol

Overview of the Case Studies

Research Topic: Strengthening Farmers-Hotel Supply Chain Relationships - A Service Management
Approach: Explanatory Case Studies

Mission:

To identify an approach that will serve to strengthen agriculture and tourism linkages in the Caribbean Destinations thereby contribute to reducing economic linkages.

Goals:

- To investigate the service oriented conceptual framework for local food farmers-hotel supply chains as a theory that will possibly contribute to strengthening agriculture and tourism linkages.
- To provide the conceptual framework that can guide future research in providing a solution to the problem of weak agriculture and hotel linkages in developing tourism countries.
- To explore how to improve the benefits of tourism in tourism dependent countries.
- To suggest how local food supply chain relationships of farmers and hotels can be strengthened.
- To provide insights to stakeholders on practical actions to solving current challenges with local food agriculture and tourism linkage to the benefit of the individual stakeholders and the tourism destination on a whole.

Research Question:

How can the local food supply chain relationships of farmers and hotels be strengthened within a service oriented goal throughout the supply chain?

Research Propositions:

1. A consumer-centric supply chain that purposes value co-creation and co-production throughout the

value chain would significantly strengthen farmers-hotel food linkage.

2. Strong and valued business relationship among stakeholders in the Supply Chain would contribute to strengthening farmers-hotel food linkage.
3. Intangible resources embedded in local food and possessed by operants of the supply chain contribute to the strengthening of farmers-hotel food linkages.

Theoretical Framework for Case Studies

Figure 1: Proposed Conceptual Model of the Service Oriented Farmers-Hotel Supply Chain from the SD Logic's Service Management Perspective

Role of the Protocol

- This research protocol is a standardized agenda used for this inquiry.

Data Collection Procedures

1. Persons contacted at hotels by formal correspondences: General Managers
 - a. Contact persons at Hotel for Case Study A: Deputy General Manager and Administrative Officer
 - b. Contact person at Hotel for Case Study B: Restaurant Manager

2. Data Collection Plan

- a. In order to investigate the hotel's local food supply chain the following stakeholders were identified to be interviewed: farmers, purchasing officers, waiters, chefs, senior managers.
- b. The conceptual framework also suggests that service support agencies should be investigated (same for both cases) these include: input suppliers, extension officers, policy makers representative, micro creditors, and representatives from the marketing national importing board.
- c. Interviews for Case Study A were completed, transcribed, coded, and reported before starting the process over for Case Study B.

3. Preparations prior to fieldwork

- a. Applied for University of Guelph's Board of Ethics approval for the study
- b. Prepared consent letters for interviewees
- c. Prepared research interviews for all groups of interviews, attain feedback and reviews by supervisors and advisor specializing in qualitative research
- d. Meet with General Managers and contact persons at the hotel
- e. Scheduled interviews at hotel for Case A first and support agencies. After the completion of Case A, the same was done for Case study B.

4. Data Collection & Interview Questions

- a. Arrangements were made for all interviews of staff to be conducted in a meeting room with one interviewee at a time at both hotels.
- b. Interview questions were administered, all interviews were recorded on a handheld recorder
- c. Interviews were then filed and stored on an external hard drive.
- d. Express dictate digital software was used to assist in the transcription of all interviews.
- e. An assistant transcriber was engaged to assist in the transcription of interviews for case study B. These were then reviewed for accuracy.
- f. Interviews data rich data on the operations of the local food supply chain of both hotels, there was a clear distinction emerging from the data when comparing cases.

5. Guide for the Case study Reports

- a. Arrangements are being made for oral presentations to all research participants and other institutional stakeholders. This activity is also intended to get stakeholders' feedback.
- b. Case study reports were written to academic audiences.
- c. The conceptual research paper which preceded the case study investigations was submitted and has already been accepted by a journal for publication.

Appendix E

Table: Showing perspectives of service support agencies on the service oriented local food supply

chain⁸

Service Support Agencies	Value Co-creation & Co-production	Valued Relationship	Intangible Resources
Extension Officers: provides technical support to farmers in agriculture production.	Services provided to farmers that would allow them to achieve requirements of the market such as nutritional value and tastiness with Good Agricultural Practices. Other noted values are freshness of foods due to short travel distances to hotels and absence of some malpractices in other countries such as child labor.	Technocrats need to collaborate with the hotels and farmers to ensure that linkages are properly executed. All stake-holders need to be educated on the value of local foods produced on the island compared to those imported. The goal of technocrats is to ensure the holistic wellbeing of farmers and at the same time to ensure that hotel guests enjoy foods and the food experience so that they would want to return to the destination.	Services provided to guests must be geared towards them knowing what they need to know about local foods. Waiters were identified as key in providing the food experience guests desire by conveying information and interacting with guests. Chefs should present attractive meals. Local foods are described as safe, tasty, fresh and nutritional.
Agriculture Input Suppliers: procurement of agricultural inputs for retail to farmers.	Since small farmers do not have the capacity to source inputs, these service agencies consolidate to purchase input on the international market. In addition due to national legislation which enforces strict regimes on chemical usage, much of the dangerous chemical that are used to produced imported foods cannot be	Farmers depend on the input suppliers to procure agricultural input for their farms. There are some constraints in the markets that relates to varieties of inputs, price and sometimes consistency of supplies. Due to the small quantities required, local suppliers are unable to negotiate low prices from international	Limited use of chemicals implies that local foods are much healthier than imported foods. Local fruit orchards which existed for decades and are organically grown on island. The orchards of indigenous fruits also provide the opportunity for guests to have unique experiences since many of these fruits are unknown to

⁸ Service Support Agencies perspective is reflective of both case Study A and B

Service Support Agencies	Value Co-creation & Co-production	Valued Relationship	Intangible Resources
	procured by input suppliers and therefore are not included in local food production for consumers.	suppliers of agricultural inputs. Some level of consultation occurs between farmers and input suppliers but much more is needed if hotel guests' needs would be customized.	European and North American visitors. Chefs should play a lead role in the utilization of local foods at hotels and communicate all relevant information about foods and their preparation should be shared with employees interacting with guests.
Micro-Financiers: organizations providing micro-financing to small businesses with the aim of contributing to socio-economic development.	Lending portfolio includes farmers who are suppliers of local food to hotels. Unfortunately the economic impact of lending to farmers is stymied since the larger hotels are importing agricultural produce. There is concern that foods are imported due to unreliability of suppliers. An increase in collaboration between the two sectors led by the development bank is being considered for action in the near future so that farmers can understand required needs of hotels for their customers and also for hotels to better understand the issues of the farmer. The areas of ecotourism and agri-tourism are	The supply chain relationship is seen as most critical to local food linkages with hotels. Hotels ought to consider investing in the farms of supplying farmers so that their guests could have greater connection with the local foods served and also improve their food service experiences. Meals could be named after farmers or their farms. These kinds of partnerships do not exist. Farmers lending from the micro-financiers complain about the long duration of time taken to be paid for their produce by hotels which affects their cash flow that is needed for replanting and debt servicing. Strong farmers' organization is pivotal	Local foods are mostly organically produced by small farmers and are tasty. Due to the location of the country, most foods grow organically and therefore there is an opportunity to certify organically produce foods and differentiate in the market. The local food can also be prepared to offer a taste of the country known as the isle of spice because of the variety of spices naturally grown on island. Human resource development is needed; in particular hotel chefs so that they learn to innovate in the use and preparation of local foods and waiters should be trained to present highest level food service in context of the culture of the country to guests.

Service Support Agencies	Value Co-creation & Co-production	Valued Relationship	Intangible Resources
	earmarked to create better experiences for guests and increase tourism spending.	to addressing some existing challenges in the farming community such as access to credit since many small food producers cannot meet the structured payment requirements stipulated by financial institutions. There is a prospect for an apex structure of lending were banks loan to strong farmers organizations who then give credit access to their members.	
Policy Makers: public servants responsible for enunciating and implementing government policies to foster national sustainable development.	Government ministries such as tourism and agriculture should be involved in assisting the key players of local food supply chain both at the technical and policy level to ensure the symbiotic linkage between the two sectors. In the absence of formal interventions by government to support local food linkages with hotels, demand by the hotels for food does not match supply from farmers. Large hotel chains therefore freely import food needed to serve guests. The Ministries of Agriculture and Tourism should work	In support of local food supply chains, representatives of both tourism and agriculture sectors ought to engage hotels and the hotel association to aggregate food needs for targeted planned production. This type of market intelligence will help to benefit all stakeholders involved in local food supply chain of hotels.	Grenadian cuisine should be developed at a level where all visitors to the island benefit from gastronomical experiences since the memories of these experiences last for years and can influence return visits to the island. The opportunity to taste unique cuisine can significantly contribute to the total service experience of visitors. Food experiences can also introduce visitors to wellness since several world renowned 'power foods', used to fight illnesses such as cancer, are locally grown and exported.

Service Support Agencies	Value Co-creation & Co-production	Valued Relationship	Intangible Resources
	more closely to ensure that food needs of hotels' guests are available. Critical issues identified are food standards, quality, pricing and sustained food production.		Many of the local foods produced and all fruits are free from genetically modified organisms, fertilizers and chemicals. Increased employment in tourism and beyond is likely to be an outcome.
National Marketers (Marketing National Importing Board): quasi government institution responsible for marketing locally produced and agro-processed foods.	Intermediary, since purchasing local produce for resale to other markets. Provides information on the demands of the market to supplying farmers and sometimes acts as a liaison with hotels.	Provides access to large hotels that are currently not sourcing locally. Most farmers prefer to supply directly to the hotels to benefit from higher prices. However, the lack of guaranteed market arrangements with farmers by hotels limits the sustained supply of local foods demanded and hinders production planning and co-ordination. Consequently, food scarcities occur which translate into an increase in food importation. Ideally growth in the tourism sector should result in growth in the agriculture sector but the appropriate demand-supply relationship must first be established.	Experiencing local culture is a prime motivation for visitors. Food is integral to culture therefore the interaction with foods and communities enhances the visitors' experience. Health tourism is a growing segment; therefore there is the opportunity for guests to be introduced to and interact with the world renowned health foods, such as turmeric, sour sop and pure organic dark chocolate. Organized encounters for guests to engage with local foods will contribute to their cultural and wellness experiences. Locally produced meats such as grass-fed livestock and locally produced chicken are believed to taste far superior to imported ones. Many local foods are

Service Support Agencies	Value Co-creation & Co-production	Valued Relationship	Intangible Resources
			different in flavor, texture, and appearance.

Appendix F

Agricultural Imports for Grenada

Table 1: Agricultural Imports for Grenada

Year	2010	2011	2012	2013	2014	Average
Value in EC \$ (Million)	M	M	M	M	M	M
Agricultural Produce Imports	8.7	8.2	6	9.2	8	8.02
Meats & Meat Products Imports	41.9	49.4	35.1	44.7	45.2	43.26
Total	50.6	57.6	41.1	53.9	53.2	51.28

Source: Government of Grenada Central Statistics Office (CSO, 2015)

Expectations of Agriculture and Tourism Linkages in Grenada

The general consensus on the developing tourism destination is that there is a need to strengthened food supply chain relationships between hotels and farmers. There is also a public outcry for a reduction in the national food import bill for this country's whose national debt is Eastern Caribbean Dollars (EC) \$ 2.7 billion (Worme, 2015) which represents over 100% of the country's Gross Domestic Product (GDP). Average food imports over the period 2010 to 2014 totaled EC\$ 51.28 Million (See Table 1).

It is expected by the people that the tourism sector would source much of the tourists food needs locally and create an avenue for retaining the country's foreign exchange gained from tourism. An agriculture extension officer stated;

“I do believe that the tourism sector has an integral role to play in the development of the agricultural sector. The tourism sector provides a ready market for the produce in agriculture; the vegetables the herbs, the bananas and... fruits and other produce.”

Another interviewee alluded to the advancement of tourism generated multiplier effects.

“We are hoping that tourism, because it is one of the main pillars of our economy, pillars in the sense that, it provides an income for the hotel owners..... sophisticated hotel owners, right down to the little lady on the street selling”.

“I expect them [hotels], apart from bringing in tourist, to be buying more foods from farmers to assist..... therefore a lot of our dollars, foreign exchange, could probably stay here.”

Although these desired outcomes are expressed, informants acknowledged that supply chains relationships between hotels and farmers are generally weak and ought to be strengthened. One interviewee asserted,

“There needs to be that relationship between the hotel industry and the farming industry so that they know what is needed and what can be supplied.”

“In some cases there are some good relationships between hotels and farmers, I think we need to build on that as well. Farmers have to understand the needs of the hotel sector vis a vis quality, consistency and..... the whole issue of commitment from both sides.”

Informants also indicated that the lack of strong supply chain relationships contributes to high food importation for the tourism sector, consequently economic leakages. Several interviews revealed the general frustration that hotels are not making enough effort to strengthen the supply chain. One agricultural input supplier argued;

“The hotels need to understand or accept that we are a small economy that is agriculturally based. And agriculture and tourism goes hand in hand. And they are getting tax concessions from us, and if we can keep the money that they are sending out here to help us to grow, that will be good.”

An agriculture extension officer described the linkage as almost nonexistent; while it might be there it is too weak to make the relevant impact on the local economy. The informant explained;

“We really need to marry what is happening in agriculture with tourism. And I think the linkage is not there.....if it is there some of the links are too weak but we need to work with the tourism authority or the tourism sector to ensure that what is produce on the farm are what the hotels require for their guests. The guest... when they come it is local

produce they are looking for.....they want our local produce. They want our local fruits, sad to say a lot of the times when you go to the hotels you are not seeing many of the local fruits. There must come a time when we must see a soursop [graviola] is being served together with other fruits in a fruit bowl. And I think when we reach that stage it means that we are on the road to that kind of proper linkage within agriculture and tourism”.

Interviewees stressed the need for proper planning, information sharing and reliability on the part of both hotels and farmers in order to facilitate stronger supply chain relationships. In addition, they emphasized that the symbiotic relationship between tourism and agriculture goes beyond the trade of fresh produce. The sectors can support and serve each other by allowing visitors the opportunity to engage in eco-tourism and agro-tourism activities during their visit on the island. The perception is that the conscious travelers or ‘the nature tourists’ want not only to eat local food and to support the local economy but also to connect with where their foods are coming from.

“The two sectors must work hand in hand. They must be married, you must have a linkage or the kind of marrying of the two sectors because tourism depends on food but in addition to the food, these days when the tourists come here they want to see a little bit of agriculture as well... so you can have that kind of agro tourism aspect”, the informant pleaded.

All farmers interviewed consented to this form of economic activity on their farms. Some also identify unique features about the area where their farms are located that may be of interest to visitors. They indicated that there might be need for some infrastructural development to be done on the farms to make it comfortable for the visitors but not the kind of work that is insurmountable.